



EQUITY & INCLUSION IN ACTION

Advancing Beyond Conversation

This document is designed to start, advance, improve and assist the conversation around diversity, equity, inclusion and race. It is not designed as an opinion piece or to be construed as legal advice.

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Contact:
Simon Fenwick (EVP | Talent, Equity & Inclusion)
sfenwick@4as.org



Opening Statement

Dear Industry Leaders,

With great intentions I began this journey of collecting and developing content, information and commentary to help the industry maintain the importance of DE&I during and post COVID-19. And then, the murder of George Floyd once again raised the concerns that have plagued this country for generations. The murder of a Black man in plain sight has lifted the consciousness of the country and amplified the continual injustices and racial inequity that exists.

I realized the opportunity to create a document greater than how the industry needed to maintain DE&I initiatives, and to shine a light on the challenges we still face, the battle we still fight and the chance for us all to be better.

- It is up to all of us (you and me) to be better as allies, as advocates and as leaders to drive the change through actions and not just words.

- It is up to us to listen and educate ourselves; not wait to be educated. We need to identify where we can make a difference and stand up and act.

This document is intended to support agency leaders, HR and D&I leads, to help educate and identify where their organizations can focus and help those leaders to drive a more equitable, diverse and inclusive industry.

Regards,
Simon Fenwick
EVP | Talent, Equity & Inclusion



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01.

DISCLAIMER & INTRODUCTION

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Disclaimer

The guide is designed to primarily help leaders as well as HR and D&I professionals in the industry to address the most challenging issues and maximize the opportunities facing their organizations today given the COVID-19 and RACE pandemics across America.

The 4A's is providing recommendations and guidance to help the industry lead change, meet the challenges of current working situations and ensure they provide safe, secure, equal and fair environments for all employees both in person and virtually.

It should not be used as a substitute for legal advice or to replace individual organizational strategies. For additional assistance, should you require it, seek the help of legal counsel.

This document is created from sourced, repurposed and original content and represents views from numerous sources in an unbiased and inclusive manner. Referenced and repurposed material originals sourced in glossary.

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Read
Learn
Listen
Act

Introduction

It is understandable that HR and D&I's recent focus has been on employee safety and security. The functions have responded admirably to unprecedented demands and unforeseen challenges. Just as we see the global situation starting to turn, America has been hit by another pandemic that has been around for centuries. While it's important to focus our efforts on helping our companies quickly recover, we find ourselves addressing how we can help heal our country; our organizations play a key role in that healing.

- Our collective experience in managing this crisis may lead many to believe that the world of work has changed, but how should we manage and treat those who do the work?
- When it comes to driving high performance through diverse talent, we can no longer accept the old normal is the new normal.

Organizations still need employees to have clear goals and direction. High potential leaders still need to be identified and grown. Managers still need to be held accountable to elevate both what and how their team delivers. The fundamentals of winning through talent remains the same.





The industry can “transform” in ways that were once only imagined on paper, by eliminating the old ways and making the decisions that will lead to a more equitable, inclusive and diverse future.

As HR and D&I leaders, the words diversity, equity, and inclusion are no longer words on a paper, measured only by how well you hire, or the perks offered.

Now we need to check our “white privilege” to ensure all voices are heard, no matter who, where or when. Inclusion and equity must be reflected at all levels and that includes holding clients and partners to a set of principles that you inherently believe and live.

Leaders need to understand there are clear advantages for those who follow these steps and less desirable consequences for those who don’t.

Focus Your Talent Plan On Drivers Of Performance

- 1. Focus on the most diverse workforce at all levels.**
- 2. Make inclusion the core of your Mission, Vision, Values.**
- 3. Set standards and live by them, no matter the situation.**
- 4. Focus everyone on a few, big, aligned goals.**
- 5. Identify your performance-differentiating behaviors.**
- 6. Make all everyone accountable.**

We strive to raise consciousness,
representation, engagement and the upward
mobility of diverse talent.





02.

DEFINITION & IMPACT

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A Memo to HR and D&I

The spotlight is on the CHRO, HR and D&I functions within the organization, just as the 2008-2009 recession focused on the CFO and finance functions. In the past few months, we have seen greater appreciation for the breadth and impact of the HR and D&I functions. It has been essential in everything from monitoring workforce sentiment, to establishing connections between organizational leaders, workers, and teams, to integrating well-being into work and reimagining how, where, and what gets done.

Emerging from these crises, organizations should ask themselves if HR and D&I are properly positioned to make the impact they can and should be making across the enterprise.

The question organizations must ask themselves is whether HR and D&I has a broad enough focus to empower them in the areas where they need to impact to help position the organization to both recover and thrive over the short & long term.

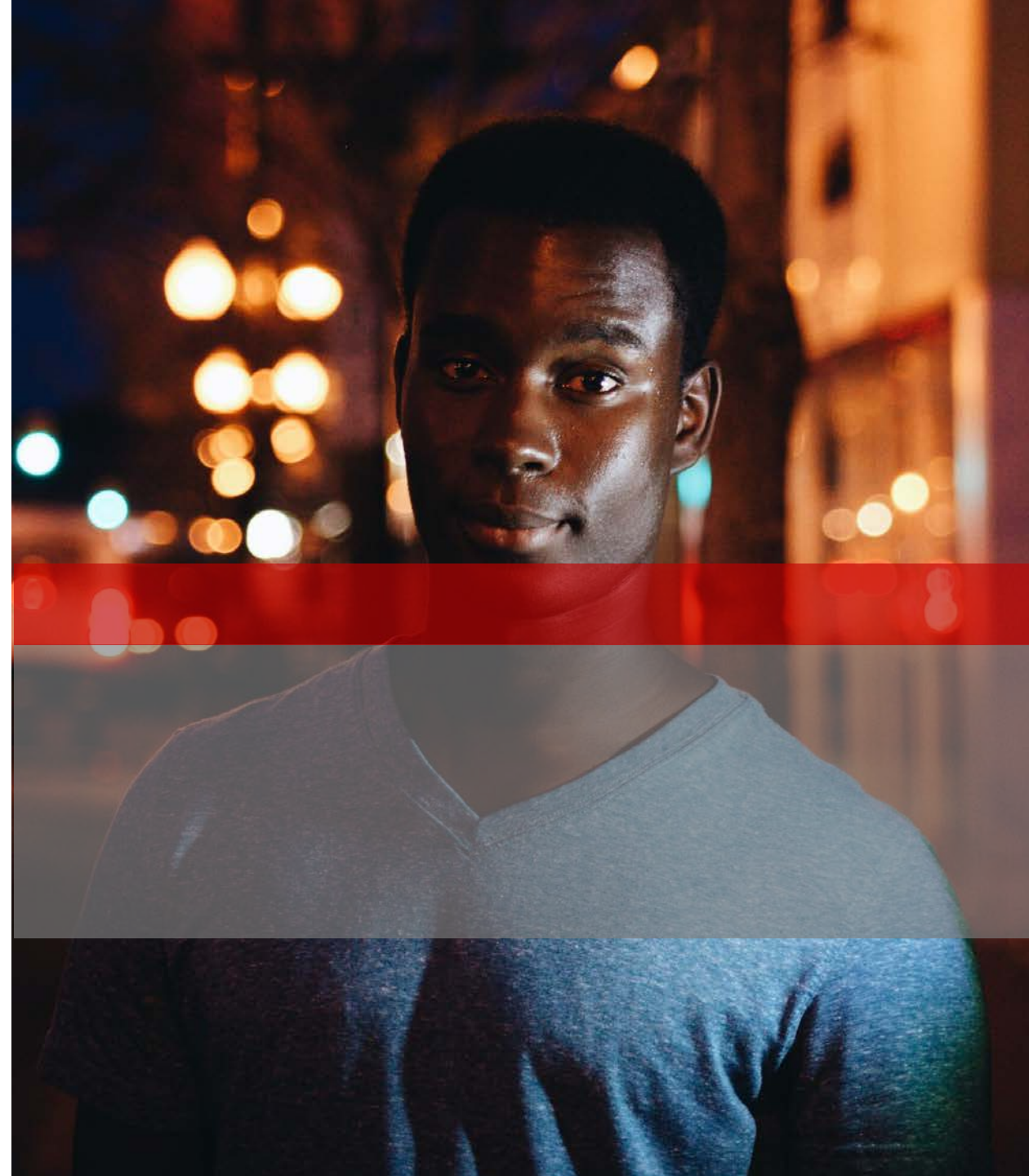
- Deloitte's 2020 Global Human Capital Survey reported that 75% of respondents (Senior Leaders) believe that the role of HR was important or very important for their success over the next 12-18 months.

- In the same Deloitte survey, 93% of respondents believe that HR will remain a distinct function over the next five years; a majority (55%) also believe that HR will substantially or radically change within the next 12-18 months, with no noticeable differences between HR and non-HR respondents.

There is no doubt that **CHANGE IS COMING** - and it needs to be more than transformation or reinvention or even revolution - it needs to be foundational, and that is where the real story begins.

As business strategies evolve in the face of disruption and organizations come face-to-face with the realization that productivity has been flat and in decline for the past two decades, **organizations are being challenged to rethink outdated views and establish a new set of truths for the social enterprise at work.** Beyond focusing on how to improve the way work is done today, organizations now need to consider what work they should be doing tomorrow, putting work outcomes in a constant state of flux and work in a continuous state of reimagination.

Jobs have become increasingly fluid and dynamic, with some thought leaders believing that the end of jobs - fixed, task-based work - is near. The change is being accelerated as ways of working shift away from rigid reporting lines to a network of teams; from prescribed routines and job descriptions to expanded job canvases; and from narrow skills to broad capabilities.



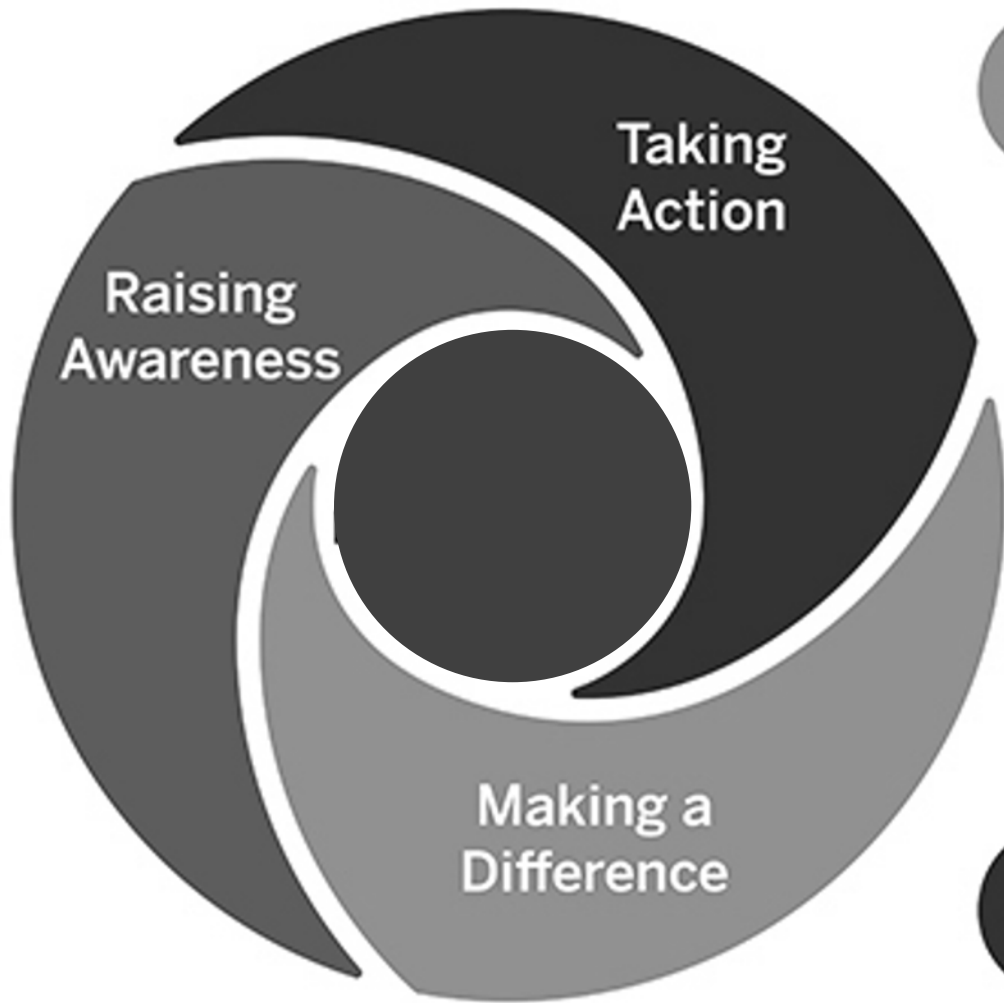
**Diversity won't be
solved quickly, it
will take
sustainable action**

Key Areas to Action and Measure Diversity Success



**Clear Definitions
Lead to Alignment
& Consistency In
Language**

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1

DIVERSITY

Diversity of ideas, perspectives and backgrounds is critical for business success

2

EQUITY

Provides equity in professional development, career advancement and business opportunities

3

INCLUSION

Promotes a culture of inclusion that embraces everyone's differences and involves all voices

Diversity

Diversity is the presence of difference within a giving setting. In this case the workplace is the setting and the differences typically refer to identity like race and gender, and sometimes ethnicity, religion, nationality, or sexual orientation.

