



A DIVERSITY REPORT FOR THE ADVERTISING/ MARKETING INDUSTRY

FEBRUARY 2024

IN PARTNERSHIP WITH:

AIMM

SEEHER

ana.net

A PERSPECTIVE FROM BOB LIODICE

Welcome to the ANA's sixth annual diversity report for the advertising/marketing industry.

We began our diversity tracking journey in 2018 when the marketing industry struggled to measure almost anything in the multicultural marketing and DEIB industries. Six years later, we now have a better understanding of industry trends and areas of focus that are critical to our ecosystem.

The ANA's diversity report is especially needed as DEIB support seems to show signs of wavering, withering under the weight of a recent Supreme Court ruling and the blowback from several transgender marketing dilemmas. As the report highlights, real-time diversity for 88 client-side marketer member companies declined modestly in the current study. Although one year does not make a trend, it could represent a tipping point where the industry gives up some of its hard-earned gains from the last few years. Buffering some of these concerns were improvements in the "rolling three-year diversity trend" (in a separate study of the ANA overall membership), gender diversity strength, and a robust improvement in the number of diverse senior-level marketers and CMOs in particular.

The key takeaway from the report is that we must be relentless. Diversity, multicultural marketing, and systemic diverse media investment growth are foundational to the ANA's efforts. The ANA is convinced, by all empirical data, that overarching strategic progress is consistent with brand and business growth.

And that is why the ANA enthusiastically supports the DEIB Growth Agenda.



A PERSPECTIVE FROM BOB LIODICE

Our pursuit is represented by multiple ANA strategic endeavors:

- The Alliance for Inclusive and Multicultural Marketing (AIMM) prioritizes the accurate portrayal of diverse culture in ads, media, and entertainment.
- SeeHer addresses the accurate portrayal of women in ads, media, and entertainment.
- The ANA Educational Foundation (AEF) champions marketing as a career path particularly for diverse segments of the university student population.
- Supplier diversity is supported by critical ANA institutions such as the Diverse Media GrowthFronts, the SeeHer SheFronts, supplier diversity fairs, and our resource list of certified diverse suppliers.
- GEM® (Gender Equality Measure®) and CIIM® (Cultural Insights Impact Measure®) continue to be deployed to improve diverse ad creative as brand and business drivers.
- Our 2023 launch of Engage Responsibly has as its mission the reduction of online hate speech through consumer and small- to medium-sized business campaigns.
- The ANA Multicultural Excellence Awards are an annual celebration of the best in multicultural advertising.
- The ANA's multicultural marketing work recognizes the best in multicultural marketing and champions increased spending in pursuit of growth opportunities for brands.

We're "all in" on DEIB and multicultural marketing. Let's work together to drive diversity in our ecosystem and increasingly become a Force for Growth and a Force for Good!



Bob Liodice
CEO
ANA

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I. BACKGROUND

ABOUT THE AUTHORS



ANA

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

AIMM

Alliance for Inclusive and Multicultural Marketing (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. Currently at 225 members, AIMM comprises senior-level advertisers, media/publishers, research and data companies, agencies, non-profits, and trade organizations to cultivate authentic and culturally resonant connections between brands and consumers and spotlight the missed growth potential in General, Hispanic, African American, Asian American, Indigenous, and LGBTQ+ 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. With a shared vision of a more inclusive future, the alliance serves as a catalyst for industry-wide transformation, ensuring that every voice is heard, every story is told, and every individual is valued.

I. BACKGROUND ABOUT THE AUTHORS



SeeHer

SeeHer is the global initiative to champion the positive representation of women and the leading global movement to eliminate gender bias in marketing, media, and entertainment. Launched in 2016 by the Association of National Advertisers (ANA), SeeHer's coalition of leaders is committed to setting the gender equality agenda for the industry and driving growth for their businesses. To help its members benchmark success and become catalysts for change, SeeHer spearheaded the development of the Gender Equality Measure® (GEM®), the first research methodology that quantifies gender bias in ads and programming. Winning the prestigious ESOMAR Research Effectiveness Award, GEM® is the global measurement standard, proving that content accurately portraying women and girls dramatically increases purchase intent and brand reputation. SeeHer's suite of training and resources, including GEM®, enables marketers to prioritize best practices as part of an always-on approach to driving growth. The movement includes the following vertical expertise: SeeHer in Sports, SeeHer Entertainment, SeeHer Health, and the SeeHer Media Task Force. Visit [SeeHer.com](https://www.seeher.com) to join the movement and follow SeeHer on [LinkedIn](#) and [Instagram](#).

