



A DIVERSITY REPORT FOR THE ADVERTISING/ MARKETING INDUSTRY

NOVEMBER 2021

A LETTER FROM ALICIA ENCISO

As marketers, consumers are always at the heart of what we do, and to deepen those relationships, we must ensure they are authentically represented across the full marketing ecosystem. To effectively do this, we must look within our own organizations to advance diversity, equity, and inclusion efforts.



For the fourth year, the ANA and AIMM are publishing a benchmark report on the diversity of its client-side members' marketing teams to provide transparency on the progress being made and identify opportunities across the industry.

Census results confirm that the United States is more diverse and multiracial than ever. A highlight of this new benchmark report is that the overall ethnic representation within companies surveyed is also more diverse than ever. But there is still more work to do.

At Nestlé, we believe that a diverse and inclusive culture is the foundation of our strength, and it is part of the core that our company was built on. We regularly examine our teams to ensure they are inclusive and diverse, and are working with our agency partners do the same. Additionally, we've made a conscious choice to invest in diversity throughout the entirety of the production process, from behind-the-camera talent to creatives to the actors who appear in our campaigns. We have made this effort on every campaign, and we will continue to do that moving forward.

I am proud of the progress that the ANA and AIMM have made to bring companies together in action to address the diversity issues in our industry. Initiatives from the ANA include launching the DE&I Forum to provide a regular meeting place for DE&I issues, the creation of a resource list of certified diverse suppliers, and hosting supplier diversity fairs to expose ANA membership to those diverse suppliers. AIMM's #SeeALL campaign, along with other industry efforts like #SeeHer, the Media Inclusion Initiative, Manifest Works, and AICP's Double the Line program, also play an important role in moving our industry in the right direction and creating opportunities for diverse professionals. Furthermore, AIMM's "Our Commitment to Equality, Inclusion, and Systemic Change" pledge is galvanizing companies like ours to really look within our own walls to make sure we are all doing our part.

While we still have a long way to go, I am confident that if we come together — advertisers, agencies, news organizations, NGOs — through conscious and sustained efforts, we can effect real change in the industry.

Alicia Enciso
Chief Marketing Officer, Nestlé USA
Vice Chairman, AIMM Board of Directors

TABLE OF CONTENTS

About the Authors.....	4
Measuring Diversity at ANA Member Companies	5
1. ANA Board of Directors and Select Member Companies Diversity Benchmark	7
2. ANA Overall Membership.....	14
3. ANA Member CMOs	17
Key Action Steps to Improve Diversity Within the Marketing Department.....	19
Conclusions/Recommended Actions	25
Member Case Studies (Ferrara, Kimberly-Clark).....	28
Appendix: Additional Resources (AIMM, SeeHer, AEF)	37

“We will all profit from a more diverse, inclusive society, understanding, accommodating, even celebrating our differences, while pulling together for the common good.”

— Ruth Bader Ginsburg

ABOUT THE AUTHORS



ANA

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



AIMM

The [ANA's Alliance for Inclusive and Multicultural Marketing](#) (AIMM) was established in 2016 to provide corporations with viable solutions for growth by addressing opportunities in multicultural and inclusive marketing as well as prioritizing DEI. AIMM comprises senior-level advertisers, media/publishers, research and data companies, agencies, and trade organizations to spotlight the missed growth potential in Hispanic, African-American, Asian-American, LGBTQ+, American Indian, Age Groups, 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 an industry-wide reboot — the largest ever in this space. Beyond simply identifying where growth potential lies, AIMM shows its members (and the industry) how to best maximize this potential toward positive bottom-line impact. AIMM is the leading authority in the space.

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

For the fourth 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 2021 report.

Things have changed in the last year. [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.

SPOILER ALERT: This year’s report reveals an increase in the ethnic diversity of the marketing teams of ANA member companies.

	2020 U.S. CENSUS		
	Population	Percent Change from 2010 Census	Percentage of Total Population
White (Non-Hispanic)	191,697,647	-2.6	57.84
Hispanic	62,080,044	23.0	18.73
Black (Non-Hispanic)	39,940,338	6.0	12.05
Asian (Non-Hispanic)	19,618,719	35.6	5.92
Two or More Races (Non-Hispanic)	13,548,983	127.1	4.09
American Indian/ Alaska Native (Non-Hispanic)	2,251,699	0.2	0.68
Some Other Race (Non-Hispanic)	1,689,833	179.7	0.51
Hawaiian/Other Pacific Islander (Non-Hispanic)	622,018	29.2	0.19
TOTAL	331,449,281		100.00

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

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 is now 42 percent diverse. 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](#), and [2020](#), three studies help provide an understanding of diversity at ANA member companies in 2021:

- 1. ANA Board of Directors and Select Member Companies Diversity Benchmark:** Gender and ethnic diversity among the U.S.-based marketing departments of 61 ANA member companies, representing 16,514 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 31,790 individuals who provided gender identity and 28,862 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 873 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?”

Sixty-one companies completed the diversity benchmark — 20 ANA board member companies and 41 other ANA member companies, representing 16,514 marketers in total. That participation was the highest in the four-year history of this project. The diversity of participants makes the 2021 respondent base more representative of ANA membership overall than any of the prior studies. There were participants with over 1000 marketers as well as participants with under ten marketers.

	Number of Companies	Number of Marketers	Average Per Company	Respondent Base
2021	61	16,514	271	20 ANA board members; 41 other members
2020	40	15,419	385	19 ANA board members; 21 other members
2019	26	13,078	503	19 ANA board members; 7 AIMM members
2018	17	9,677	569	17 ANA board members

The completed benchmarks were submitted to the ANA between July and October 2021, asking for data as of June 30, 2021, or as close to that timing as possible. Individual company metrics have been kept confidential and “rolled up” to report aggregate results.

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

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

The ANA Board of Directors

The ANA remains committed to having a diverse board, and considers factors including gender, ethnicity, industry category, and region. The ANA board of directors has 43 members at this writing (November 2021).

- **Gender:** 23 women, 20 men
- **Ethnicity:** 26 White Non-Hispanic, 5 Hispanic, 8 African American, 4 Asian

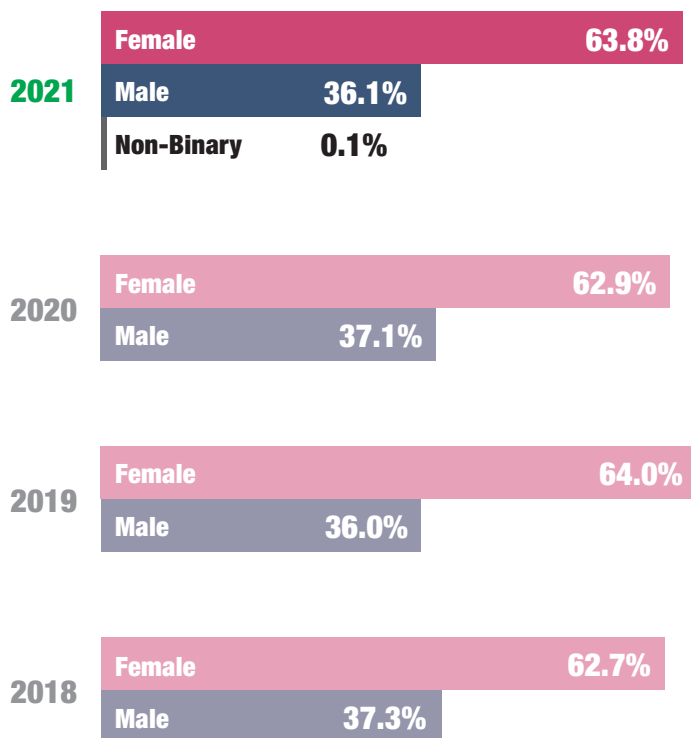
The ANA board is now 40 percent ethnically diverse, versus 33 percent as reported in our 2020 study and 24 percent as reported in our 2019 study.