A person isn't diverse. They're unique. Though they can bring diversity to a group. You're not looking for a diverse candidate. Diversity is about a collective or a group.





Equity

Equity is an approach that ensures everyone has access to the same opportunities. Equity recognizes that we don't all start from the same place because advantages and barriers exist. It's a process that acknowledges uneven starting places and seeks to correct the imbalance. Whereas, Equality is defined as treating everyone the same and giving everyone access to the same opportunities.

Diversity and inclusion are both outcomes. Equity is not. It refers to the process an organization engages in to ensure that people with marginalized identities have the opportunity to grow, contribute, and develop.

Inclusion

Inclusion addresses people with different identities feeling and/or being valued, leveraged, and welcomed within a given setting (whether that's a team, workplace, or industry). Longtime Diversity, Equity, and Inclusion educator, Verna Myers, said: *"Diversity is being asked to the party. Inclusion is being asked to dance."*

Inclusion isn't a natural consequence of diversity. You can have a diverse team of talent, but that doesn't mean they feel welcomed or valued or are given opportunities to grow.



4 Ways Leaders, HR and D&I Can Have Impact

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- 1. Be the vital enabler of an organization's ability to thrive in a world where the old rules of work no longer apply, and the new rules are evolving rapidly.**
- 2. Focus on humanizing the world of work, seeking to make the most for employees in today's dynamic environment.**
- 3. Facilitate and address diversity within the workplace, helping to drive change from the top-down and from the bottom-up.**
- 4. Be the facilitators of open, honest dialogue, where every voice is heard.**

When you invest in a D&I lead, give them the authority and incentive to challenge you as a leader.





03.

BUILDING STRATEGIES

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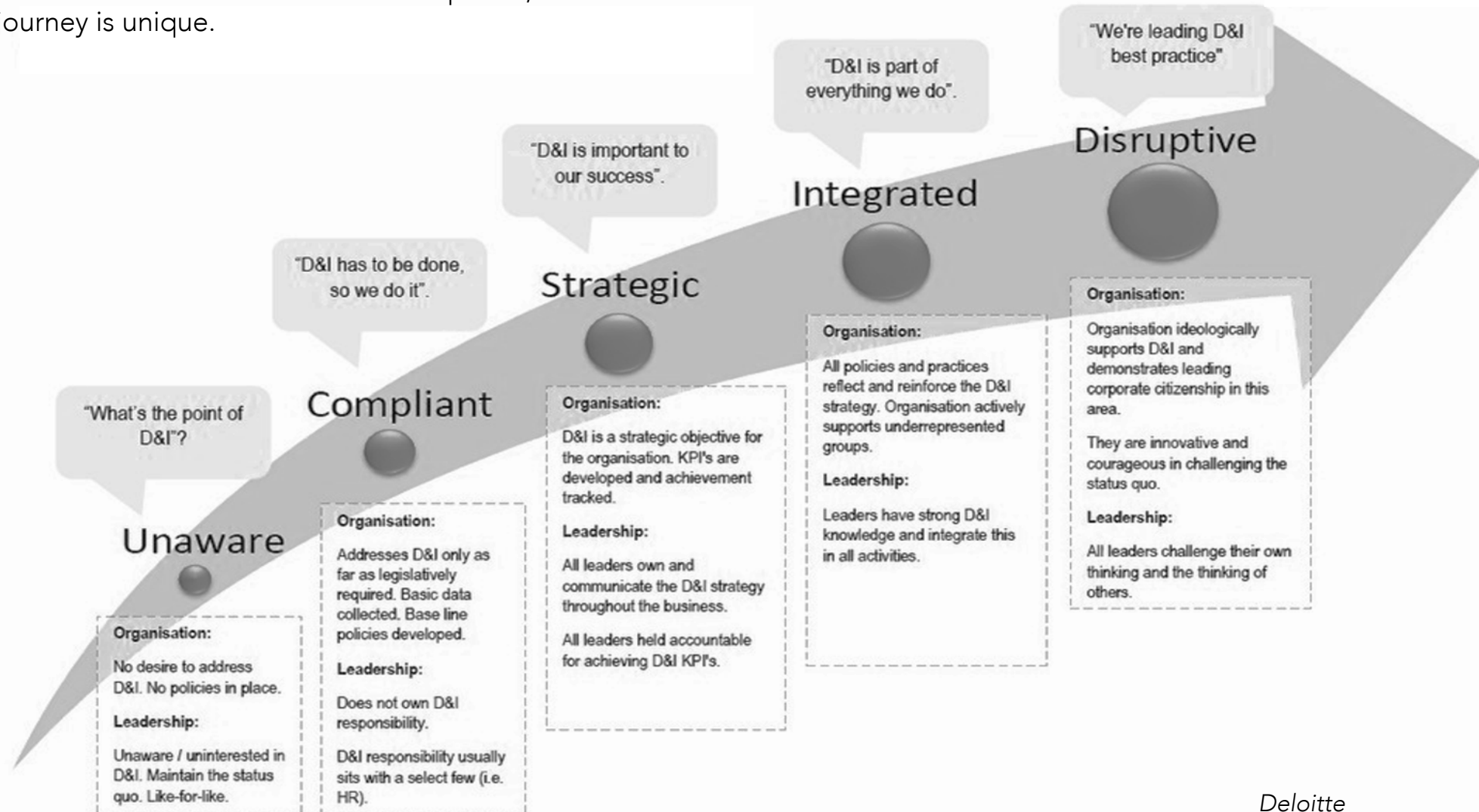
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**To Effect Change,
Leaders
Must Be Aware, Be
Active & Take
Ownership**

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Diversity & Inclusion Maturity Model

Agencies will enter this model at different points, every journey is unique.



A Guide To Building DE&I Initiatives

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Stage One: Action Steps

- 1. Determine a budget for diversity, equity and inclusion.**
- 2. Identify individuals who will be part of the action committee.**
- 3. Clarify time commitments and expectations.**
- 4. Establish a calendar of regularly scheduled meetings with leadership.**

Stage Two: Establish A Framework

- 1. Create a clearly articulated philosophy and vision about diversity and its connection to the mission.**
- 2. Be clear about terminology around diversity, equity and inclusion.**
- 3. Develop criteria to measure success; build an evaluation plan to ensure accountability.**
- 4. Create an environment in which all members of the organization feel they can participate.**

Stage Three: Early Implementation

- 1. Conduct a needs assessment or cultural audit among staff, via surveys, town halls and one-on-one's with leadership.**
- 2. Audit organizational demographics, systems, policies and procedures.**
- 3. Determine priorities within the context of the strategic plan and a realistic timeline for delivery.**
- 4. Set relevant, pragmatic and achievable goals for ensuring organizational diversity.**
- 5. Allow time; do not rush the audit or needs assessment.**

Stage Four: Evaluation

- 1. Informal evaluation should take place throughout a diversity initiative to revise and refine.**
- 2. Focus the evaluation on the goals and objectives of the diversity initiative.**
- 3. Use a comprehensive approach to evaluate individual change as well as changes in organizational systems.**
- 4. Communicate findings throughout the organization to build knowledge and understanding.**

Diversity is having a seat at the table. Inclusion is having a voice and having that voice be heard.





04.

CULTURE DESIGN FRAMEWORK

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**Culture is
the widening
of the mind**



Culture Design Canvas

More heads are better than one. Transformational leaders design their workplace culture to empower individuals to fearlessly contribute innovative ideas to achieve business goals.

The Culture Design Canvas from [liberationist](#) is a strategic tool for designing new workplace cultures or mapping existing ones.

- It is a visual chart to understand current state and define the future by describing the purpose and values, strategic priorities, emotional culture, decision making, team rituals, and rules.
- It helps you map your existing organizational culture, driving clarity, alignment, and identifying areas for improvement.
- It assists in designing a new culture, whether you are a new organization or an existing business who needs to redefine your desired future state.

It is a simple tool to use to upgrade your organizational culture, to keep it current and relevant, helping your organization to identify gaps or opportunities and explore opportunities.

Be sure to map the real culture NOT the ideal one, the idea is to visualize your organization culture through the lens of the broader organization. It is NOT meant to reflect how the CEO perceives the culture, but how regular people see it. It is not a "one and done" exercise.

Map your culture at a high level. Create a draft version of the canvas, writing big ideas on large post-its. Think of this as your first prototype. Don't overthink it. The canvas has 10 building blocks. Follow the steps to map or design your culture successfully, don't do them all at once or in random order.

- A.** Start at the core: purpose and values. This is the long-term vision and the impact the organization wants to create in the community, with employees, and the marketplace. If you have a mission, vision, or values, start by capturing those. Be sure to include behaviors, both those you want to reward and punish.
- B.** Work on the right side: The emotional culture, focus on rituals, feedback and psychological safety.
- C.** Work on the left side: The rational culture, decision making, meetings, norms and rules.
- D.** Finally, review, reflect and adjust. Focus on the bigger picture again, review the canvas and make sure it is clear, consistent and simple.

Try to find a theme, one that defines your company culture. Ask the following questions:

- What does the organizational culture stand for? Is it simple and clear?
- Are your values and purpose serving others, or self-serving?
- Are all the elements aligned with the values and purpose?
- Do behaviors and values align?



Culture Design Canvas Example





05.

CULTURE OF INCLUSION

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A Common Language For Inclusion



Imperative 2020



The term “cultural fit” is a relic of an outdated era. Diversity thrives when we create a curious and vulnerable culture. This means opening yourself up to new approaches, ideas and solutions.