I. BACKGROUND

THE BUSINESS CASE FOR DIVERSITY

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

- [Diversity Matters Even More](#) (2023)
- [Diversity Wins: How Inclusion Matters](#) (2020)
- [Delivering Through Diversity](#) (2018)
- [Why Diversity Matters](#) (2015)

McKinsey's latest research — just published in December 2023 — shows that the business case for diversity, equity, and inclusion (DEI) not only holds, but is growing even stronger.

- Companies with diverse leadership teams continue to be associated with higher financial returns. Plus, there is a link between greater diversity in leadership roles and diversity across the organization.
- The business case for gender diversity on executive teams has more than doubled over the past decade.
- A strong business case for ethnic diversity is also consistent over time, with a 39 percent increased likelihood of outperformance for those in the top quartile of ethnic representation versus the bottom quartile.
- The penalties for low diversity on executive teams are intensifying. Companies with representation of women exceeding 30 percent (and thus in the top quartile) are significantly more likely to financially outperform those with 30 percent or fewer. Similarly, companies in the top quartile for ethnic diversity show an average 27 percent financial advantage over others.
- Both forms of diversity in executive teams appear to show an increased likelihood of above-average profitability. Companies in the top quartile for both gender and ethnic diversity in executive teams are on average 9 percent more likely to outperform their peers.
- A striking new finding is that leadership diversity is also convincingly associated with holistic growth ambitions, greater social impact, and more satisfied workforces.
- Companies with greater diversity on their boards of directors are more likely to outperform financially. For the first time, this correlation is statistically significant for both gender and ethnicity.

This year, the business case for diversity is the strongest it has been since McKinsey began tracking it.

I. BACKGROUND

MEASURING DIVERSITY AT ANA MEMBER COMPANIES

For the sixth consecutive year, the ANA is releasing “A Diversity Report for the Advertising/Marketing Industry.” This is an annual benchmark to track the gender and ethnic diversity of marketing department employees 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 is committed to such a public measurement annually (and have done so since 2018), so we are now presenting our 2023 report.

Census results confirm that the United States is increasingly diverse and multiracial. 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.

	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

I. BACKGROUND

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 was 42 percent diverse in the 2020 census. With equal representation, there is greater creativity and innovation as well as increased access to opportunity, which together lead to equity in income and wealth creation. That leads to purchasing power — which leads to market growth.



Just as in [2018](#), [2019](#), [2020](#), [2021](#), and [2022](#), three studies help provide an understanding of diversity at ANA member companies in 2023:

- 1. ANA Board of Directors and Select Member Companies Diversity Benchmark:** Gender and ethnic diversity among the U.S.-based marketing departments of **88 ANA client-side marketer member companies**, representing 19,949 marketers in total. This survey is done at a single, recent point in time — June 30 2023 for this year's study, or as close to that date as possible — so this is a real-time metric. 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 approximately 1,600 companies and 31,116 individuals who provided gender identity and 27,572 who provided ethnic diversity information. This survey is based on a three-year rolling average for the period between July 1, 2020 and June 30, 2023. This analysis also includes information on sexual orientation.
- 3. ANA Member CMOs:** Gender and ethnic diversity of the CMO/CMO-equivalent at 936 **ANA member client-side marketer company members** as of June 30, 2023.

II. EXECUTIVE SUMMARY

The ethnic diversity of the advertising/marketing industry took a step backwards in 2023.

The overall ethnic skew declined from 32.3 percent in 2022 to 30.8 percent in 2023, and is now back to 2021 levels. This raises concerns that diversity, a proven growth driver per McKinsey, may be slipping in strategic importance for some brands.

2023	2022	2021	2020	2019	2018
30.8%	32.3%	30.8%	28.5%	27.6%	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, 2023 for this year’s study, or as close to that date as possible — so this is a “real time” metric.

The overall ethnic skew of the marketing/advertising industry is 10.3 percent Asian, 9.5 percent Hispanic/Latino, and 7.2 percent African American/Black. Hispanic/Latino representation declined dramatically — from 10.9 percent to 9.5 percent.