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: 63.8 percent female and 36.1 percent male, consistent with prior studies. In 2021, “Non-Binary” was offered as an option for the first time.



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. But the higher the job level, the lower the percentage of women: 75.1 percent for admin (the lowest job level) and 54.8 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

	Female	Male	Non-Binary
ALL	63.8%	36.1%	0.1%
Senior-Level	54.8%	44.9%	0.3%
Mid-Level/Upper End	56.1%	43.8%	0.1%
Mid-Level/Lower End	65.2%	34.7%	0.1%
Entry-Level Professional	70.8%	29.1%	0.1%
Admin/Clerical/Support	75.1%	24.6%	0.3%

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 in the current study.

Female Percentage	
2021	54.8%
2020	56.2%
2019	52.3%
2018	46.0%

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 more female than ever.

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 ago, 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.

Female Percentage	
2021	70.8%
2020	65.5%
2019	65.3%
2018	67.6%

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 30.8 percent. That is a significant development!

The industry is 6.6 percent African American/Black, 11.7 percent Asian, and 8.9 percent Hispanic/Latino. African American/Black and Hispanic/Latino representation are both significantly lower than their proportion of the U.S population (at 12.1 percent and 18.7 percent, respectively). There has been no increase in the percentage of African Americans in the marketing industry, but there has been an increase in Asian and Hispanic representation.

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

	2021	2020	2019	2018
TOTAL DIVERSE	30.8%	28.5%	27.6%	29.4%
African American/Black	6.6%	6.5%	6.7%	6.7%
American Indian/Alaskan Native	0.5%	—	—	—
Asian	11.7%	9.9%	9.8%	10.9%
Hispanic/Latino	8.9%	7.7%	8.1%	7.7%
Native Hawaiian/Pacific Islander	0.3%	—	—	—
White (Non-Hispanic)	69.2%	71.5%	72.4%	70.6%
Multiracial	2.2%	2.0%	1.9%	1.9%
Other	0.6%	2.4%	1.1%	2.2%

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

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

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

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

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

	ALL	Senior-Level	Mid-Level/ Upper End	Mid-Level/ Lower End	Entry-Level Professional	Admin/ Clerical/ Support
TOTAL DIVERSE	30.8%	28.5%	30.3%	29.3%	33.1%	39.4%
African American/ Black	6.6%	5.0%	5.2%	6.7%	7.4%	12.0%
American Indian/ Alaskan Native	0.5%	0.3%	0.6%	0.5%	0.3%	0.5%
Asian	11.7%	9.8%	14.0%	10.6%	11.2%	11.0%
Hispanic/Latino	8.9%	10.4%	7.8%	8.6%	9.5%	12.9%
Native Hawaiian/ Pacific Islander	0.3%	0.0%	0.1%	0.3%	1.0%	0.0%
White (Non-Hispanic)	69.2%	71.5%	69.7%	70.7%	66.9%	60.6%
Multiracial	2.2%	1.8%	2.2%	2.0%	3.0%	2.4%
Other	0.6%	1.2%	0.4%	0.6%	0.7%	0.6%

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 5–10 percent of total.” In 2021, this level had its highest percentage of ethnic diversity over the four-year study period.

Diverse Percentage	
2021	28.5%
2020	26.4%
2019	25.4%
2018	26.2%

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 has increased in every year of the study.

Diverse Percentage	
2021	33.1%
2020	31.9%
2019	30.9%
2018	30.8%

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?”:

- 31 of 55 companies which answered (56 percent) provide employees the opportunity to self-identify as being LGBTQ (versus 50 percent in the 2020 report and 58 percent in the 2019 report).
- 41 of 52 companies which answered (79 percent) provide employees the opportunity to self-identify as being a Person with a Disability (versus 84 percent in the 2020 report and 85 percent in the 2019 report).

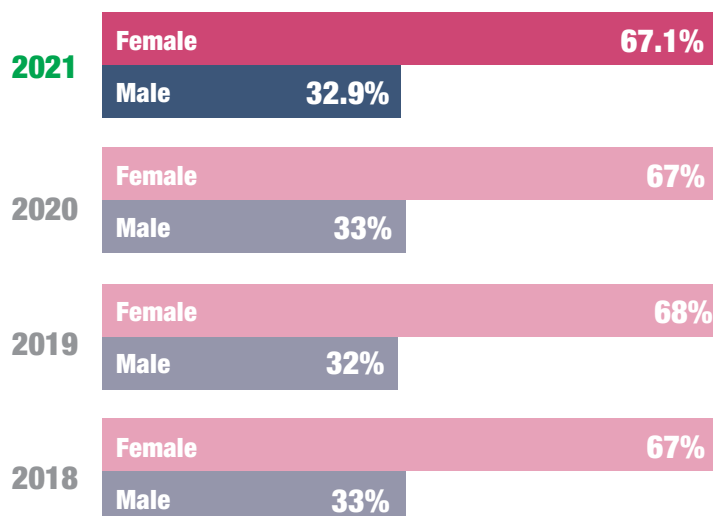
2. ANA OVERALL MEMBERSHIP

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, 2018 and June 30, 2021, 31,790 marketers responded to the gender question and 28,862 to the ethnicity question. The respondent base consists of client-side marketer members and marketing solutions provider members.

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

Gender

Among the ANA overall membership, 67.1 percent are female and 32.9 percent are male. Those numbers are virtually unchanged over the four years.



MEASURING DIVERSITY AT ANA MEMBER COMPANIES

2. ANA OVERALL MEMBERSHIP

Ethnicity

Among the ANA overall membership, 27.2 percent are diverse — an all-time high during the four-year history of this study.

72.8 percent are White Non-Hispanic, 5.9 percent are African American/Black, 11.0 percent are Asian, and 8.5 percent are Hispanic. Two new options were offered this year, 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, 2018 and June 30, 2021. There is therefore a lag in the timeliness of this data. The increase in total ethnic diversity reported in this study, although modest, is consistent with the increase in ethnic diversity reported in the study of the ANA Board of Directors and Select Member Companies Diversity Benchmark.

	TOTAL DIVERSE	African American/Black	American Indian/Alaskan Native	Asian	Hispanic/Latino	Native Hawaiian/Pacific Islander	White Non-Hispanic	Other (including Multiracial)
2021	27.2%	5.9%	0.2%	11.0%	8.5%	0.1%	72.8%	1.5%
2020	26%	6%	—	10%	8%	—	74%	2%
2019	25%	6%	—	9%	8%	—	75%	2%
2018	26%	6%	—	10%	8%	—	74%	2%

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.