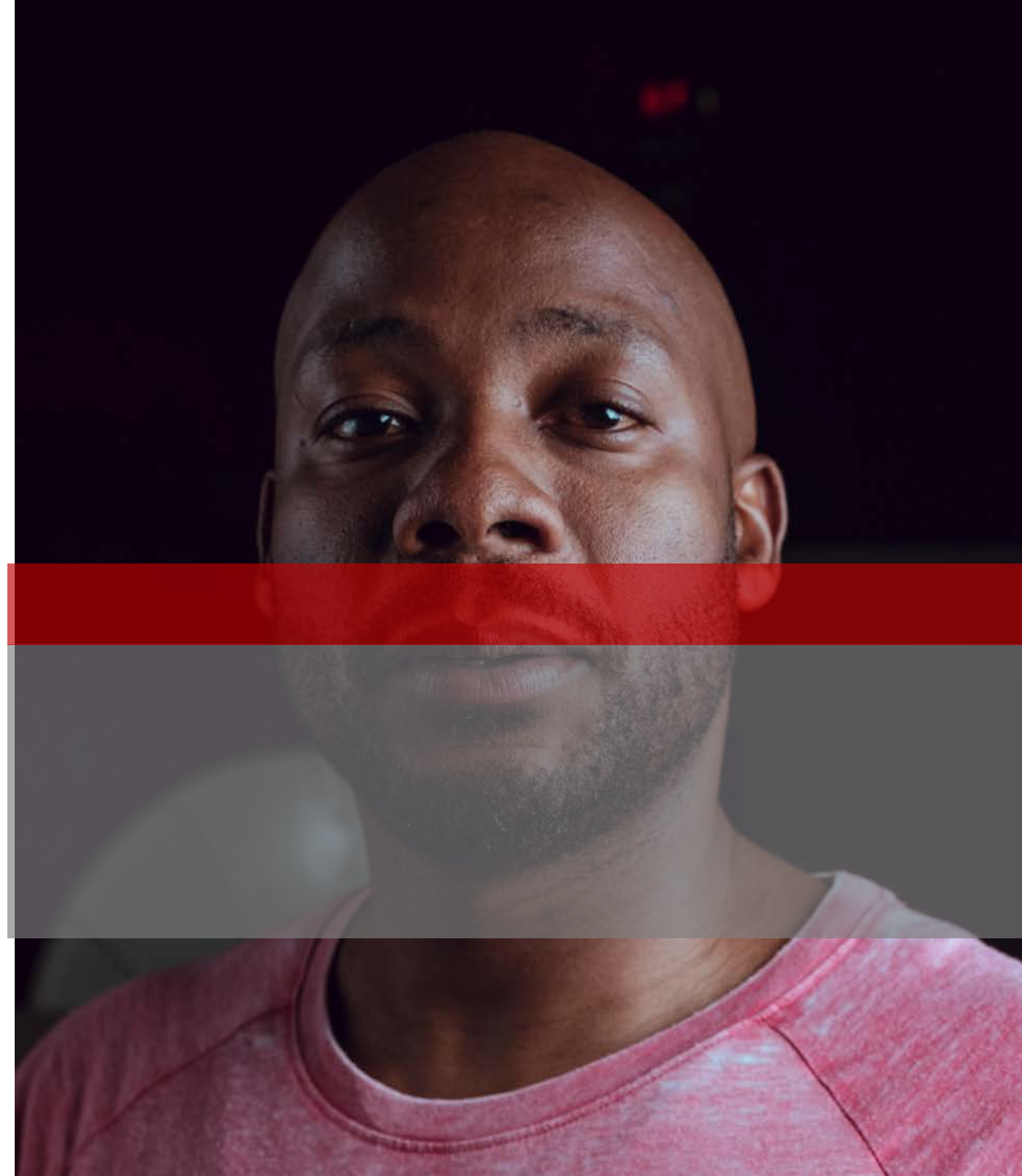


Commit and Understand

To ensure a commitment to a more diverse workplace, an organization's strategy requires a wide range of associated actions, systems and behaviors. Recruiting, interviewing, employee and manager training and education all must connect to support effective efforts to make a workplace more diverse. Through diversity we ensure that different voices contribute to the work, ensuring more diversity in our product.

Inclusion is a different concept but requires a similar strategic framing of the effort to succeed. It is impossible to achieve diversity without achieving inclusion.

- Employees must believe they matter to leadership, and that requires a related but different set of actions, systems and behaviors.
- Employees need to believe that they matter as a person to leadership, and employees must believe that their opinions are heard and are valued by management.





Remaining Human

How can organizations remain distinctly human in a technology-driven world? According to Deloitte's Global Human Capital Trends report, organizations need to embrace three attributes: **Purpose, Potential and Perspective**. These characterize what it means to fuse people and technology to perform as a social enterprise at work.

There is a new human-centered rewiring of the relationships between the individual and the organization, and the organization and society. What we have realized, as a result of COVID-19, is that humanity and technology were never truly in conflict and we now consider how it is possible to resolve the seeming paradox of finding ways to remain distinctly human in a technology-driven world.

COVID-19 has reinforced our conviction that human concerns are not separate from technological advances at all, but integral for organizations looking to capture the full value of the technologies they've put in place. As we shifted to the "new normal" what we realized was, technology was not our greatest challenge. The crisis serves as a window into what can happen if the intersection of humanity and technology and the opportunity to operate as a true social enterprise are not fully embraced.



Imperatives to Deliver Inclusive Growth



Purpose.
Potential.
Perspective.

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Purpose – Embed Meaning

Belonging - From comfort to connection to contribution.

- People are motivated when they can connect their work contributions to a greater purpose and mission. As your organization stages the return-to-workplace and, the “future of work”, you should seize the opportunity to step back and make sure you are creating connections across individual jobs, team objectives, and the organization’s mission. To strengthen the link between belonging and organizational performance, you need to do more than treat your employees fairly and respectfully, you must enable a deeper connection by drawing visible linkages as to how their contributions are making an impact on the organization and society.

Designing work for well-being, living and performing at your best.

- Put well-being front and center for your organization, as physical, mental, and financial security becomes paramount. These pandemics have put more hours in the day, creating exhaustion and burnout and simultaneously exposing the stress that many workers face in balancing professional and personal demands, as personal commitments and roles (such as being a parent or caregiver) could no longer be separated from work.

A person with dark skin and curly hair is wearing a red jacket. They are looking towards the left, where a screen displays a green light. The background is a warm, orange-toned wall.

Potential - Maximize Capability

Super teams: Put AI in the group

As your organization thinks about the ‘future of work’ you can push the boundaries in the ways they integrate teams of humans and technology.

Organizations should evolve their thinking about technology from taking a purely substitution view, to using technology as an augmentation of collaboration strategy.

- Leverage the power of AI to build a culture of actionable knowledge sharing and knowledge creation that strengthens organizational connectivity and affords the organization resilience to be able to withstand, and even to thrive in, environments of disruption, uncertainty, and change.

Beyond reskilling: Investing in resilience for uncertain futures

COVID-19 has shown that workers are resilient and adaptable. Organizations should consider how to encourage and offer opportunities for employees to continue to grow and adapt based on their potential, rather than solely on their existing skills and certifications.

- Now is NOT the time to pull back on workforce development efforts, but instead to double down on commitments to building a resilient workforce that can adapt in the face of constant change.



Perspective - Creating Value

The compensation conundrum: Principles for a more human approach

COVID-19 showed that compensation is as much an indicator of an organization's culture and values as it can be an indicator of market value. The pandemic put a spotlight on pay as it relates to essential work - with some lower-paid jobs proving essential in a time of crisis.

- Your organization should identify the principles that serve as the foundation for your compensation philosophy, programs, and policies.
- When evaluating those principles, the conversation should not be limited to market value, but should also account for human value in the form of purpose, fairness, transparency, growth, and collaboration.

Ethics and the "future of work"

Your organization needs to ask itself critical questions to help prepare for the perceived and actual ethical impacts of business decisions. You should also be monitoring government response, as this too will continue to evolve coming out of the crisis.

The “New” Office Normal

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Rethinking the (Home) Office

As COVID-19 has shuffled employees out of the office and into their homes, organizations are considering offering a new kind of perk: the option to never return to those offices again.

Twitter CEO, Jack Dorsey, recently told employees that they can remain working from home forever, if they choose. The company has offered to reimburse all employees for home office expenses, including “desks, desk chairs, and ergonomic chair cushions” and agreed to front internet costs while employees telecommute.

COVID-19 has set in motion an unprecedented experiment in remote work. The tech industry was early adopters, but a survey from SHRM in March found that two-thirds of US companies were “Taking steps to allow employees to work from home who don’t normally do so”

The mass exodus from the office is likely to change the way teams operate in the long-term. It’s also raised the question of how much of the future of work will happen in the office at all. People being “stuck” at home has given organizations license to try something different, since everyone simultaneously had to operate this way. We have solved the network effect challenge that might have taken years to solve and compressed it into a matter of weeks.

Now that so many people have been working remotely for so long, organizations may have a hard time convincing employees that they missed their commutes and offices.

A Gartner Survey (April 2020) found that three-fourths of companies expected that some of their employees would permanently work remotely in the future.

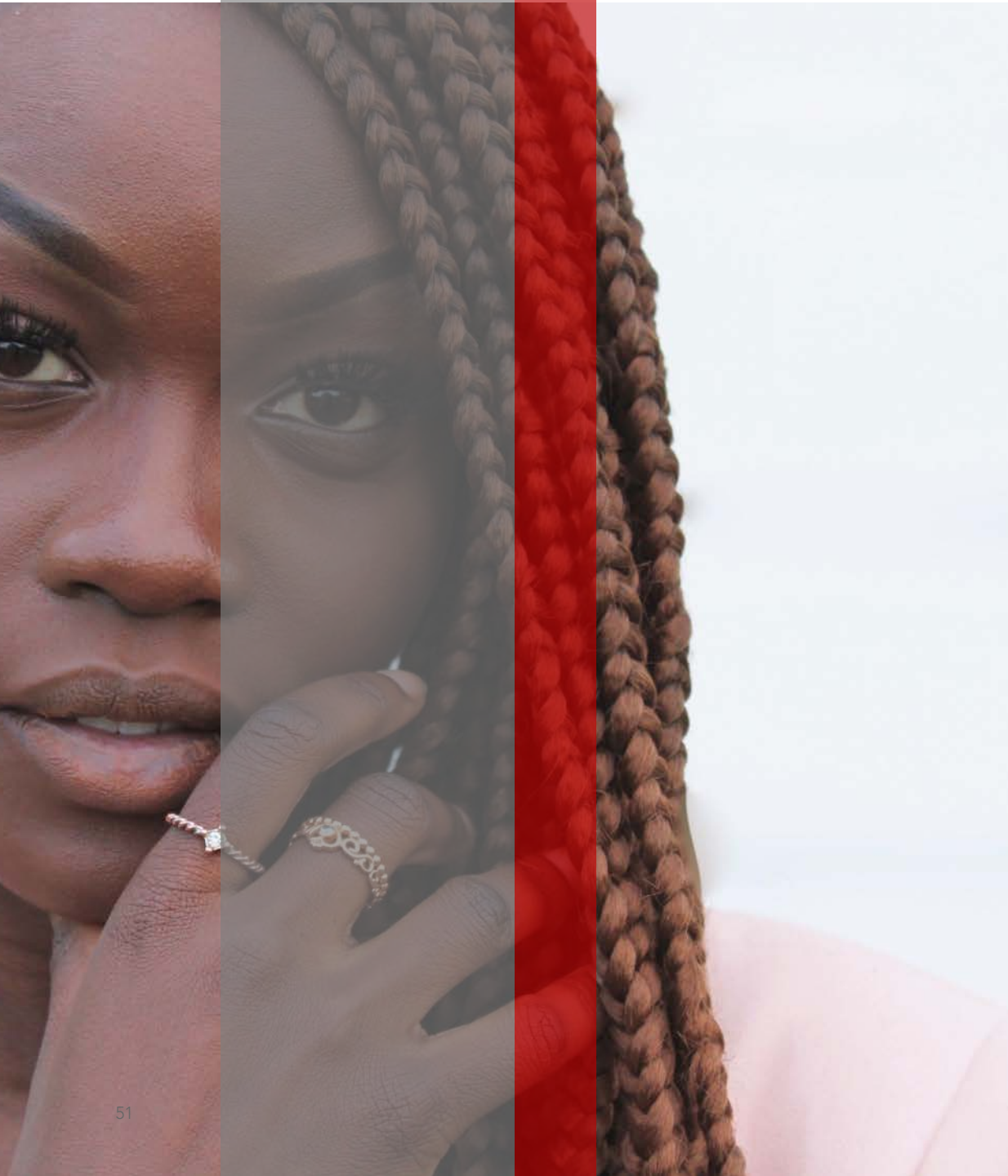
- In the same survey, nearly a quarter of respondent's plan to shift at least 20% of previously on-site employees to permanently remote positions post COVID-19.
- The same survey stated that most CFO's recognize that technology and society have evolved to make remote work more viable for a wider variety of positions than ever before.