	2023	2022	2021
TOTAL DIVERSE	30.8%	32.3%	30.8%
African American/Black	7.2%	7.2%	6.6%
American Indian/Alaskan Native	0.3%	0.4%	0.5%
Asian	10.3%	10.2%	11.7%
Hispanic/Latino	9.5%	10.9%	8.9%
Native Hawaiian/Pacific Islander	0.2%	0.3%	0.3%
Multiracial	2.4%	2.5%	2.2%
Other	0.9%	0.8%	0.6%

II. EXECUTIVE SUMMARY

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 as “The highest level within the marketing team, likely 5 to 10 percent of total.” In 2023, this level increased to 27.9 percent (from 27.4 percent), the second highest percentage of ethnic diversity over the six-year study period.
- In the study of ANA member CMOs, there was 17.3 percent ethnic diversity (up from 14.6 percent), the highest in the six-year study period.

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

The 30.8 percent ethnic diversity of the advertising/marketing industry remains well below the 42.2 percent diversity of the total U.S. population. And after making progress in 2022, the decline in 2023 is very disappointing. Ethnic diversity remains particularly poor for the African American/Black and Hispanic/Latino segments.

An especially troublesome finding is the decline in ethnic diversity among entry-level professionals — from 34.2 percent in 2022 to 31.3 percent in 2023.

Again, Hispanic/Latino representation declined dramatically, from 10.9 percent in 2022 to 9.5 percent in 2023 (a decline of 1.4 points). There were declines for Hispanics/Latinos at most job levels. The decline among the Entry-Level Professional (from 11.8 percent to 10.0 percent) was especially disappointing since the Hispanic/Latino segment skews younger than the general population and we would have expected an increase here. Instead, the industry experienced a decline.

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 talent recruitment and talent retention.

For *gender*, female representation at the senior leadership level is 57.7 percent according to the ANA board of directors and select member companies diversity benchmark and 59.9 percent in the analysis of the ANA member CMOs. Both are at the highest levels in the six-year history of the study.

Women comprise the majority of the marketing industry’s workforce: 67.2 percent according to the ANA board of directors and select member companies diversity benchmark and 69.5 percent in the analysis of the ANA overall membership. Per the former study, the gender of entry-level professional staff is also majority female (68.9 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.

II. EXECUTIVE SUMMARY

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 is committed to such a public measurement regularly.

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

The ANA Global CMO Growth Council, AIMM, SeeHer, and the ANA DE&I Forum will hold discussions throughout the upcoming year to further promote diversity, equity, and inclusion.



III.

ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

This study measured gender and ethnic diversity among the U.S.-based marketing departments of ANA board member companies and other member companies (all client-side marketers). The study, called a “diversity benchmark,” had four questions:

- **Gender identity:** Broken out by five different job levels. Job level descriptions and job title examples were provided to help with consistency among respondents.
- **Ethnicity:** Also broken out by five different job levels.
- **Orientation/Ability:** “Do your employees have the opportunity to self-identify as being either LGBTQ+ or a Person with a Disability?”
- **Open-ended question:** “Are there any key action steps that have helped your company improve diversity within the marketing department? In addition, are there any unique pain points or challenges you have encountered to improve diversity?”

Eighty-eight companies completed the diversity benchmark — 16 ANA board member companies and 72 other ANA member companies, representing 19,949 marketers in total. The diversity of participants makes the 2023 respondent base more representative of ANA membership overall than any of the prior studies. There were participants with over 1,000 marketers as well as participants with under 10 marketers.

	Number of Companies	Number of Marketers	Average per Company	Respondent Base
2023	88	19,949	227	16 ANA board members, 72 other members
2022	81	19,966	246	19 ANA board members, 62 other members
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 June and December 2023, asking for data as of June 30, 2023, or as close to that timing as possible. Individual company metrics have been kept confidential and “rolled up” to report aggregate results.

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

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 had 39 members as of the October 2023 ANA board of directors meeting.

- **Gender:** 22 women, 17 men
- **Ethnicity:** 24 White Non-Hispanic, 2 Hispanic, 8 African American, 5 Asian