		■ Female ■ Male						
		African American/ Black	American Indian/ Alaskan Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	White Non-Hispanic	Other (including Multiracial)
2021		6.3%	0.1%	9.8%	8.0%	0.1%	74.2%	1.5%
		5.0%	0.2%	13.0%	9.4%	0.1%	70.7%	1.6%
2020		6%	—	9%	8%	—	75%	2%
		5%	—	12%	9%	—	72%	2%
2019		7%	—	8%	7%	—	76%	2%
		5%	—	11%	9%	—	73%	2%
2018		6%	—	10%	7%	—	75	2%
		4%	—	11%	9%	—	74	2%

Sexual Orientation

The ANA membership is largely heterosexual based on the responses of 21,713 members.

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

Sexual Orientation Percentage	
Heterosexual	94.7%
Gay/Lesbian	4.0%
Bisexual	1.2%
Other	0.1%

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

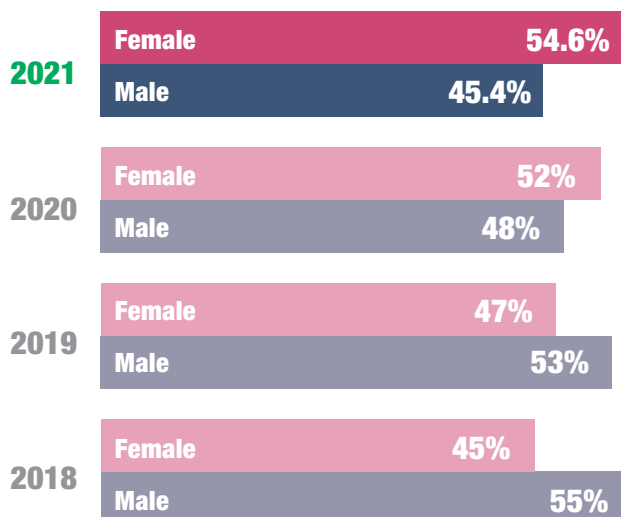
3. ANA MEMBER CMOs

This analysis identifies the profile of the CMO/CMO-equivalent at 873 of the ANA's client-side marketer company members as of June 2021.

ANA client-side marketers continue to make strides in achieving gender equality among CMOs and equivalents. While there remains significant work to do in attaining ethnic diversity, there has been recent progress.

Gender

For gender, 54.6 percent of the top marketer positions are female; that percentage has increased every year since the study began.



Ethnicity

Only 13.7 percent of CMOs and equivalents are diverse, but that percentage has increased.

- African Americans/Blacks comprise 4.6 percent of ANA member company CMOs, but are 12.0 percent of the total population.
- Asians comprise 5.5 percent of ANA member company CMOs, and are 5.9 percent of the total population.
- Hispanics/Latinos comprise 3.6 percent of ANA member company CMOs, but are 18.7 percent of the total population.

	TOTAL DIVERSE	African American/Black	Asian	Hispanic/Latino	White Non-Hispanic
2021	13.7%	4.6%	5.5%	3.6%	86.3%
2020	12%	3%	5%	4%	88%
2019	12%	3%	5%	4%	88%
2018	13%	3%	5%	5%	87%

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

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

3. ANA MEMBER CMOs

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.

		■ Female ■ Male			
		African American/ Black	Asian	Hispanic/ Latino	White Non-Hispanic
2021		3.3%	5.6%	4.7%	86.4%
		5.7%	5.5%	2.6%	86.2%
2020		4%	5%	3%	88%
		3%	5%	4%	88%
2019		4%	5%	2%	89%
		2%	5%	6%	87%
2018		4%	5%	3%	88%
		2%	5%	6%	87%

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

Respondents in the ANA Board of Directors and Select Member Companies Diversity Benchmark were asked the open-ended question, “Are there any key action steps that have helped your company improve diversity within the marketing department?” Representative feedback (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**

STRATEGIC FRAMEWORK FOR DEI

- We have established company- and department-specific commitments to foster a more diverse and inclusive organization, including representation goals.
- We have inclusion plans by division which are based on key metrics, opportunity areas, and actions that each division leader is held accountable for.
- Established current baseline through new reporting protocol for tracking gender and historically underrepresented groups within U.S. marketing as well as supplier and agency teams.
- **Set Goals**
 - Set the expectation that employees within U.S. marketing include at least one objective related to Diversity, Equity, and Inclusion on their goals/career action plan.
 - All leaders are required to have at least one DEI goal as part of their annual performance goals.
 - Senior leaders are held accountable for building diversity in their organizations, with specific representation targets.
- **DEI Teams/Councils**
 - Established a Diversity, Equity, and Inclusion team that is run by committee, with representatives from each department.
 - Marketing leadership and employees are included in our DEI council to represent the voice and needs of the department in the strategic direction of our DEI agenda, which promotes inclusive behaviors and actions.
 - Established an internal U.S. marketing DEI team to address opportunities for employees on the U.S. marketing team.
 - Diversity, Equity, and Inclusion council — specifically for the marketing organization — meets regularly with executive sponsors, talent acquisition, talent, and marketing teams representatives to identify programmatic approaches to attract, retain, and develop diverse talent.
 - Established a DEI Council to listen to associates, help identify needs of equity and inclusion, and provide direction for the company.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- Created and integrated a comprehensive Diversity, Equity, and Inclusion strategy that includes regular talent calibrations with senior leadership. These rigorous conversations are designed to allow leaders to share diverse perspectives regarding marketing employees to identify a diverse population of future leaders. This includes discussion about diversity of the current team (race/ethnicity, gender, and capability) to ensure broad consideration for our go-forward strategy (organization design and/or recruiting). Follow-up discussions focus on the progress of development actions taken to promote readiness.
- All employees are encouraged to take the pledge: to not remain silent, to continue to better understand the under-represented minority experience, to fully embrace race and ethnicity with empathy, to demonstrate equality through action, to speak out, to be an up-stander in every environment, and to be an ally.
- Disclosed the aggregate measure of total compensation (i.e., all men vs. all women, all U.S. minorities vs. all U.S. non-minorities) companywide across all employees regardless of role.
- **Education/Training**
 - We are extremely focused on education, providing a plethora of mandatory and optional courses designed with bias training as a foundation. We hold our leaders accountable for completion rates of their teams.
 - Training on unconscious bias and racially motivated misconduct in the workplace.
- We have added pronouns to email signature lines.
- We celebrate a variety of cultural holidays with educational information, shared stories, and employee spotlights.
- Moved North American commercial hub (sales and marketing) from suburbs to city (Chicago) to increase access to more diverse talent pools.