But there will not be an abandoning of the office altogether.

- Organizations are likely to take a "hybrid approach" blending remote employees with in-office teams.

There is still a lot of power in people coming together and certain types of functions collaborating in person, but there's equal power in flexibility and convenience by eliminating the commute and being able to work in a more efficient way. This approach will have an enduring effect on wages and rewards. **If more workers relocate, organizations will have to reckon with increasingly distributed workforces including rebuilding teams to work in a virtual capacity.** That could change more than the physical presence of offices, it could change the nature of working altogether.





COVID-19 has challenged leaders to do three things at once:

1. Stage the return-to-workplace
2. Understand and leverage the advancements they enacted during the crisis
3. Chart a new path forward

Focusing on the return-to-workplace alone is no longer a viable option, as it will not allow organizations to capitalize on all that they have experienced and learned over the past few months.

The New York Times columnist, Thomas Friedman, coined the term “**dynamic stability**” - **how humans want to adapt to change in an age of acceleration**. Friedman encourages leaders to “build an eye that moves with the storm, draws energy from it, but creates a platform of dynamic stability within it.”

Organizations that do not shrink from the oncoming storm of change, but rather draw energy from it, will leverage the opportunity to return-to-workplace by designing the “future of work”, employing lessons, practices, and goodwill they built during their accelerated crisis response.

**Work Locations
Will Be More
Flexible In The
Future**



Importance of Flexibility

Diversity is fundamental to innovation and creativity. **Cognitive diversity - the numerous ways people think and carry their varied experiences** - offers a spectrum of perspectives that can help organizations navigate this unprecedented economic and health collapse. A range of cognitive diversity will help businesses navigate this unprecedented crisis.

- The new, technology-assisted workplace can be quick to expose unconscious bias.
- Rethinking work practices post-COVID-19 is a chance to stop excluding diverse talent. A more flexible workplace will allow organizations to look more broadly for diversity.
- Now is the time to discuss workplace diversity, equity and inclusion, in fact it is a business imperative!
- "Lockdown", "Stay-at-Home", whatever the term, these orders have had implications for diversity, equity and inclusion efforts.

It is not premature to wonder what businesses can learn from the global pandemic, new insights and learnings will help us build success in the new normal.

Inclusion: The need for rigorous inclusion protocols becomes patently obvious on long video-conferencing calls. It is no longer acceptable for a few people to dominate, interrupt or appropriate ideas.

- Mediating conversations is critical for managers to ensure all voices are heard.
- Recorded meetings could become a gold mine of anonymized data in the future when researchers analyze the rhythms of inclusion or exclusion.

Performance: Feedback, performance and pay evaluations - processes often driven by bias - should become more analytical and metric-based.

- Managers have an opportunity to be less partial in their handling of important career decisions.

Leadership: Today, leaders must exhibit more nuanced skills. The ability to show empathy and appreciation, listening and supporting - take on equal importance in the virtual office environment.



Ways to Inclusive Leadership

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It's time for leaders to start being unrealistic about inclusion. Being realistic isn't working.

The realistic leader views inclusion as a problem D&I leaders should fix rather than a a leader problem they need to solve. The unrealistic leader knows that inclusion is up to them to solve.

To the realist, acceptance is the finish line. To the unrealistic, acceptance is the starting point.

The good news is that being White doesn't mean you're unqualified to lead organizational responses to diversity and inclusion. And being Black doesn't qualify as being an expert on how to drive diversity and inclusion. The reality is we are all learning together, and each play a part.

These are 10 ways leaders can distinguish their style and start being unrealistic about identifying, confronting and removing racism in their organizations.

Do What's...

Stay In...

Champion...

Try To...

Are...

Seek...

Feel...

Move...

Take...

Keep...

LEADERS

Nice

Denial

Projects

Manage Mindsets

Afraid & Silent

Solutions

Guilty

Incrementally

Selfies

Score

INCLUSIVE LEADERS

Necessary

The Race

People

Change Mindsets

Afraid & Active

Adopt Problems

Inspired

Irreversibly

Responsibility

Listening

What Are We Learning?

4's



Emerging Lessons

The COVID-19 pandemic and the race pandemic the country is witnessing has opened the possibility of deeper and unseen inequities.

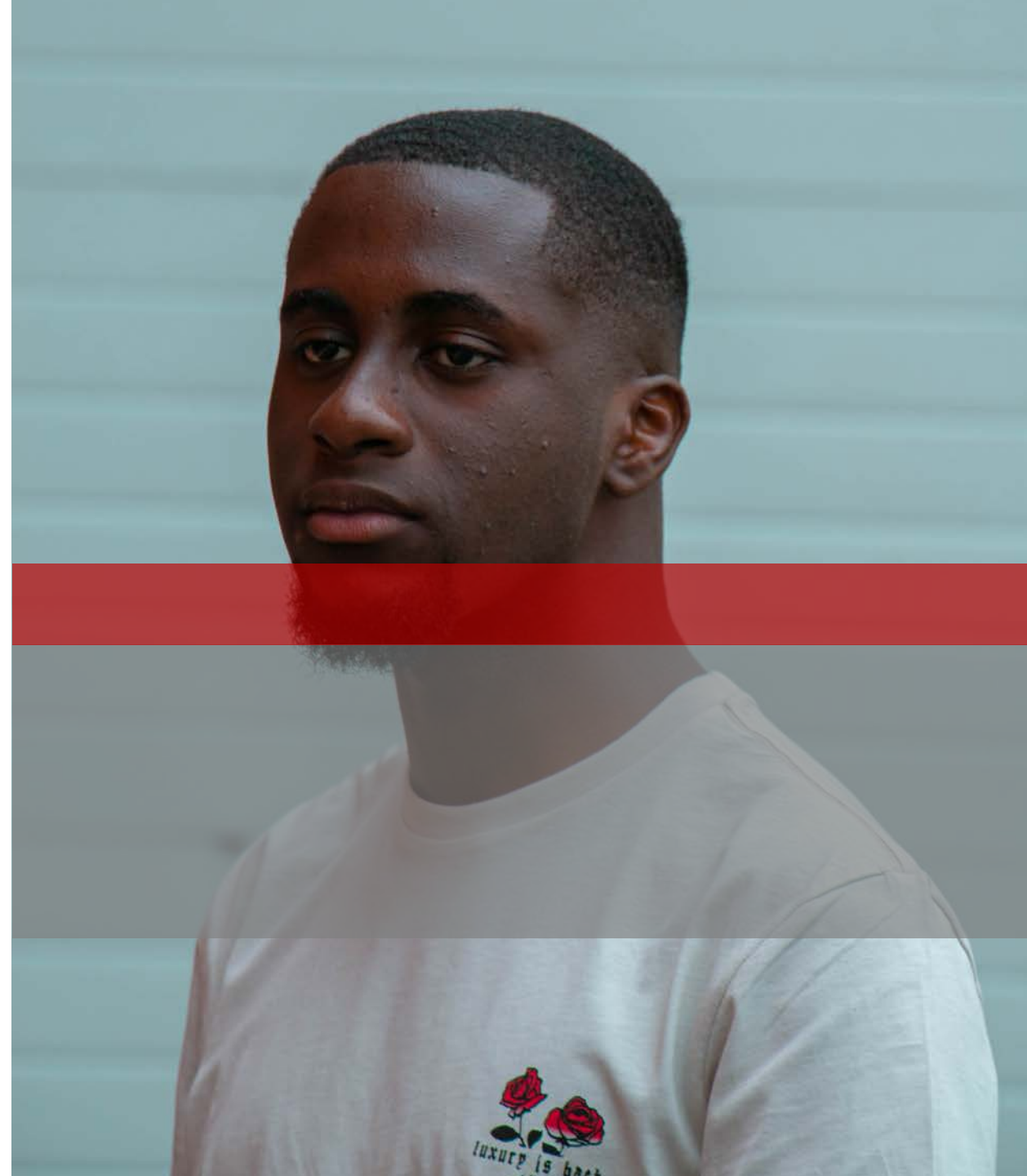
The turmoil accompanying the pandemics mean that in many cases, whatever we understood about other people's experiences is no longer relevant.

Many leaders may have diverted their focus away from D&I as they grapple with urgent questions around how to manage economic realities, only to be hit with the racial and social crisis that would demand the need for D&I more now than ever.

Russell Reynolds Associates recently held conversations with D&I executives across industries and found the following pitfalls emerging - as well as a range of potential solutions:

- **Leading Inclusively is Getting Harder:** With fewer casual conversations and water-cooler moments, some employees may find it harder to get access to senior leaders and others in the "in-group" to make their voices heard. Leaders must balance the speed of decision making which is critical in these times, with the need to include the voices of the groups affected by these decisions.

- **New Forms of Unconscious Bias Abound:** Working from home can increase empathy but may also surface information that triggers biases.
 - Videoconferences that reveal an employee's gray hair, same-sex partner, or extended family rooted in another culture could enhance perceptions of difference instead of acceptance. Leaders need to be mindful of such triggers and moderate reactions accordingly.
 - Many organizations have invested in removing bias from in-person meetings and interviews. Leaders should think about how to de-bias virtual interactions like interviews and executive committee meetings.
- **If You Don't Keep D&I On The Leadership Agenda, It Will Get Lost:** As organizations grapple with urgent needs such as employee safety and furloughs/layoffs, longer-term commitments to workforce equity often fall by the wayside.
 - To ensure that organizations do not lose sight of the importance of equity in difficult times, engaging frequent pulse surveys and/or leveraging ERG's to get an authentic understanding of employee sentiment and addressing the root issues people are facing.



4 Challenging Diversity Questions For Leaders

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- 1. What are the barriers to publicly admitting that the Ad industry has a diversity/racial problem?**
- 2. How does the Ad industry fix a problem that they refuse to admit exists?**
- 3. How do we go from empathy to engagement?**
- 4. How do we move beyond one-time actions, to creating rituals that demonstrate a sustainable commitment?**

Inclusive Leadership



An inclusive economy – in which there is widespread access to opportunity – is a stronger, more resilient economy.





06.

ADDRESSING DIVERSITY

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**No Matter Who
You Are, Your
Dreams Are Valid**

4 Foundations for Organizational Progress on D&I

- 1. Build a consistent understanding of what diversity and inclusion mean.**
- 2. Lead by example - champion diversity and inclusion from the top.**
- 3. Understand that change is systemic and requires a strategic approach.**
- 4. Recognize that barriers are often hard to see and are unintentional.**

Ultimately, organizations that gain the most from their D&I investments are those that see them as crucial and strategic assets in both good times and bad.



**Primarily
In Awareness**

Race, Nationality, Gender,
Age, Clothing Style,
Appearance, Physical Ability

**Primarily *Out*
of Awareness**

Notions of Beauty, Religion,
Appropriate Modesty, Beliefs,
Values, Conception of Justice,
Eye Contact, Physical Contact,
Sexual Orientation, Gender
Identity, Conception of "Self",
Conversational styles,
Competition vs Cooperation,
Social Structure, Body
Language...