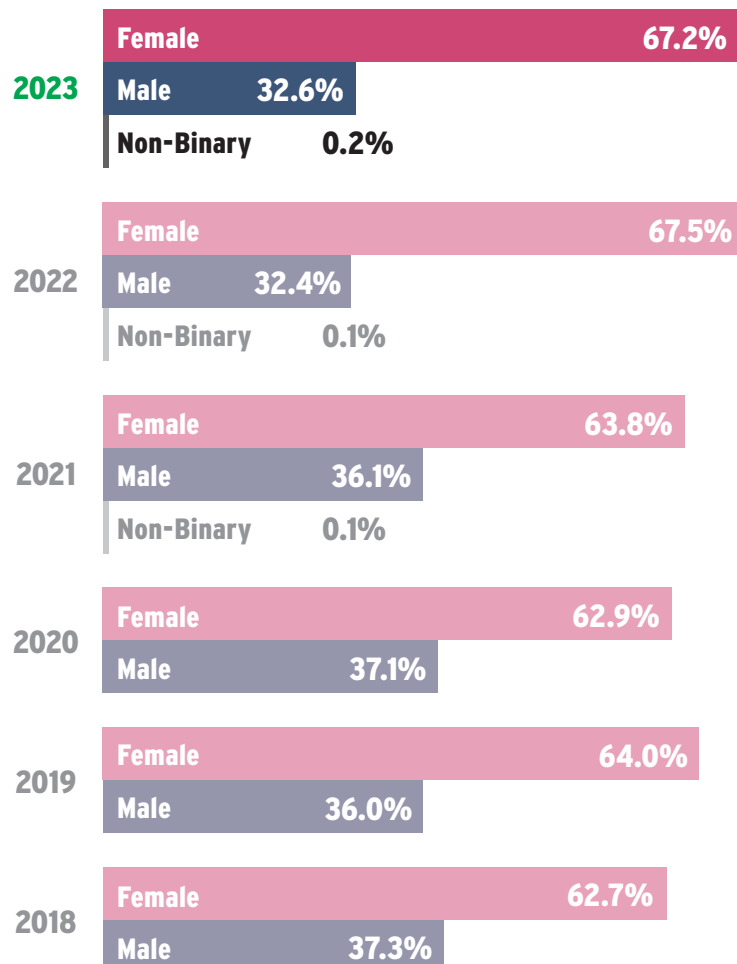
The board is 38 percent ethnically diverse, versus 40 percent in 2022, 40 percent in 2021, 33 percent in 2020, and 24 percent in 2019.

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

Gender Identity

Overall

The gender identity for the marketing departments of participating ANA member companies skews highly female: 67.2 percent female and 32.6 percent male in the 2023 study.



III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

By Job Level

The gender of marketing department staff skews female for every job level. Generally speaking, the higher the job level, the lower the percentage of women: 74.0 percent for admin (the lowest job level) and 57.7 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	67.2%	32.6%	0.2%
Senior Level	57.7%	42.1%	0.2%
Mid-Level/Upper End	62.4%	37.4%	0.2%
Mid-Level/Lower End	68.2%	31.5%	0.3%
Entry-Level Professional	68.9%	31.0%	0.1%
Admin/Clerical/Support	74.0%	25.6%	0.4%

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

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 a higher female skew in 2023 than at any other point in the six-year history of the study.

Senior Level Female Percentage	
2023	57.7%
2022	55.6%
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 predominantly female at 68.9% percent.

According to the [National Student Clearinghouse Research Center](#), as of Spring 2023 women made up 58 percent of U.S. college undergraduates, and each year far more women are enrolling in higher education than men. [The Wall Street Journal](#) and [Los Angeles Times](#) have both reported on this issue. This macro population trend is a key driver in the increased female skew in advertising/marketing at the entry level.

Entry-Level Professional Female Percentage	
2023	68.9%
2022	67.8%
2021	70.8%
2020	65.5%
2019	65.3%
2018	67.6%

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

Ethnicity

Overall

The overall ethnic skew of participants declined to 30.8 percent, back to 2021 levels.

The industry is 7.2 percent African American/Black, 10.3 percent Asian, and 9.5 percent Hispanic/ Latino.

- African American/Black representation is exactly the same as in 2022, yet significantly lower than their proportion of the U.S. population (12.1 percent).
- Asian representation is consistent with 2022 and is significantly higher than its proportion of the U.S. population (5.9 percent).
- Hispanic/Latino representation declined notably (from 10.9 percent to 9.5 percent) and is significantly lower than their proportion of the U.S. population (18.7 percent). However, it remains significantly higher than representation levels in 2018 through 2021.

	2023	2022	2021	2020	2019	2018
TOTAL DIVERSE	30.8%	32.3%	30.8%	28.5%	27.6%	29.4%
African American/Black	7.2%	7.2%	6.6%	6.5%	6.7%	6.7%
American Indian/Alaskan Native	0.3%	0.4%	0.5%	-	-	-
Asian	10.3%	10.2%	11.7%	9.9%	9.8%	10.9%
Hispanic/Latino	9.5%	10.9%	8.9%	7.7%	8.1%	7.7%
Native Hawaiian/Pacific Islander	0.2%	0.3%	0.3%	-	-	-
White (Non-Hispanic)	69.2%	67.7%	69.2%	71.5%	72.4%	70.6%
Multiracial	2.4%	2.5%	2.2%	2.0%	1.9%	1.9%
Other	0.9%	0.8%	0.6%	2.4%	1.1%	2.2%

Two new options were added in 2021: American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. Prior to that, these segments were part of Other.