TALENT RECRUITMENT

- Our job descriptions contain diverse language that emphasizes our commitment to inclusion.
- Updated job descriptions to remove degree requirements to make them more inclusive.
- Open posting of positions, with requirement for diversity of candidate slates (women and people of color) for leader roles before moving to interview stage.
- Ensure job openings have a diverse candidate slate as part of the recruiting process, with a 25 percent POC candidate slate goal.
- More focus on internal referrals/recommendations from our diverse teammates for open positions; working with our Employee Resource Groups to broadcast open roles.
- Capitalize on a hiring manager's LinkedIn network and join diverse LinkedIn groups, which give us the ability to reach a larger segment of the candidate population and attract passive candidates.
- Focus job postings on more diverse career sites. Use diversity job boards to recruit and attract candidates from various ethnic backgrounds.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- Working with HR to identify diverse talent organizations and universities to solicit from.
- Partner with University Relations to focus recruitment efforts on MBA programs with diverse representation.
- We have established recruitment and engagement efforts to reach students at Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) to reach these talent early in their job explorations.
- We have tapped into the ANA and other partner organizations and colleges for entry-level candidates.
- Our marketing microsite showcases talent diversity and various DEI topics.
- Provide reporting to our CMO every two weeks and business partners regularly detailing diverse candidate applications and submittals.
- Must include diverse candidate(s) in the candidate pool before moving forward with interviews.
- A diverse candidate must be in the final round of interviews.
- Diversity in the interviewers; increase utilization of diverse interview panels.
- We have programs designed to bring in talent prior to their internship and provide them with an immersive experience to expose them to work opportunities, career systems, and culture, including equality and inclusion efforts inside and outside the company.

TALENT RETENTION

- **Listening**
 - We helped develop a “Time for Listening” leader guide to help leaders host listening sessions with their teams.
 - Employee listening sessions to gather anonymous, unbiased ideas and opportunities for U.S. marketing team and suppliers.
- **Mentorship and Sponsorship**
 - We encourage directors and above to volunteer to serve as mentors for individuals within the U.S. marketing team who self-identify as belonging to a historically underrepresented group.
 - More deliberate sponsorship and mentorship of diverse talent to ensure internal success and mobility.
 - Leadership commitment to sponsor historically underrepresented individuals within the U.S. marketing team.
 - Doubling down on mentoring/sponsorship programs to pair individuals with leaders, and career days throughout various locations, for continued internal placement and career progression.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- We have launched a company-wide mentorship program focused on specific diverse groups and Think Tanks for various groups designed to provide a sense of belonging for specific communities, along with opportunities for allyship, learning, and key insights for marketers to be more consumer-focused.
- Over the past two years we have implemented a mentorship program and an internship program for people with disabilities. We have successfully hired two FTE from the disability community.
- **Employee Resource Groups**
 - Established affinity networks to create a sense of community and launched specific training programs for managers and employees to build productive working relationships.
 - Continue to build out our Employee Resource Groups, which now include Lived Experience and Neuro-Diversity groups.
 - Goal of ERGs is to provide a diverse, equitable, and inclusive workplace to drive higher associate retention and increased associate performance.
 - “BOLD” promotes an inclusive community for lesbian, gay, bisexual, transgender, questioning, and intersex-identified employees and their allies (LGBTQIA+).
 - “DUNAMIS” promotes diversity and inclusion by ensuring the full engagement of employees with disabilities through awareness, collaboration, and networking opportunities.
- Regular internal cultural IQ assessments track employee engagement.
- Expanded targeted development programs (e.g., participated in the pilot acceleration program with McKinsey programs for Black employees).
- We launched the Female Leadership Institute. The initiative works to support the development and future success of all female employees and empowers them to embrace their strengths and thrive within our company. As part of our Female Leadership Institute, we partner with recognized female empowerment organizations, committees, and professionals to ensure networking and development opportunities for all female employees.

EXTERNAL ENGAGEMENT

- **Supplier Diversity**
 - Ensure diversity across our creative supply chain.
 - 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.
 - We set goals to increase marketing spend with diverse partners to better reflect the communities we serve. These initial goals related to the company’s media and production supply chain and were publicly announced to increase accountability towards achievement of the goals.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- We're using our scale as one of the largest advertisers in the U.S. to push the industry forward, investing in diversity throughout the marketing ecosystem, from behind-the-camera talent to creatives to the actors who appear in our campaigns.
- Leverage our impact across the marketing industry and supply chain by supporting diverse agency talent and minority-owned suppliers.
- Created initiatives focused on funding, supporting, and providing access to diverse-owned businesses and entrepreneurs who suffered additional hardship due to the pandemic/COVID.
- We commit to holding our partners and agencies to the same standards.
- Joint planning with agency/vendor partners on diversity initiatives.
- **Professional Development and Partnerships**
 - [15 Percent Pledge](#) (Focus on allocating 15 percent of retail space to Black-owned businesses)
 - [American Marketing Association](#) (Professional community for marketers)
 - [Braven](#) (A mentorship organization that pairs employees with low-income and first-generation college students)
 - [Color of Change](#) (Civil rights advocacy group)
 - [Consortium for Graduate Study in Management](#) (DEI MBA recruiting)
 - [FairyGodBoss](#) (Elevates women at work)
 - [Grace Hopper](#) (Increasing the number of women in tech)
 - [High Lantern](#) (Consultancy)
 - [Hollaback](#) (Raises awareness about and combats harassment)
 - [Jopwell](#) (Career advancement for Black, Latinx, and Native American professionals)
 - [JumpStart Advisory Group](#) (Identifies and develops highly skilled female and minority professionals)
 - [Management Leadership for Tomorrow](#) (Builds diverse leaders and equitable workplaces)
 - [Marketing Academy](#) (Develops leadership capability in talented marketers)
 - [Mogul](#) (Community of diverse leaders worldwide)
 - [NSBE](#) (Black engineers)
 - [National Organization on Disability](#) (Helps businesses tap the disability workforce)
 - [Own the Room](#) (Presentation skills)
 - [Reaching Out MBA](#) (Supports the LGBTQ+ MBA community)
 - [Talent Without Frontiers](#) (Global recruitment firm with an expertise in diversity talent solutions)
 - [Trevor Project](#) (Crisis support services to LGBTQ+ young people)
- Attend external diversity conferences and events for training and development.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

MULTICULTURAL MARKETING AND BRAND RECOGNITION

- We're working to better engage our Asian, African American, Hispanic, LGBTQ+, and disabled consumers.
- Exceeded our goal of 50 percent or more diverse representation of talent, creators, and experts across our consumer-facing materials for the last 18 months.
- Incorporate AIMM's CIIM (Cultural Insights Impact Measure) testing and learning into our marketing; currently establishing baselines and initial best practices.
- Use #SeeHer GEM (Gender Equality Metric) testing.
- We have set a public commitment to reflect our consumers' diversity in our innovation, brand strategy, and brand communications with multicultural representation in our insights, input from diverse stakeholders during campaign development, and increased partnerships with BIPOC content creators and agencies.
- Commissioned brand assessment studies for the organization on our engagement with multicultural consumers.
- Increased marketing campaigns featuring diverse brand ambassadors, social media influencers, etc.
- Customer listening sessions with customers of color to understand their perspective and impact on business.

“As a member of the Association of National Advertisers (ANA) Alliance for Inclusive and Multicultural Marketing (AIMM), we joined with marketing leaders across the country in a committed effort to examine and mend the marketing ecosystem, especially as it relates to underrepresented communities.”

— Global CPG

CONCLUSIONS/RECOMMENDED ACTIONS

Finally, there has been 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 30.8 percent, according to the ANA board of directors and select member companies diversity benchmark.