Don't make your individual or organizational lack of awareness a special assignment for your diverse employees.



Black Talent

A's

Black Lives Matter

YES, EVEN IN THE WORKPLACE



600 & Rising

On June 9th, 2020 an open letter, A Call For Change, appeared online from over 600 Black agency professionals to leadership of the advertising industry.

The signatories represent talent from nearly every major agency in the country. The letter outlined 12 actions to take immediately. While they are not the solution or the answers to fix the problems, they provide the first steps on a journey long overdue.

After the publication of the letter, the group founded 600 & Rising. The 4A's fully support 600 & Rising, as a partner we will ensure that these voices are included in the conversation to drive change.

12 Steps The Industry Should Take Immediately

1. Make a specific, measurable, and public commitment to improve Black representation at all levels of agency staffing, especially Senior and Leadership positions
2. Track and publicly report workforce diversity data on an annual basis to create accountability for the agency and the industry
3. Audit agency policies and culture to ensure the environment we work in is more equitable and inclusive to a diversity of backgrounds and perspectives
4. Provide extensive bias training to HR employees and all levels of management
5. Extend agency outreach to a more diverse representation of colleges, universities, and art schools
6. Expand residencies and internship programs to candidates with transferable skills who may not have taken a traditional educational path toward advertising
7. Create, fund, and support Employee Resource Groups (ERGs) for Black employees
8. Invest in management and leadership training, as well as mentorship, sponsorship, and other career development programs for Black employees
9. Require all leadership to be active participants in company Diversity & Inclusion initiatives and tie success in those initiatives to bonus compensation.
10. Create a Diversity & Inclusion committee made up of Black and NBPOC employees to help shape diversity & inclusion policy and monitor its progress
11. Establish a diversity review panel to stem the spread of stereotypes in creative work and ensure offensive or culturally insensitive work is never published
12. Introduce a wage equity plan to ensure that Black women, Black men and people of color are being compensated fairly

Right now you're struggling between being a recipient of unexamined privilege and being an informed ally to your Black community.





Hire Black people.

Hear Black people.

Promote Black people.

**Ensure your advertising
includes everyone.**

A's

4 Ways To Better Understand Your Black Employees

- 1. Listen: their voices have not been heard for years.**
- 2. Learn where your Black employees exist in your agency and, more importantly, where they don't.**
- 3. Count the too-few Black voices in the conversations where decisions get made.**
- 4. Nurture your Black talent, allowing them to achieve the same goals as their peers.**

**Difference Doesn't
Divide Us,
Disrespect Does**

Allyship Matters





Sponsors and Allies

Sponsors and Allies need to Supercharge their Efforts:

An Ally is someone who proactively offers help and support to achieve goals.

A Mentor is a trusted and experienced advisor, who offer career advice and share wisdom and experiences.

During these challenging times, there may be a growing divide among various employee populations. Diverse talent may be overlooked when new opportunities arise as businesses pivot amid changing circumstances.

- Sponsors and allies need to be more deliberate about committing their time to connect with and develop diverse talent, both in person and virtually.
- Sponsors who play a hands-on-role to help employees navigate the organization and position themselves for stretch opportunities, should be even more intentional about who they sponsor and the muscle behind the relationship given increased risk of visibility for diverse employees. They should be mindful that the flight to familiarity can also play a role, as sponsors unconsciously tend to pick people who have similar cultural backgrounds as themselves. .
- Allies who invest in listening and understanding can help rebuild the links between in-groups and out-groups and reduce the chance that any employee gets lost in the shuffle.

We all need to do more listening, more learning and taking a stand to be a stronger voice for everyone.

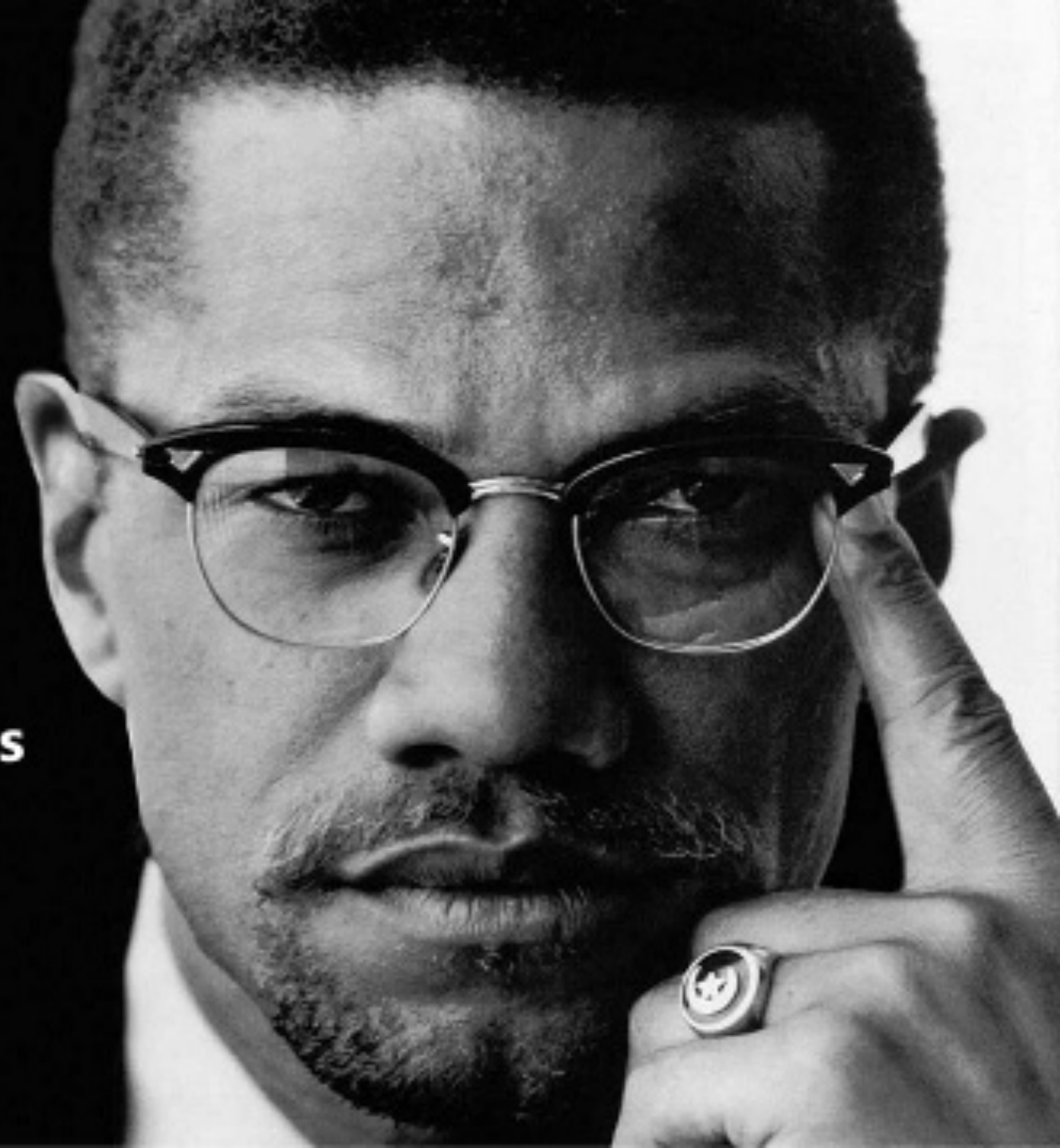


7 Ways To Becoming A Better Ally

A's

- 1. Listen more, talk less.**
- 2. Resist a better or different opinion.**
- 3. Ask when you don't know.**
- 4. Stop talking about colorblindness.**
- 5. Speak up when you see injustice.**
- 6. Always advocate even when it's hard.**
- 7. Always educate yourself.**

**"Without education, you
not going anywhere in this
world."
*Malcolm X***



Addressing Stigma And Bias

A's

Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness.

Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values. Certain scenarios can activate unconscious attitudes and beliefs. Barriers to diversity and inclusion are often hard to see and unintentional but can be addressed by refreshing talent management processes and leadership development and training.

It is often subtle, taken-for-granted biases and assumptions about gender, cultural background and age that are much harder to change.

- **Unconscious bias is now recognized as one of the key barriers to diversity and inclusion progress in organizations.**
- **Unconscious bias impacts many decisions** we make daily, from hiring related decisions or simple daily decisions involving employees.
- **The reality is that our unconscious biases influence our thinking and our decisions,** often without us knowing consciously.
- **Gender biases for instance, are so ingrained we hardly notice them.** We expect women to show warmth, and men to show assertiveness and competence.



Steps to Eliminating Unconscious Bias

- 1. Learn what unconscious biases are.**
- 2. Assess which biases are most likely to affect you.**
- 3. Figure out where biases are most likely to affect your organization.**
- 4. Audit your hiring process for bias.**
- 5. Let data inform your decisions.**
- 6. Bring diversity into your hiring decisions.**
- 7. Encourage people to speak up about biases.**
- 8. Hold employees accountable.**
- 9. Set diversity goals and actions.**

Addressing Stigma & Bias

Historically, racial bias, xenophobia, and discrimination increase during pandemics when false narratives emerge that associate the disease with a particular group or nationality, regardless of actual prevalence and risk. Uncertainty, misinformation, fear, and limited resources can bring already existing negative stereotypes and prejudice to the surface and make members of some groups reluctant to seek help and medical treatment.

Indeed in these difficult times, incidents of racial bias, xenophobia, and discrimination against people of Chinese and Asian descent in the US have been increasing since the start of the pandemic.

- The Asia Pacific Policy Planning Council's newly launched "Stop AAPI Hate" site tracks instances of discrimination and counted over 650 incidents against primarily Asian Americans in less than 10 days.
- The most recent report counted 1,135 cases in two weeks, with women being harassed at twice the rate of men.

Organization leaders have an important role to play in this crisis. They should support employees facing stigma and discrimination, even when incidents might be happening outside of work.





Anti-Harassment Policies

Times Up recently shared some interesting insights:

- **Maintain strong reporting systems** through multiple channels to ensure that survivors have clear ways to report sexual harassment, even under virtual or short-staffed conditions, and are protected from retaliation.
- **Have a policy that encourages bystanders to speak up** for their fellow employees, without fear of retaliation.
- **Address complaints in a timely manner and investigate** them through remote processes, if necessary. Create clear protocols for phone and video interviews and hold frequent status updates with any current investigations, and make sure you keep complainants informed.
- **Extend corporate sexual harassment policies to all your people** - including contractors and interns. Ensure that everyone you employ works in an environment free from harassment and discrimination. The home office is no exception.
- **Provide effective sexual harassment training.** Make sure it addresses the risks of sexual harassment in remote, virtual, or understaffed working conditions. Consider refreshing or recirculating information about sexual harassment in the context of this moment.

To love and desire freedom and justice for
yourself is a prerequisite for wanting the same
for others.



Equity

A's

Equality vs Equity



Paving The Way Forward

Equality is not synonymous with equity.

Organizations that strive for workplace equality (treating everyone the same, without discrimination) may not factor in the need for equity. The entire organization comes under the same blanket of rules, privileges, and employee experience design, without an eye on unique, demographic-related needs. This may lead to an unfair work environment.