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

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.

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%	27.9%	29.4%	31.2%	31.3%	32.4%
African American/ Black	7.2%	5.8%	5.2%	7.2%	8.4%	8.9%
American Indian/ Alaskan Native	0.3%	0.3%	0.2%	0.3%	0.2%	0.3%
Asian	10.3%	11.1%	11.5%	10.2%	9.6%	9.6%
Hispanic/Latino	9.5%	7.8%	8.3%	9.8%	10.0%	10.7%
Native Hawaiian/ Pacific Islander	0.2%	0.1%	0.2%	0.2%	0.2%	0.3%
White (Non-Hispanic)	69.2%	72.1%	70.6%	68.8%	68.7%	67.6%
Multiracial	2.4%	2.5%	2.1%	2.6%	2.5%	2.3%
Other	0.9%	0.3%	1.9%	0.9%	0.4%	0.3%

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

Senior Level

The senior level was defined to study participants as “The highest level within the marketing team, likely 5 to 10 percent of total.” In 2023, ethnic diversity at this level increased to 27.9%, the second highest percentage of ethnic diversity over the six-year study period.

Senior Level Diverse Percentage	
2023	27.9%
2022	27.4%
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 for the entry-level professional decreased for the first time in this study period.

Entry-Level Professional Diverse Percentage	
2023	31.3%
2022	34.2%
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?”:

- 62 of 86 companies which answered (72 percent) provide employees the opportunity to self-identify as being LGBTQ+, the highest it’s been in the history of this study.
- 73 of 85 companies which answered (86 percent) provide employees the opportunity to self-identify as being a Person with a Disability, which is flat compared with prior studies.

	LGBTQ+	Disability
2023	72%	86%
2022	62%	83%
2021	56%	79%
2020	50%	84%
2019	58%	85%

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

Analyzing Whether Different Respondent Bases Contributed to the Decline in Ethnic Diversity

Again, the overall ethnic diversity of the advertising/marketing industry took a step backwards in 2023. This mirrors the industry conversation of a declining strategic focus on diversity.

2023	2022	2021	2020	2019	2018
30.8%	32.3%	30.8%	28.5%	27.6%	29.4%

We wanted to test the hypothesis that a different respondent base in 2023 (versus 2022) may have contributed to the decline. Those respective respondent bases were:

	Number of Companies	Number of Marketers	Average per Company	Respondent Base
2023	88	19,949	227	16 ANA board members, 72 other members
2022	81	19,966	246	19 ANA board members, 62 other members

Of the 88 participating companies in 2023, 60 were returnees from 2022.

- In 2022, those 60 companies accounted for 84 percent of the number of marketers in the total study and had 33.4 percent ethnic diversity.
- In 2023, those 60 companies accounted for 88 percent of the number of marketers in the total study¹ and had 31.5 percent ethnic diversity.

For those 60 companies, ethnic diversity declined 0.9 percentage points from 2022 to 2023. Meanwhile, for the total samples (81 companies with 19,966 marketers in 2022 and 88 companies with 19,949 marketers in 2023), ethnic diversity declined 1.5 percentage points between 2022 and 2023. The declines are directionally consistent. The conclusion of this analysis is that **the decline in ethnic diversity is representative of the industry overall**, rather than related to differences in the respondent bases of the 2022 and 2023 studies.

¹Looking at the 28 companies which participated in 2023 and not 2022, those were generally companies with smaller marketing teams — an average of 83. Meanwhile, the 60 companies which participated in both years were generally companies with larger marketing teams — an average of 294 in 2023.

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

The Hispanic/Latino Decline

In the total study, Hispanic/Latino representation declined notably, from 10.9 percent in 2022 to 9.5 percent in 2023 (a decline of 1.4 points). There were declines by most job levels. The decline among the Entry-Level Professional (from 11.8 percent to 10.0 percent) was especially disappointing since the Hispanic/Latino segment skews younger than the general population and we would have expected an increase here, rather than a decline.