2021	30.8%
2020	28.5%
2019	27.6%
2018	29.4%

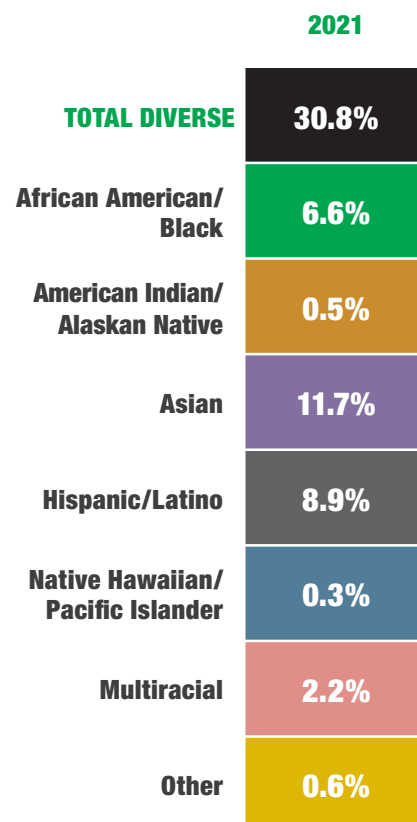
The data from the ANA board of directors and select member companies diversity benchmark is the best measure for current diversity as it is done at a single, recent point in time — June 30, 2021 for this year’s study — so this is a “real time” metric.

The overall ethnic skew of the marketing/advertising industry is 11.7 percent Asian, 8.9 percent Hispanic/Latino, and 6.6 percent African American/Black. The latter two groups are both under-represented.

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 5–10 percent of total.” In the latest study, that represented 28.5 percent and the highest percentage of ethnic diversity over the four-year study period.
- In the study of ANA member CMOs, there was 13.7 percent ethnic diversity, the highest in the four-year study period.

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



CONCLUSIONS/RECOMMENDED ACTIONS

Among entry-level professionals, 33.1 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 30.8 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 54.8 percent according to the ANA board of directors and select member companies diversity benchmark and 54.6 percent in the analysis of the ANA member CMOs.

Women comprise the majority of the marketing industry's workforce: 67.1 percent in the analysis of the ANA overall membership and 63.8 percent according to the ANA board of directors and select member companies diversity benchmark. Per the latter study, the gender of entry-level professional staff is more female than ever (70.8 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.”

To accurately know the current state of diversity/gender equality and the progress we are making (or lack thereof), we must measure it. The ANA/AIMM is committed to such a public measurement annually. We have increased participation from ANA board and other member companies every year. In 2018, 17 companies participated, representing 9,677 marketers. In 2019 there were 26 companies, representing 13,078 marketers. In 2020 there were 40 companies, with 15,419 marketers. Now in 2021, there are 61 companies and 16,514 marketers.

CONCLUSIONS/RECOMMENDED ACTIONS

However, to get 61 participants, we needed to contact more than 230 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 2022, and we’ll make that call to the industry in second quarter 2022.

In the meantime, companies which did not complete the ANA/AIMM “diversity benchmark” in 2021 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).

In the past year, there has been a clear increase in interest around supplier diversity. For the open-ended question which asked, “Are there any key action steps that have helped your company improve diversity within the marketing department?” there were more comments made about supplier diversity (page 22) than in any of the other prior studies. Marketers should use the ANA/AIMM list of [Certified Diverse Suppliers for Marketing/Advertising](#) as a resource for identifying diverse suppliers. Just recently, AIMM released the most complete [list of minority-owned/minority-controlled media](#) in the industry. This list was done in collaboration with the leading industry firm verifying minority ownership, Media Framework (MAVEN), and will help advance overall investment in minority-owned and minority-targeted entities.

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.

“While we have made strong progress, we are committed to doing more.”

— Financial Institution

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

CASE STUDY

TREATING DE&I AS THE CRITICAL BUSINESS ISSUE IT IS



“At Ferrara, diversity is a growth imperative. Treating it with the focus and rigor it deserves is the only way to achieve growth and create a culture in which everyone feels at home.”



— Marco Capurso, CEO of Ferrara

We all know that diversity is key to an organization’s growth. Diverse teams make better decisions, are able to adapt more quickly in a rapidly changing environment, and develop more innovative products — especially critical in CPG, where our already diverse customer base grows more so every year. Today, the majority of gen Z is multicultural, and by 2045, the entire U.S. population will be primarily multicultural. Building diversity and retaining diverse talent requires that we incorporate diversity, equity, and inclusion (DE&I) into how we operate at the most fundamental levels of our company.

An Opportunity

In the last few years, Ferrara has grown exponentially, bringing three large companies, each with their own culture and operating practices, together under one roof. When we founded Ferrara’s diversity, equity, and inclusion program in Q4 2019, we had a unique opportunity to integrate equity and inclusion practices right at the onset of building our new and inspiring culture as well as into our daily operations. To do this well, we needed to treat DE&I as the critical business issue that it is.



OUR DE&I MISSION

Foster diversity and empower all employees to be authentic, share ideas, and grow.

Propel the business forward through an inclusive culture where transparent, collaborative minds unite.



Launching the Diversity, Equity, and Inclusion Council

In the fall of 2020, we launched our DE&I Council, chaired by our CEO. The council was composed of 45 employees, representing the diversity of the organization — from manufacturing and operations to sales and marketing — and our market, along with every member of the executive team. The composition of the team was meant to ensure that broad perspectives were heard at the highest levels and integrated into Ferrara’s mission, strategy, operations, and departmental and functional goals, and that there would be accountability for results.

TREATING DE&I AS THE CRITICAL BUSINESS ISSUE IT IS

Using Business Tools to Solve a Business Issue

One of the Council’s first tasks was helping the CEO and head of DE&I establish measurable performance indicators for the year and ensuring council priorities would be in line with Ferrara’s overall business objectives.

Aligning Our DE&I Priority Areas Around Ferrara’s Business Objectives

Next, we created six working councils, each assigned to one of the six priority areas noted below. Each working council was asked to leverage Six Sigma project management methodology (and use the DMAIC cycle) to define, measure, analyze, and develop solutions for their respective priority area.

The teams committed to weekly meetings and planning cycles with additional bi-weekly meetings to report progress to the DE&I department. Once per quarter, all members of the council convened to share progress, receive feedback, and update as needed.