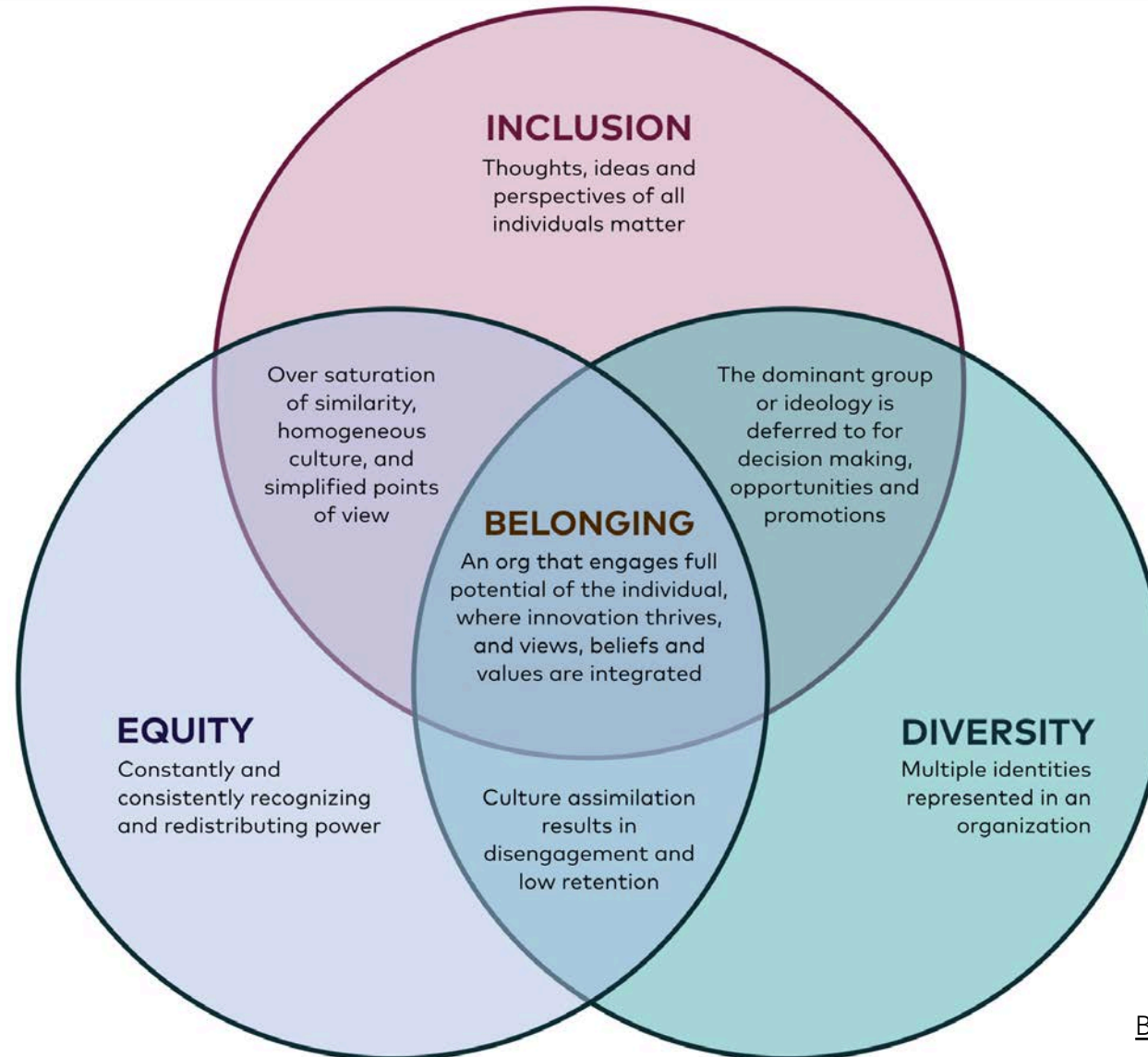
Equity on the other hand, attempts to identify the specific needs and requirements informed by demographic traits such as ethnicity, nationality, age, gender, etc. It then tries to address the differing needs of each group by bridging the gap between minority and majority groups. This makes equity central to the genuine empowerment of minority groups (and not just theoretical equality).



5 Reasons To Focus On Workplace Equity

- 1. Encourages cognitive diversity in decision-making.**
- 2. Enables targeted upskilling for a diverse workforce.**
- 3. Drives engagement for specific employee demographics.**
- 4. Prevents dissatisfaction, and ultimately employee attrition.**
- 5. Equips the entire company to contribute to a shared mission.**

Belonging: The Intersection of DE&I





07.

RECRUITING FOR SUCCESS

EQUITY & INCLUSION IN ACTION

Advancing Beyond Conversation

4s

Changing The Face of Recruitment

The Diverse Talent Lifecycle





Transformative Recruitment

The transformative role of talent acquisition during and after the pandemic.

How has COVID-19 changed hiring, and how will talent acquisition recover when it is all over?

What's different?

Virtual recruitment is now the go-to method to keep the hiring process moving while protecting recruiters and candidates. The change has been uncomfortable for many, not just for the recruiter, but especially for the candidate, which is heightened for diversity candidates.

Talent Acquisition is an enabler of business success, and there is no truer application of this mantra than in times of business or economic uncertainty. Your organization needs the right people to help it adapt to unanticipated change and ensure business continuity.

Coping with the now: Talent Acquisition is carefully aligned to what organizations need right now, and what they will need in the future. Organizations need to audit their processes and training to meet the new working environment.

Recruiting and sourcing is similar to a sales process. To effectively find diverse talent for your recruitment pipeline, recruit where diversity thrives.



Diversity Recruiting

Generating diversity awareness and finding diverse talent is one of the top challenges for organizations today. How can your organization better connect with, market to, and recruit diverse candidates? The answer can be complex - but it begins with developing a targeted and well-planned internal and external recruitment strategy.

Whether you are launching or rebooting your diversity recruiting programs, you should consider numerous strategies. As big data is revolutionizing how we do business and analyze data, recruiting teams must always be pushing to become more data-informed. Invest in the right recruiting software, enabling recruiters to monitor and assess important metrics strategically and make less-biased hiring decisions. With a strong, managed, database of prospects harvested from strategic sourcing and targeting, the next important step is to ensure you have a well-thought out and professional interview process. Interview scheduling software can now make every step of the process quick, easy and accurate.

No matter your organization's size or number of diverse employees, there are always more ways to improve.



Strategic Diversity Recruiting

- 1. Incorporate diversity recruiting in your campus recruiting strategy by adding schools with a diverse student body.**
- 2. The most common sources for diverse recruiting is Historically Black Colleges & Universities (HBCU's) and Hispanic Serving Institutions (HIS's) and 4A's MAIP Fellowship.**
- 3. Target and build strategic partnerships with schools that serve underserved populations to boost your diversity recruiting return on investment.**

Establish Your Diversity Brand

- 1. What does your organization have in place for D&I? If you have significant Employee Resource Group (ERG) activities, then prominently showcase them on your company's career page and social media channels.**
- 2. Does your organization have a diversity statement from the CEO? If so, or if not (develop one) and proudly publish it on your organizations career page.**

Be Prepared To Invest In Recruiting Strategies

Follow This Quick Checklist To Showcase Diversity

On Company Career Page

- Diversity Vision & Statement/Diversity Commitment
- Diversity Charter
- Diversity Images
- Demographics Statistics and Diversity Goals
- Testimonials/Videos interviewing diverse employees at all levels
- Any diversity awards/public recognition of your organization's D&I efforts

At Offline Events

- Bring a diverse group of employees from all levels to engage a diverse pool of individuals
- Remember every event is a recruiting event. The eyes of the world are on your brand at all times

On Company Print Materials

- Diversity Vision & Statement/Diversity Commitment
- Diversity Images
- Demographics Statistics and Diversity Goals
- Information on your ERG's
- Any diversity awards/public recognition of your organization's D&I efforts

On Company Social Media

- Pictures of your ERG's events and activities
- Pictures which showcase your organization's D&I efforts
- Any diversity awards/public recognition of your organization's D&I efforts

Partner With Diverse Organizations

- 1. There are many national and regional diversity organizations and associations organized around specific diversity groups. You can connect your organization in these diverse communities through strategic sponsorship, thought leadership, and events.**
- 2. Partnering with diverse organizations and associations will help your organization cast a broad net to find diverse candidates, delivering a diverse pipeline and ensuring you have a diverse organization across all levels.**

Attend Virtual Diversity Career Fairs

1. If you have the resources, your organization can hold its own career fair. If that is not viable, you can look to join a diversity-focused career fair.

2. Here are some places to start:

- MAIP Career Fair & Greenhouse - It's a career fair like no other. For the class of MAIP fellows, the Diversity Career Fair + MAIP Greenhouse is a rare opportunity to meet with their dream agencies, present their creative portfolios, fine-tune their interviewing skills, and connect with their new community of supportive peers. For the more than 70 agencies that participated last year, it was a chance to strengthen their commitment to building a more equitable future from the ground up. And these agencies may need to act fast: 97% of the 2019 MAIP fellows were hired within four months.
- Bender Career Fair - Provides an opportunity for employers and job seekers with disabilities to connect online. Past virtual career fairs have included over 1,000 registrants from all over the US.
- Veteran Recruiting - The global leader in virtual career fairs for the military community. In the past, Veteran Recruiting virtual career fairs have helped more than 120,000 veterans find meaningful employment after their military career has ended.

**Every Event Is A
Recruiting Event.
Bring Diverse
Representation**

Enhance Your Employee Referral Program

- 1. Bolster employee-referral recruiting programs at your organization, including a deliberate message about the business need for a diverse workforce and the importance your organization places on diverse referrals.**
- 2. Communicate your organization's goals and how you are in the process of building a more diverse and inclusive workforce with your employees.**

Use Social Media To Source & Market To Diversity

- 1. It helps you build your employer brand and allows you to identify and target specific candidates.**
- 2. Maximize LinkedIn - there are millions of groups for every profession.**
- 3. It allows you to target specific demographics and create targeted advertising campaigns to reach candidates.**
- 4. Set up a dedicated "Diversity Careers" Facebook page.**

Engage Your ERGs To Boost Your Recruiting Efforts

- 1. Members from you ERGs should act as effective ambassadors for your recruiting and outreach efforts to diverse candidates.**
- 2. Use your ERGs to directly interview and hire diverse candidates.**
- 3. Use your ERGs to help develop recruiting materials and set recruiting statements for diversity recruiting.**

Establish Clear, Measurable Diversity Recruiting Metrics

Use The Right Metrics To Monitor Efforts

Key Diversity Recruiting Metrics

- Percentage of diverse candidates at each recruiting stage.
- Percentage of diversity at different levels.
- Employee satisfaction score in terms of D&I.
- Retention rate among minority employee groups.
- Awards/recognitions from special interest groups for your D&I efforts.

Measuring Recruiters On Diversity

- Percent of diverse candidates interviewed by hiring managers.
- Percent of job offers extended to diverse candidates.
- Percent turnover rate of diversity hires within a year.
- Average diverse applicants' satisfaction rate (survey).
- Average Manager satisfaction score (survey) after a diversity hire.
- Average on-the-job performance rating of diversity hires after one year.

ROI In Recruitment

Interviews Per Hire

- How many candidates do your recruiters interview before hiring? This metric shows your recruiters' understanding of your organization's needs. There should be approximately 4 interviews per hire.
- Clearly define your organization's needs so your hiring process is more efficient.
- Adopt Interview Management Software, if you can, to streamline your scheduling process and formally record the interview process.

Cost Per Hire

- Add up all the costs of your recruitment efforts and divide it by the total number of hires. The number you get will show the cost of your recruitment effort.
- Be careful about relying on this metric. It does not say anything about the quality of hires, so it should never be considered in isolation.

Performance of New Hires

- This is one of the harder metrics to measure. However, despite the subjectivity of the concept of a "good employee", it can be an effective metric when evaluating your recruiters. Measuring the ability of recruiters to meet the organization's needs.

ROI In Recruitment

Turnover Rate

- Are your hires staying with the organization? In order to use turnover rate as a measure of effectiveness for your recruiting efforts, you will want to pay special attention to data from an employee's first 18 months.
- Divide the number of employees leaving in their 18 months by the total number of separations and multiply the quotient by 100 to find your turnover rate. If this number is higher than your organization turnover rate, then you have a hiring problem.