	ALL	Senior Level	Mid-Level/ Upper End	Mid-Level/ Lower End	Entry-Level Professional	Admin/ Clerical/ Support
2023	9.5%	7.8%	8.3%	9.8%	10.0%	10.7%
2022	10.9%	8.2%	8.3%	11.1%	11.8%	15.5%

We again looked at the 60 companies which participated in both 2022 and 2023. In that sample, Hispanic/Latino representation also declined notably — from 11.3 percent in 2022 to 9.8 percent in 2023 (a decline of 1.5 points).

	2023	2022
TOTAL DIVERSE	31.5%	33.4%
African American/ Black	7.4%	7.6%
American Indian/ Alaskan Native	0.3%	0.4%
Asian	10.5%	10.2%
Hispanic/Latino	9.8%	11.3%
Native Hawaiian/ Pacific Islander	0.2%	0.3%
White (Non-Hispanic)	68.5%	66.6%
Multiracial	2.4%	2.6%
Other	0.9%	1.0%

III. ANA BOARD OF DIRECTORS AND SELECT MEMBER COMPANIES DIVERSITY BENCHMARK: 2023 SURVEY

AIMM Perspective on the Hispanic/Latino Decline

AIMM

The team from AIMM provided perspective on the decline in Hispanic/Latino representation:

- **Emphasis on Black representation:** During the last several years, corporate America has prioritized the hiring, development, and retention of Black employees. While that effort should be applauded, there is a general sentiment in the marketplace that all segments should be prioritized, especially the Hispanic segment that has experienced a decline in representation.
- **The shrinking/contraction of corporate America:** The fears of an impending recession led corporate America to “reorganize,” which translated to major workforce reductions throughout many industries. Those sweeping reductions might have had the collateral damage of letting a disproportionate number of Hispanics be a part of the downsizing. Since the base and absolute number of Hispanics in corporate America are not huge, it does not take a big shift to alter the percentage numbers.
- **Lack of flexibility and opportunity for growth:** Broadly speaking, corporate America’s “return to the office” mandate created challenges for many people, regardless of segments. That said, due to the familial nature of the Hispanic/Latino segment, there are some indications that a number of Hispanics might have left corporate America to pursue more entrepreneurial endeavors (such as starting their own business) that provide greater flexibility. Hispanics disproportionately contribute to the growth of small businesses.

Please note that these are observations that remain (educated) hypotheses based on market knowledge and are not necessarily grounded on research or statistical analysis.



“

“Our company’s DEI mission is to sustain a culture that fosters a sense of belonging, exhibits diversity and inclusion at all levels of the organization, provides a fulfilling place to work, and ultimately supports our employees, communities, and customers.

As a company and marketing division we follow four pillars in our DE&I efforts: community, accountability, awareness, and talent. We have created programs that help cultivate a culture of inclusion and continue to foster a respectful, diverse workforce. We provide learning programs that promote the success of women and people of all ethnicities to ensure the company’s future leadership accurately represents our diverse communities. We continue to build a culture of inclusion through diversity councils.”



Aflac




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“We regularly review our internal talent during talent planning sessions.