Results

Since the council kickoff, each of the six teams has made measurable progress in the following areas:

- **Cultural Competence and Inclusion:**
 - Built inclusivity into onboarding, mentoring, career conversations, and our workspace
 - Paired each DE&I Council member, including the CEO, with a “buddy” to complete self-paced activities to support their journey of cultural competence
 - Launched our Sweet Pairs mentoring program, focused on personal and professional growth, network expansion, and education
 - Piloted inclusive leadership training for managers in partnership with our learning and development organization

Our DE&I Council Aligned to Business Objectives

People			Product		Purpose
Nurture an inclusive workforce with diverse experiences, abilities, backgrounds, and perspectives			Relate to and deliver on the needs of increasingly diverse consumers, and partner with diverse suppliers		Live company values with intention in the diverse communities we serve
1. Cultural Competence and Inclusion Drive cultural competence through D&I literacy, leadership training, and sensitivity training	2. Metrics and Reporting Provide transparency through workforce measurement to track representation and set goals across our employee experience	3. D&I in Production Facilities Connect diversity and inclusion initiatives to our production facilities; foster opportunities for ERG participation and career growth	4. Supplier Partnerships Deepen diverse partnerships through supply chain to ensure diversity in our vendor partners and integrity of suppliers	5. Philanthropy Deploy our financial capital to support a philanthropic cause with an annual Ferrara-wide engagement/giving campaign	6. Community Engagement Leverage our intellectual capital to support skill and career development in the communities where we operate

TREATING DE&I AS THE CRITICAL BUSINESS ISSUE IT IS

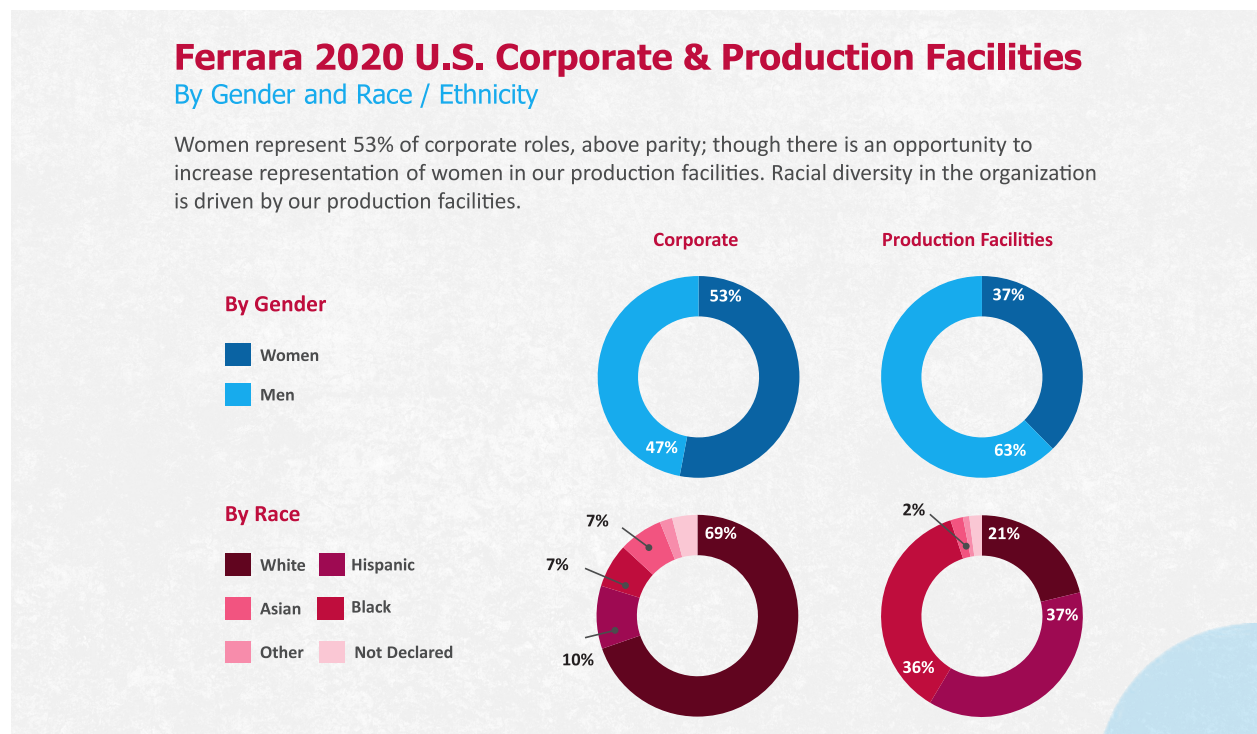
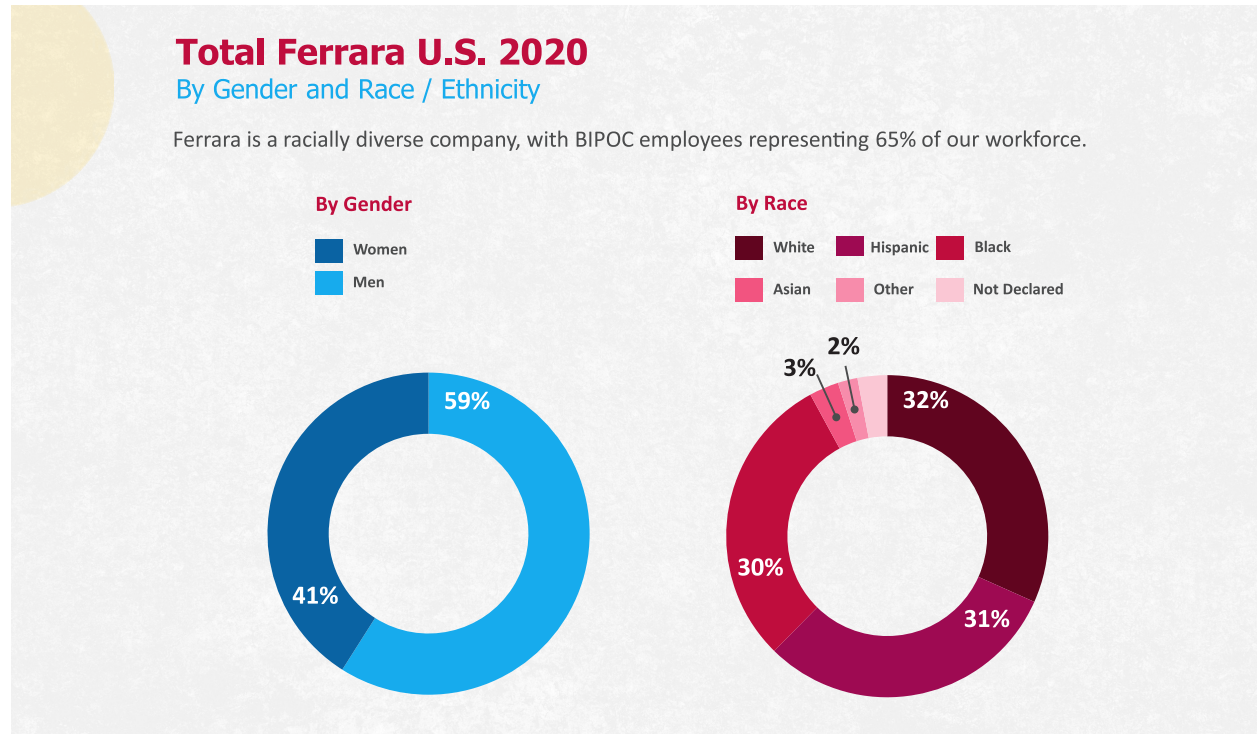
- **Metrics and Reporting:**
 - Published our workforce diversity data, internally and externally
 - Based on our results, created our first company-wide diversity goals benchmarked to best-in-class organizations
 - Working to accelerate our inclusive hiring efforts with diverse hiring slates and more inclusive job language
 - Continuing to identify diverse successors with intention and address systemic barriers in the organization that affect people of color
- **Production Facilities:**
 - Conducted focus groups in our production facilities to understand the teams' unique needs and began to establish goals
 - Targeting opportunities for business resource group participation
 - Fostering more opportunities for career growth for front-line employees
- **Supplier Partnerships:**
 - Established a baseline of current company spend with diverse suppliers
 - Partnered with national and local organizations to establish the fundamentals of supplier diversity programs
 - Incorporated diverse supplier sourcing into our procurement processes and standards
- **Philanthropy:**
 - Developed relationships with national and local partners to support our diversity, equity, and inclusion strategy
 - Deployed our financial capital to support the group with an annual Ferrara-wide engagement/giving campaign
- Using a rubric developed internally (now considered an industry best practice), the team selected organizations based on their mission statements, alignment to our civic endeavors, and representation of our business resource groups
- **Community Engagement:**
 - Identified and worked with Lumity, a local community partner that engages underserved Chicago teens in transformational STEM experiences to prepare them for careers
 - Leveraged our intellectual capital to support more causes in our local community
 - Facilitated interview preparation and résumé reviews at Year Up, a program designed to launch careers for young adults in underserved communities