Candidate Satisfaction

- Are your recruiters and hiring managers meeting the needs of your candidates? If the process is slow, if they are kept waiting or cancelled, you are likely to lose valuable talent for your organization.
- A clunky job site may drive desirable candidates elsewhere.
- Collect data on candidate satisfaction by surveying new hires on your recruiting, hiring, and onboarding processes.

Quality of Source

- Is a source providing you with high-quality candidates for your organization? Record the skills and backgrounds you are likely to find from a particular source and consider whether you want people with those skills and backgrounds at your organization.

The efficiency of virtual events cut recruiting costs and help organizations tap into a wider talent pool. They are effective ways to reach veterans, women, and differently abled candidates.



5 Key Data Points Every Agency Should Measure

A's

- 1. Hiring data.**
- 2. Retention data.**
- 3. Progression data (promotion).**
- 4. Inclusion (culture) data.**
- 5. Exit data.**

A photograph of a man with a beard and a young girl with curly hair, both laughing heartily while sitting on a blue couch. The man is wearing a yellow t-shirt and the girl is wearing a pink shirt and tan pants. The background is dark and out of focus. On the left side of the image, there are vertical bars of color: grey, yellow, red, and black.

08.

SOCIAL IMPACT

EQUITY & INCLUSION IN ACTION

Advancing Beyond Conversation

4's



Social Good

COVID-19 and the race issues have driven a surge of social good. More and more businesses have played a key role in supporting their communities and beyond by moving quickly to activate the social good in their organizations.

Charitable giving, crisis response, health initiatives, campaigns, and mentorship that help the communities we are part of and create brand purpose have taken center stage as a critical component to the importance of culture for our employees. It is no longer just a point of discussion; organizations are being judged on the actions they take. Putting social good at the core of business.

Facebook has created a [Social Good for Business Toolkit](#) which helps organizations activate social good quickly and for free. The toolkit allows brands to engage with their communities through groups and messaging customers directly, support a cause with fundraisers, live donations and gift cards, and act with community help and education.

Corporate Social Responsibility (CSR)

- 1. The Nielsen Global Survey of Corporate Social Responsibility found that two-thirds of people surveyed would rather work for a socially responsible company.**
- 2. Social good benefits your brand and attracts talent.**
- 3. Giving back does not just have to be an ancillary benefit.**
- 4. Reevaluate your organization's mission and build social good into the foundation of your business.**

**It's Time To
Reset
Rethink
Reposition**

A's

Social impact is the effect an organization's actions have on the well being of the community.





09.

4A's Foundation

EQUITY & INCLUSION IN ACTION

Advancing Beyond Conversation

4's

4A's Foundation

Mission:

The 4A's Foundation exists to advocate for and connect diverse talent to the marketing industry. We celebrate a community that fosters a culture of curiosity, creativity and craft to fuel a more equitable future. By investing in and developing them, we believe that possibilities are endless.

About:

Established in 1997, the 4A's Foundation has been committed to identifying, developing, empowering and ensuring the most diverse talent enters and succeeds in the marketing industry. We achieve this through programs aimed at discovering and cultivating talent through scholarships, high school education initiatives, professional development and the Multicultural Advertising Intern Program (MAIP) fellowship and Alumni Communities.

We have provided over \$3.5M to deserving students, are home to over 3,500 MAIP Alumni, the largest diverse community in the industry, and our high school initiatives have prepared more than 1,000 diverse students for careers in the industry.

4A's Foundation

Become A Partner

DONATE

Contact Us



**Together We
Triumph**

MAIP

Mission:

To provide and showcase the advertising industry with the best talent through world-class development opportunities.

About:

For 47 years, MAIP (Multicultural Advertising Intern Program) has been the industry leader in accomplishing this mission.

Unmatched in size and scale, MAIP has evolved into a professional development program and network. We impact the lives of over 3,500 professionals through MAIP Alumni by providing opportunities to develop their careers through development, engagement and community-based events and programs.

4A's Foundation

Become A Partner

DONATE

Contact Us



Education Programs

Mission:

The education programs provide high school students of diverse backgrounds with the access and opportunity they need to build enriching careers in the advertising industry. We are committed to establishing a foundation of strategy, concept, and craft as it applies to insightfully solving brand challenges. With this use of unique creative ideas and interdisciplinary skills, we forge pathways toward industry engagement, professional mentorship and agency internships.

About:

In 2008, the 4A's partnered with the NYC Department of Education to form the first four-year high school in the country exclusively dedicated to preparing students for careers in the advertising and media industry.

4A's Foundation

Become A Partner

DONATE

Contact Us





10.

PROFESSIONAL DEVELOPMENT

EQUITY & INCLUSION IN ACTION

Advancing Beyond Conversation

A's

Creating An Enlightened And Sustainable Culture Of Difference



Professional & Organizational Development

Professional & Organizational Development (POD) Mission:

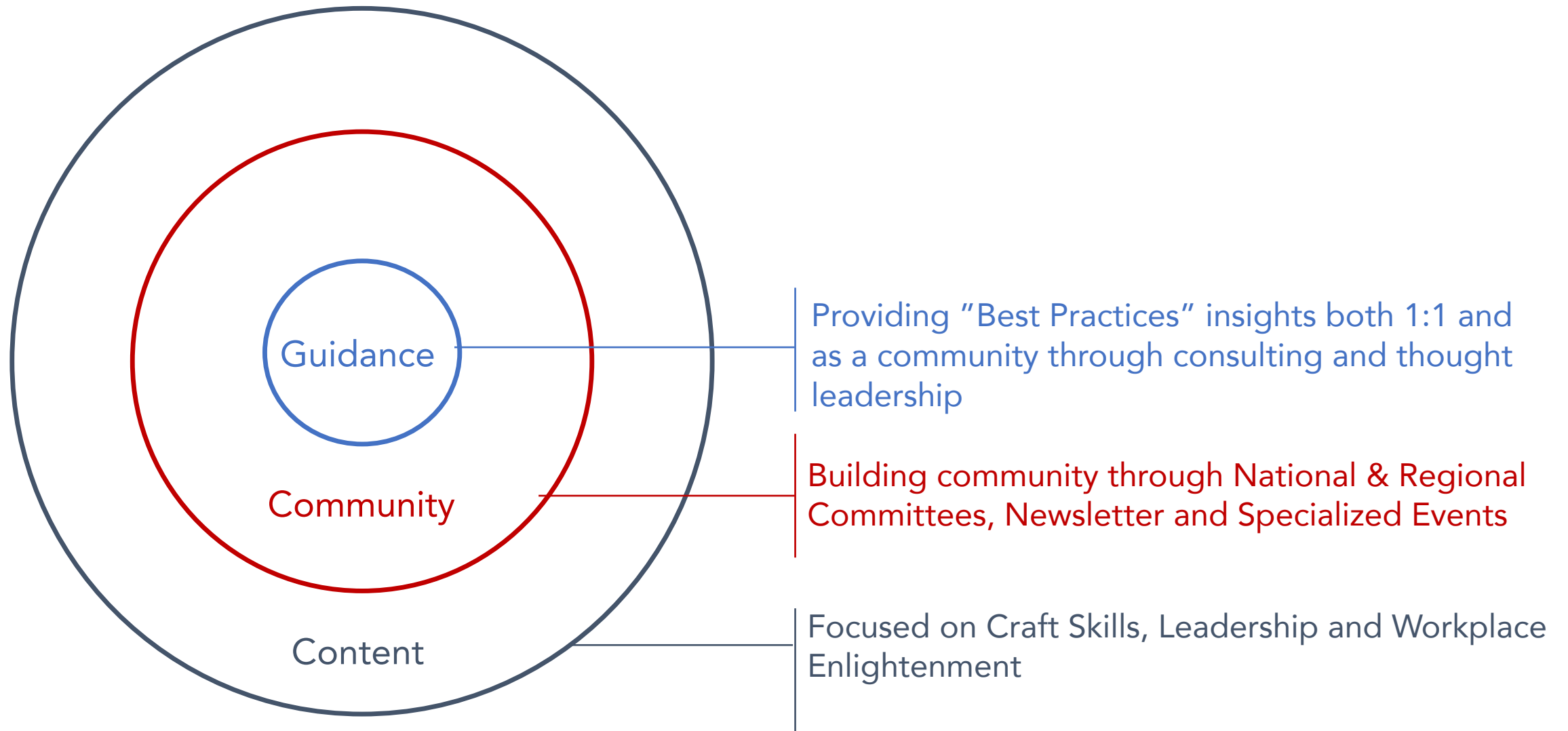
We move the industry forward by providing best-in-class training content, community, and guidance that helps agencies and individuals grow, adapt and thrive.

We support agencies:

Guidance: Consultation with agency L&D leads around training, learning paths, skills matrices, tech eco-systems, best practices in instructional design and current trends.

Community: National Committee to articulate and address opportunities. Newsletters and emails to share meaningful content from the committee and thought leaders, as well as upcoming training and industry trends.

Content: Defined by category and experience level. Outcome-oriented so you can measure ROI.



Workplace Enlightenment Certification

The Workplace Enlightenment Certification program is designed to move your agency toward the highest standards of equity and inclusion.

It impacts all levels of your organization

- C-Suite to entry-level.
- Helps you address a range of needs from building a diverse talent pipeline to ensuring equitable practices across the agency.

The program components:

- 5-Session Workshop for agency executives, leaders and mid-managers.
- Digital Training for managers and individual contributors.

The program focuses on inclusion across the following six areas:.

Race/Ethnicity

Gender

LGBTQI+

Age

Differently Abled

Faith

learningsupport@4as.org

Audience: Everyone

Cultural Competency

Cultural Competence In A Virtual World Series

The agency world - like the rest of the country - was struggling with cultural competency long before COVID-19. It is vital that we get it right now. In the new virtual workplace, you're "always on" in your home, and the way you show up is fraught in new ways. Natasha Bowman discusses how to build cultural competence in a virtual workplace.

- **Episode One:** Virtual culture of inclusion and belonging
- **Episode Two:** Respectful communication behind virtual walls
- **Episode Three:** Implicit bias in the virtual workplace
- **Episode Four:** Navigating the challenges of inclusion and belonging as you "return to office"

learningsupport@4as.org

Audience: Everyone



**Never Stop
Learning: For When
We Stop Learning,
We Stop Growing**

Mental Health & Wellness

According to Healthline, depression rates during COVID-19 has increased to 49% of of the US population v. 37% for the same period in previous years. The American Psychiatric Association provides evidence of mental health disparities across diverse populations.

I Am Here Mental Health Program

I Am Here is an evidence-based solution that measurably improves the utilization of Employee Assistance Programs (EAPs), and other workplace and non-workplace support. This results in team members leading more purposeful and fulfilled lives at home and at work; leads to a positive financial impact for the organization.

Online Courses:

- I Am Here: The Why
- I Am Here: Tribe Members
- I Am Here: Ambassadors
- Continuous support & learning

learningsupport@4as.org

Audience: Everyone



Managing a Remote Workforce

Enabling Productivity In Your Dislocated Teams

For managers who want a deeper dive into managing remote teams, Agency Agile provides a five-session virtual workshop. Research-based insights and proven techniques to combat the challenges of disconnection, distraction, and disengagement that occur when people are not present. Using elements of Agency Agile's proven team-based, WFH friendly

training, this course is grounded in behavioral and organizational research that informs how computer-mediated communications (CMCs) impact knowledge worker teams and their productivity.