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



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IV.
**ANA OVERALL MEMBERSHIP:
ROLLING THREE-YEAR AVERAGE**

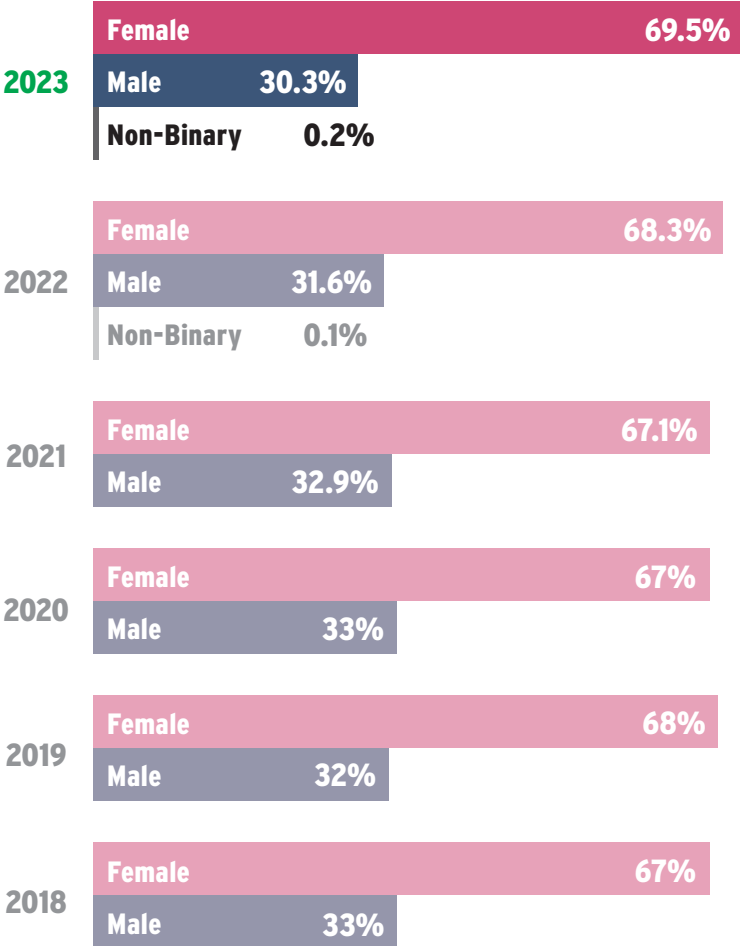
IV. ANA OVERALL MEMBERSHIP: ROLLING THREE-YEAR AVERAGE

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, 2020 and June 30, 2023, 31,116 marketers responded to the gender question and 27,572 to the ethnicity question. The respondent base consists of client-side marketer members and marketing solutions provider members. In the 2022 report, 32,623 marketers responded to the gender question and 29,194 to the ethnicity question.

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

Gender

Among the ANA overall membership, 69.5 percent are female and 30.3 percent are male while 0.2 percent are non-binary. However, male representation of 30.3 percent is at an all-time low for the study.



IV. ANA OVERALL MEMBERSHIP: ROLLING THREE-YEAR AVERAGE

Ethnicity

Among the ANA overall membership, 31.3 percent are diverse — an all-time high during the six-year history of this study. Ethnic diversity in 2023 is five or six percentage points higher compared to the earlier years of this report, in 2018 and 2019.

68.7 percent are White Non-Hispanic, 6.9 percent are African American/Black, 10.5 percent are Asian, and 9.6 percent are Hispanic/Latino. Two new options were offered beginning in 2021, American Indian/Alaskan Native and Native Hawaiian/Pacific Islander, and results are now provided in tenths.

Reminder that demographics for the ANA overall membership are reported for a three-year rolling period. The most recent data is for the three-year period between July 1, 2020 and June 30, 2023. There is therefore a lag in the timeliness of this data.

As stated previously, 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, 2023 for this year’s study, or as close to that date as possible — so that is a “real time” metric.

	TOTAL DIVERSE	African American/Black	American Indian/Alaskan Native	Asian	Hispanic/Latino	Native Hawaiian/Pacific Islander	White Non-Hispanic	Other (including Multiracial)
2023	31.3%	6.9%	0.3%	10.5%	9.6%	0.1%	68.7%	3.9%
2022	29.1%	6.5%	0.3%	10.7%	9.2%	0.1%	70.9%	2.3%
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%

IV. ANA OVERALL MEMBERSHIP: ROLLING THREE-YEAR AVERAGE

Intersectionality

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

		Female		Male				
	TOTAL DIVERSE	African American/ Black	American Indian/ Alaskan Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	White Non-Hispanic	Other (including Multiracial)
2023		30.3%	7.1%	0.2%	9.7%	9.1%	69.7%	4.1%
		33.5%	6.2%	0.3%	12.3%	10.7%	66.5%	3.8%
2022		28.2%	6.6%	0.1%	9.6%	8.6%	71.8%	3.1%
		31.6%	5.9%	0.1%	12.3%	10.1%	68.4%	2.9%
2021		25.8%	6.3%	0.1%	9.8%	8.0%	74.2%	1.5%
		29.3%	5.0%	0.2%	13.0%	9.4%	70.7%	1.6%
2020		25%	6%	-	9%	8%	75%	2%
		28%	5%	-	12%	9%	72%	2%
2019		24%	7%	-	8%	7%	76%	2%
		27%	5%	-	11%	9%	73%	2%
2018		25%	6%	-	10%	7%	75	2%
		26%	4%	-	11%	9%	74	2%

IV. ANA OVERALL MEMBERSHIP: ROLLING THREE-YEAR AVERAGE

Sexual Orientation

The ANA membership is largely heterosexual based on the responses of 22,042 members.