In addition, 40 percent of our BRG leaders participated in the DE&I council. They supported our transition from employee resource (ERG) to business resource in 2021, bringing the groups closer to our business to participate in idea accelerators and connect to external organizations, and aligning each community to one or two brands to participate in an annual brand review.

Members of the DE&I Council further partnered with business resource groups' leaders for special sessions in 2020 devoted to the events that were drastically changing our lives: the pandemic, George Floyd's murder, and the increased awareness in hate crimes against Asian Americans. All these things changed our vantage point and prompted new conversations with one another. One of the outcomes was to add a company value devoted to the inclusion journey.

TREATING DE&I AS THE CRITICAL BUSINESS ISSUE IT IS

Our first Workforce Diversity Report allowed us to benchmark to best-in-class organizations and set goals for hiring and retention.



from [Ferrara's 2020 U.S. Workforce Study](#)

TREATING DE&I AS THE CRITICAL BUSINESS ISSUE IT IS



The Power of Empathy

After focused conversations with our employees and stakeholders, we added the new Ferrara company value, Empathy: the ability to see the world through another's perspective. At Ferrara, we take Empathy one step further: we actively seek out and embrace different perspectives to produce powerful, positive experiences.

What We Learned

After surveying our DE&I Council members, we found that 90 percent of them had a positive experience in the council and felt that being a council member improved their leadership effectiveness by increasing self-awareness, enhancing leadership skills, and better equipping them to manage difficult conversations.

We also learned that devoting the time, attention, energy, and rigor required to build and maintain diversity produces measurable results. Our job will never be finished; our goals and strategy will continue to evolve as we hit our goals and tackle new challenges.

As a CPG company, we are in a unique position to use our brand as a platform to step up and take a stance on social issues and topics that matter. Understanding who we are — as a brand and as a company — and why we're here helps us determine what to do. And that understanding begins at home, with our rich, diverse workforce.

Diversity is growth — that will not change. And neither will Ferrara's deep commitment to it.

CASE STUDY

LEADING WITH INCLUSION: DRIVING CHANGE THROUGH OUR MARKETING ECOSYSTEM



By building an inclusive global organization that applies its diverse experiences and passions to our trusted brands, we have the opportunity to make life better for people all around the world.

At Kimberly-Clark, we are committed to building a winning and respectful culture founded in our long-held caring values. We care deeply about each other and our business, and we care deeply about inclusion and diversity. This work is part of who we are — not just what we do. Our goal is to tap into the power that different voices, experiences, and skills bring to our work environments and to our consumers. By leading with inclusion, we deliver our purpose of Better Care for a Better World as we become a global organization that looks and thinks like the people who use (and have yet to use) our essential products.

We've made great progress with our people-focused strategy. In 2019, we began exploring the barriers that prevent true equity in the workplace. We recognized that to create a sustainable culture where people feel they can bring their authentic selves to work, we needed to make inclusivity the foundation of everything we do.

This work was underway when the horrific deaths of George Floyd, Breonna Taylor, and many others sparked our realization that diversity actions alone were not enough. The urgency of racial justice galvanized us to do more, move faster, and enable change.

In partnership with senior leadership, we took immediate action to drive change in our marketing ecosystem through three parallel paths: (1) to empower our marketers through specific I&D (Inclusion & Diversity) training and tools; (2) to work with our marketing agency and media partners to drive positive change through effective, measurable actions; and (3) to commit to more authentic representation of diverse peoples in our brand communications. This emphasis on inclusion creates opportunity for the growth of society as well as our company.

Kimberly-Clark's ability to gather insights, foster innovation, and deliver essential products hinges on our understanding of the cultures, lifestyles, and mindset of consumers. By building an inclusive global organization that applies its diverse experiences and passions to our trusted brands, we have the opportunity to make life better for people all around the world.

To drive change faster, we developed Kimberly-Clark Global Brand Responsibility Principles and Guidelines and supported them with actions and resources. Our principles were developed and embraced by our marketers worldwide based on the following core beliefs and commitments.

Kimberly-Clark Global Brand Responsibility Principles & Guidelines

WE BELIEVE:

Championing inclusion, diversity, and respect of women and underrepresented peoples in our brand communications and within our marketing ecosystem, including our Kimberly-Clark marketing teams and external partners.

Protecting our communities by creating and enforcing guidelines and policies, in partnership with the industry, which reduce and eliminate the spread of harmful content, such as hate speech, violence, exploitation, and misinformation.

Transparency in data and the advertising supply chain by using and collecting data in an ethical way with a commitment to consumer privacy and protection.

To enact these principles, we first worked closely with our agency partners to assess our current consumer content and develop innovative training for our marketers. We launched a series of learning pods in the U.S. that focused on the Black American experience and how brands are perceived and selected, as well as the overall shopping experience. This training provided a fundamental understanding of the needs of underrepresented communities in the

U.S. and a clearer perception of what authentic representation looks like.

We also expanded our partnership with the ANA's SeeHer initiative and Gender Equality Measure (GEM) testing to ensure meaningful and representative portrayal of all genders in our communications. From these collective learnings, we are focused on taking our work from good to great.

Huggies® Special Delivery™

In 2018, we launched Huggies® Special Delivery™ diapers with packaging that represents mothers and fathers of different ethnicities. One of the primary images featured a Black father and child, and the consumer response was overwhelmingly positive.

“It means a lot — especially the representation in society with African-American fathers. They’re not necessarily out there as much, and this is really changing the narrative.”

— Huggies® consumer



LEADING WITH INCLUSION: DRIVING CHANGE THROUGH OUR MARKETING ECOSYSTEM

Kimberly-Clark is building on this foundation by training marketers to have a global perspective that addresses all underrepresented communities across the world. Diversity is becoming the majority in many of our markets, so building a broad and deep cultural understanding in our marketers is critical.

In 2021, we will conduct extensive, region-specific marketing training sessions in Latin America, Europe, and the United States. We will provide additional training in the U.S. and Asia-Pacific regions in early 2022. We seek to provide our marketers with the tools to ask the right questions, engage in relevant conversations, and develop inclusive communications from the strategic level through consumer-facing brand communications.