5 Topics covered:

- The Challenges & Opportunities of The Dislocated Workforce
- Policy, Platform and Protocol Essentials
- Synchronizing Teams & Status
- Tracking Progress and Personal Accountability
- Creating Alignment & Understanding Within Teams

learningsupport@4as.org

Audience: Leaders/Managers



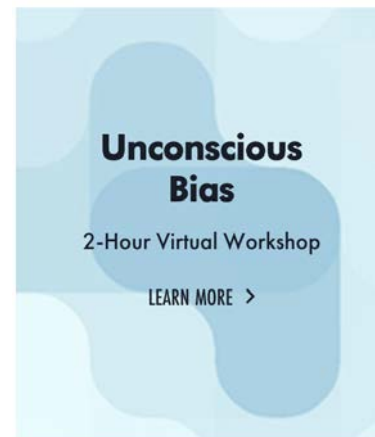
Addressing Unconscious Bias

Unconscious Bias

Unconscious bias can wreak havoc in an agency. It is insidious; if a manager has an unrecognized bias toward a segment of the population this impacts hiring and promotional practices no matter how qualified the individual. This two-hour virtual workshop is designed for an agency buyout so that everyone has a shared understanding and baseline competency.

learningsupport@4as.org

Audience: Full Agency



Respectful Communication

Today's businesses are multicultural, multigenerational, and a healthy mix of different views and lifestyles. Respectful communications training is customized specifically for your agency. The training will help you avoid illegal hostile work environments, antagonism and angst, increased turnover and downward spiraling levels of involvement.



Knowledge isn't power until it is applied.
Experience is simply the name we give
mistakes.

A's



11.

RESOURCES & TOOLS

EQUITY & INCLUSION IN ACTION

Advancing Beyond Conversation

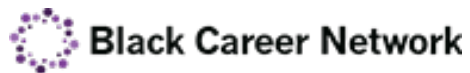
A's

Diversity Recruitment Sites

A's

FREE
THE
W@RK

GRACE BLUE



Diversity Recruitment

Free The Work: Designed to be a place for women directors as the Free The Bid Pledge which prompted brands and their agencies to include at least one woman among the three directors bidding for every commercial job. Over time the purpose evolved, now the approach is to fight systemic bias across the industry. A curated talent-discovery platform for underrepresented creators. A holistic approach to hiring talent, 100% free to browse the database & get daily curated videos based on individual interests. [Search](#)

Transition—a platform created to help individuals do several things: seek inspiration, get practical advice, showcase their skills and ultimately, hopefully connect them with job opportunities. Importantly, we also want to support our network of agencies and marketers, both those that are fortunate to still be hiring today and those that look to rebuild for the future.

Diversity.com - Diversity.com has been around for nearly 20 years, making it a true pioneer in the field of diversity hiring. As one of the premier job posting sites for Black and diverse candidates, Diversity.com knows what a strong employer brand looks like—and they can even help you build your own.

Black Career Network - The Black Career Network isn't just a job site, it's a destination for diversity-driven employers and candidates to unite through recruiting events and community groups.

Black Jobs - Black Jobs is an independently-owned job board that also claims to be the largest Black professional career community online. From Netflix, Amazon and the Oprah Winfrey Network, some of today's leading employer brands come here to find top talent.



Diversity Recruitment

Fairy God Boss - What's great about Fairygodboss (and so many other platforms on this list) is that it goes beyond a traditional "job board" to offering a women's career community where candidates can access expert career advice and company reviews to help them make the best choice for them. And with employers like GE, Accenture and Salesforce using Fairygodboss daily to find top talent, their candidate-first approach seems to be a winner.

Power To Fly - PowerToFly has an important mission: 'Women Helping Women Elevate Their Careers'. Hence, the emphasis on lifestyle-focused working options. With 66% of full-time employees saying they're far from achieving work-life balance, it's no surprise that PowerToFly has such a solid following of candidates and employers such as Verizon, American Express and Lyft.

Pink Jobs - Pink Jobs features LGBT-friendly job roles from pro-equality employers, including big-name service companies that have facilities that focus exclusively on LGBT areas and need highly-skilled individuals with deeper insights and experiences in that area.

Out & Equal - Out & Equal is a non-profit workplace advocacy group and resource center that includes a job board. And, the job site goes beyond a diversity focus to provide helpful resources on how to make your workplace more inclusive.

Recruit Disability - This job search site is powered by the Sierra Group, the rehabilitation engineering consulting firm that develops workplace solutions to help more differently abled people find awesome career opportunities.

**Organizations,
Here To Help**

A's



Diversity Organizations

TimesUp: Insisting upon a world where everyone is safe and respected at work. A world where women have an equal shot at success and security. A world where no one lives in fear of sexual harassment or assault.

AdColor: Creating a community of diverse professionals who are here to support and celebrate one another. Helping organizations RISE UP, teaching new leaders and would-be mentors how to REACH BACK to find others who deserve to be noticed and promoted.

Love Has No Labels is a movement to promote acceptance and inclusion of all people across race, religion, gender, sexual orientation, age and ability. Believing love is the most powerful force to overcome bias.

Black Lives Matter: BlackLivesMatter was founded in 2013 in response to the acquittal of Trayvon Martin's murderer. Black Lives Matter Foundation, Inc. is a global organization whose mission is to eradicate white supremacy and build local power to intervene in violence inflicted on Black communities by the state and vigilantes.

AIMM: The ANA's Alliance for Inclusive and Multicultural Marketing (AIMM) is a coalition of entities for the entire marketing ecosystem, representing the Hispanic, African American, Asian, and LGBTQ+ markets. AIMM is focused on re-prioritizing multicultural and inclusive marketing to help companies maximize their growth potential.

Diversity Organizations



Advertising Club of New York: Helps to keep the advertising community connected, serving the marketing, media and advertising industry. Nurturing diversity in the talent pipeline and in supporting the promotion of under-represented groups in the industry through the Foundation's Fellowship, Internship, Culture Club and Scholarship programs.



The 3% Movement: Until founded, only 3% of Creative Directors were women. And very few were people of color. They are changing the ratio because the more varied the people who come up with ideas, the better the ideas will be.



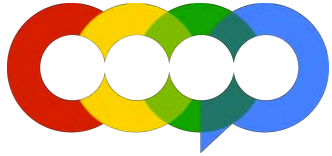
The Female Quotient: At the current rate of progress, it will take 202 years to close the global gender pay gap and 108 years to close the overall gender gap. Committed to advancing equality in the workplace and the world in four ways: FQ Media, Equality Lounge, FQ Practice and FQ Marketplace.



AAF: The AAF Mosaic Center for Multiculturalism implements all of the AAF's multicultural and diversity initiatives. The Mosaic Center is an established leader on multicultural marketing/advertising and inclusion issues. The Center's mission includes the development of new programs and services to recognize and develop talent and promote broad and realistic portrayals of multicultural communities.



She Runs It.: Founded in 1912 as the league of Advertising Women (later named AWPNY) to counter the all-male exclusive industry. Designed to encourage and promote women's role in the advertising, marketing, media and tech industry.



EQUALITY411



Diversity Organizations

COOP: Overcoming underemployment through digital skills and peer connections. COOP closes the social capital gap by recruiting and investing deeply in diverse, low-income, and first-generation grads from the CUNY, San Francisco State and other urban colleges.

Equality411: Powered by the FQ, in partnership with organizations advancing equality, Equality411 is the first directory of efforts and companies that are advocating equality in the workplace. It's the way of uniting an industry, so we can share information and easily partner with one another instead of working in silos, putting everyone under one roof.

Human Rights Campaign: The HRC represents a force of more than 3 million members and supporters nationwide. As the largest national LGBTQI+ civil rights organization, the HRC envisions a world where LGBTQI+ people are ensured of their basic equal rights, and can be open, honest and safe at home, at work and in the community.

Black Public Media: BPM formerly known as National Black Programming Consortium develops, produces, funds, and distributes media content about the African American and global Black experience. They support diverse voices through training, education, and investment in visionary content makers.

Center For Asian American Media: CAAM is dedicated to presenting stories that convey the richness and diversity of Asian American experiences to the broadest audience possible. CAAM exposes audiences to new voices and communities, advancing our collective understanding of the American experience through programs designed to engage the Asian American Community.



Diversity Organizations

ColorComm: Serving more than 40,000 professionals, initially started over a lunch where 34 women gathered in March 2011. ColorComm became a professional membership community with direct access to leaders and decision makers. Addressing D&I across the communications, marketing, advertising and media industries.

HeForShe: United Nations global solidarity movement for gender equality. HeForShe is an invitation for men and people of all genders to stand in solidarity with women to create a bold, visible and united force for gender equality.

Black Public Media: BPM formerly known as National Black Programming Consortium develops, produces, funds, and distributes media content about the African American and global Black experience. Accomplished by supporting diverse voices through training, education, and investment in visionary content makers.

Unstereotype Alliance: A thought and action platform that seeks to eradicate harmful gender-based stereotypes and advertising content. Convened by UN Women, the United Nations entity for Gender Equality, the Unstereotype Alliance brings together partners and seeks to collectively use the advertising industry as a force to drive positive change all over the world.

Measurements & Platforms

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Measurements, Platforms & Tools

Diversity Best Practices: A division of Working Mother Media, is a preeminent organization for mid-large size organizational diversity thought leaders to share best practices and develop innovative solutions for culture change. Through research, resources, benchmarking, publications and events. DBP offers organizational members information and strategies on how to implement, grow, measure and create first-in-class diversity programs.

Refinitiv: Diversity & Inclusion index, powered by environmental, social, and governance (ESG) data, Refinitiv diversity and inclusion index is designed to measure the relative performance of companies against factors that define diverse and inclusive workplaces.

Kantar Inclusion Index: A benchmarking tool to help transform business culture and overall success. It enables organizations to understand, track and measure their own progress in developing an inclusive and diverse workplace on a global scale. The inclusion index offers access to a tangible metric that can help identify gaps in your own business and understand what needs to be addressed.

Center For Talent Innovation: CTI drives ground-breaking research that leverages talent across the divides of gender, generation, geography and culture. It creates community of senior executives united by an understanding that full utilization of the global talent pool is at the heart of competitive success.

Missing Pieces Report: The 2018 board diversity census of women and minorities on Fortune 500 boards. This multiyear study published by the Alliance for Board Diversity (ABD), in collaboration with Deloitte for the 2016 and 2018 censuses, provides powerful metrics on the slow change of diversity in the boardroom, and may help encourage corporate boards to continue to embrace the benefits of diverse board composition.



Helpful Articles & Links

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Helpful Articles & Links

[Sample Diversity/Inclusion Template](#)

[4 Step Guide To Planning Diversity & Inclusion](#)

[Framework For Implementing A D&I Plan](#)

[Setting & Achieving Diversity Targets](#)

[Diversity & Inclusion Leadership](#)

[SHRM Diversity Policy](#)

[5 Strategies For Creating An Inclusive Workplace](#)

[Advocate For Black Leaders](#)

[The New Black Deal](#)

[Diversity.Inc](#)

[CEO Action](#)

[5 Things Corporate America Can Do To Combat Racism](#)

[Why Statements Can Go Wrong](#)

[Talent Acquisition System Decision Guide](#)

[Diversity & Inclusion Is Not A Numbers Game](#)

[D&I Is Booming So Where Are The Results](#)

[Talking About Race](#)

[How CEO's Are Tackling Racism](#)

[10 Commitments PR Firms Can Make To Advance Equity](#)

[3 Ways To Advance Diversity Initiatives](#)

[Support Black Trans People](#)

[1 In 5 Employees Is Highly Engaged And At Risk Of Burnout](#)

[SHRM COVID-19 Federal Policy FAQ](#)

[SHRM Working Parents](#)

[SHRM Overcoming Workplace Bias](#)

[Race Power Policy Workbook](#)

[Workplace Equity: Creating An Equitable Employee Handbook](#)



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