Kimberly-Clark also collaborated with all marketing and agency partners to help deliver

on our I&D commitments. We developed plans to activate all aspects of inclusivity, including our approach to data and insights, diversity in our agency teams, and the development of brand communications.

We worked within our media ecosystem and industry groups, including the Global Alliance for Responsible Media (GARM), to create new brand safety media guidelines that do not discriminate against people of color. These all-encompassing media protocols reinforce our Brand Responsibility Principles and Guidelines, foster inclusivity, and strengthen our commitment to the ethical use of data and privacy.

This year, we continued to develop inclusive brand communications to combat social injustice and racial inequality. A few examples that we are proud of:

Cottonelle® BLKHLTH Partnership

Kimberly-Clark's Cottonelle® Brand partnered with the nonprofit BLKHLTH to provide critical information and resources to Black consumers about colorectal cancer, which disproportionately afflicts the Black community. Together, Cottonelle® and BLKHLTH are encouraging colorectal cancer screenings and have distributed free home colorectal cancer tests to thousands of Black Americans.



U by Kotex® Black Content Creator Support

U by Kotex® devised a strategy to use media dollars to support Black voices while also reaching its target audience. Working with Mindshare, U by Kotex® created a U by Kotex® Private Online Marketplace (PMP) of more than 25 Black-first, Black-owned, and Black-centered publishers. We unblocked keywords that are commonly used in Black culture but often excluded by automated ad programs to support journalism from publishers including Essence, Interactive One, the Griot, and Pod Digital Media, which represent more than 150 Black content creators. Together, we elevated Black voices.



Huggies® Embraces Inclusivity with “We Got You, Baby!” Launch

Huggies® debuted its “Welcome to the World” campaign during the big game this year with a heartwarming spot that featured eight infants born earlier that day. Huggies® purposefully cast an inclusive mix of families that reflected a range of racially diverse and differently abled family units.

Take a look at the ad [here](#).



In Conclusion

At Kimberly-Clark, our success is linked to creating workplaces, communities, and experiences where inclusion and diversity are evident and thriving, and where we reflect the global community that we are a part of and that we serve. That matters. Our long-term inclusion and diversity strategy has accelerated over the past two years, and we are committed to doing even more to drive change from the inside out as we move forward.

APPENDIX: ADDITIONAL RESOURCES

AIMM, SeeHer, and the ANA Educational Foundation all provide resources that focus on diversity.

AIMM

- **Cultural Insights Impact Measure (CIIM):** A proprietary industry metric that identifies the impact and effectiveness of cultural insights in ads and programming and how they affect sales lift. CIIM has been institutionalized into the industry. Over 400 brands and more than 1,000 ads have undergone CIIM testing in 2021 year-to-date, and more than 350 shows and networks across various audiences had their cultural impact evaluated. Research ranked top performers in authentic cultural representation for consumer segments, including Asians, African Americans, Hispanic English speakers, Hispanic Spanish speakers, members of the LGBTQ+ community, and people with disabilities, as well as the general market. CIIM was expanded internationally, to be used in Canada, Mexico, and Brazil.
- **Anti-Asian Hate Campaign and Pledge:** AIMM took an industry stand by publishing an industry pledge in support of #StopTheAsianHate. The pledge was published in the *New York Times*, *USA Today*, and *Adweek*, as well as numerous other publications. To date, the pledge has received signatures from over 150 executives and 131 companies committed to fight against racism.
- **#SeeALL:** AIMM continued amplifying the message of equity and inclusion to the entertainment industry by partnering with BET to broadcast the AIMM “Here” spot. It has re-aired in endemic and non-endemic awards shows and gained over 1.5 billion impressions, and was the recipient of 10 Telly Awards (four gold, six silver). It was a finalist in the *PRWeek* Purpose Awards, the *PR News* CRS and Diversity Awards 2021, and the 2021 SABRES Awards North America.
- **Diversity, Equity, and Inclusion (DEI):** Collectively with industry leaders, AIMM has developed and released several DEI tools (Maturity Model, Self-Assessment, Action Plan, and Scorecard) and resources (AAPI/AA/Black/LGBTQ+ Educational Fact Packs) aligned to the ANA Growth Agenda, AIMM Pledge, and SeeALL movement that can be adopted by organizational leaders, DEI partners, marketers, agencies, and stakeholders to drive current and future DEI strategies, programs, and initiatives. Forty-seven percent of AIMM members are utilizing the DEI tools and 53 percent are utilizing the multicultural resources with their organization and clients to develop intentional actions to drive impact. Currently, an industry DEI Index is under development to dive deeper into representation demographics across the ecosystem and measure the AIMM Pledge impact.
- ANA/AIMM continues to expand the Supplier Diversity lists. Currently, the [ANA/AIMM Certified list](#) has grown to 343 entries and the [Non-Certified Minority list](#) has 94 entities. Just recently, AIMM released the most complete [list of minority-owned/minority-controlled media](#) in the industry.
- **Data Transparency and Research:** Data suppliers went from empty claims of accuracy to full transparency and quarterly tracking of MC&I visibility.
 - Cemented the collaboration of 16 leading suppliers, up from six at the end of 2020
 - Published and shared data transparency report
 - Conducted benchmark survey among more than 400 ANA/AIMM members to understand current state of marketing industry

APPENDIX: ADDITIONAL RESOURCES

SeeHer

SeeHer is a global coalition of committed 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. Led by the ANA, in partnership with The Female Quotient (The FQ), SeeHer launched in June 2016 in Washington, D.C. at the United State of Women. In just five 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 become the global measurement standard, used in 14 markets around the world, representing 87 percent of worldwide ad spend. GEM® has scored more than 160,000 ads, amassing the largest global database of ads measured for gender bias and has generated over 640,000 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 an intersectional lens is applied. In its proprietary GEM® Lift sales attribution study conducted with IRI, SeeHer has validated the correlation between high GEM® scores and incremental sales of 200 to 500 percent.

Women influence 85 percent of all purchase decisions; globally, women control \$31.5 trillion in consumer spending. 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. 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.

Recent proprietary research conducted by SeeHer and Dentsu, *Perceptions of Progress: The State of Women's Equality in the U.S.*, has highlighted the fact that consumers expect brands to help resolve gender inequality in their lifetime. In addition, in a study created in partnership with GWI, *The Fragile (im) Balance*, consumers were clear that brands showing support of women positively affected their buying decisions. Across both studies, these sentiments of accurate portrayal and brand support were more pronounced among women of color. SeeHer white papers and custom research can be accessed [here](#).

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. This year, SeeHer launched [#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. AAPI and LGBTQ+ Guides are planned for early 2022.

It has been reported that the pandemic has set back gender equality by a full generation. According to the World Economic Forum, 54 million women around the world were forced out of the workforce in the first year of the pandemic. Gender and intersectional equality in advertising and media is an imperative. **It's good for society and it's good for business.**

APPENDIX: ADDITIONAL RESOURCES

ANA Educational Foundation

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 keeping this talent engaged throughout their career journey.

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 called [“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+ — as a way to identify gaps and then solutions for each group.



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