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

Sexual Orientation Percentage				
	Heterosexual	Gay/Lesbian	Bisexual	Other
2023	91.0%	4.6%	2.6%	1.8%
2022	92.6%	4.4%	2.0%	1.0%
2021	94.7%	4.0%	1.2%	0.1%



“Earlier this year (in 2023), we created a position to amplify efforts and collaboration between our recruitment, talent management, and HR teams. The position is a diversity strategist for recruiting. Bright Horizons partners with organizations like Perkins School for the Blind, TENT, Easter Seals, CIRCA, and Ink, where our diversity strategist joins monthly calls to stay ahead of diversity trends. This person works to get the jobs in front of diverse groups and is constantly seeking diverse organizations to partner with.”



“There are several key practices which Sanofi has continued to implement to further drive Diversity, Equity and Inclusion (DEI) in North America. These practices are components of Sanofi’s overall DEI strategy, which is based upon three pillars:

- **Reflect: Building Workforce Diversity**
- **Unleash: Creating an Inclusive Workplace Culture**
- **Transform: Engaging with Our Diverse Communities**

Examples of these practices include:

- **Diverse candidate slates and interview panels.**
- **A robust employee referral program to attract talent.**
 - **Utilizing multiple diverse career sites for posting open opportunities.**
 - **Collaborations and partnerships with external organizations such as the National Sales Network and Disability:IN.**
- **Self-ID campaigns to encourage employees to self-identify their race/ethnicity, veteran status, disability status, sexual orientation, and gender identity.**
- **A robust network of Employee Resource Groups (ERGs) and Affinity Groups that contribute to an inclusive workplace culture.**
- **Mandatory Inclusive Leadership training for all people managers.**
- **Unconscious Bias training for all employees.”**





V.
ANA MEMBER CMOs

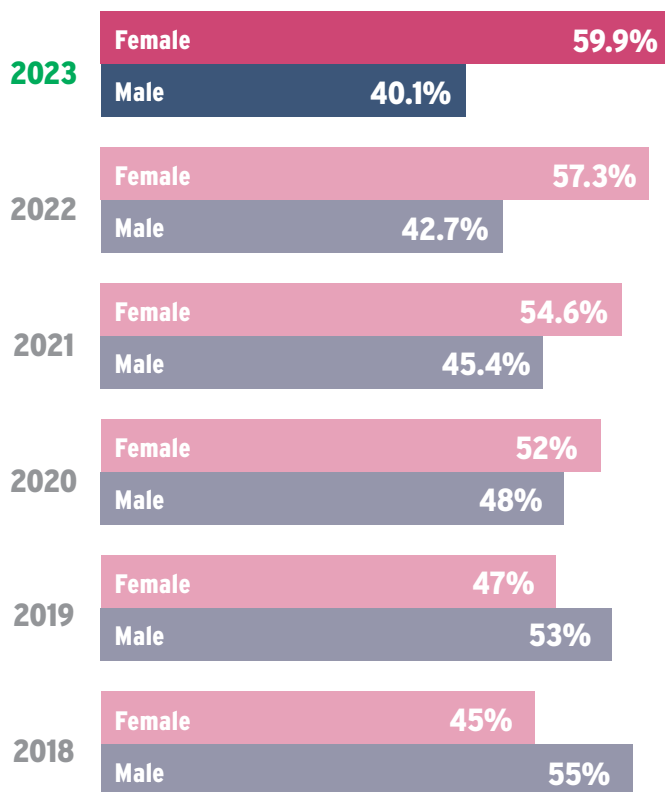
V. ANA MEMBER CMOs

This analysis identifies the profile of the CMO/CMO-equivalent at 936 of the ANA's client-side marketer company members as of June 30, 2023. That is an increase versus the profiles of 931 CMO/CMO-equivalents in the 2022 report.

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

Gender

For gender, 59.9 percent of the top marketer positions are female; that percentage has increased every year since the study began. Female diversity among CMOs in 2023 is significantly higher than when the study commenced in 2018 (45 percent).



V. ANA MEMBER CMOs

Ethnicity

Only 17.3 percent of CMOs and equivalentents are diverse, but that percentage has increased substantially from the 12 to 13 percent levels between 2018 and 2020.

- African Americans/Blacks comprise 5.2 percent of ANA member company CMOs, but are 12.1 percent of the total population.
- Asians comprise 7.5 percent of ANA member company CMOs, and are 5.9 percent of the total population.
- Hispanics/Latinos comprise 4.6 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
2023	17.3%	5.2%	7.5%	4.6%	82.7%
2022	14.6%	5.0%	5.8%	3.8%	85.4%
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.

V. 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
2023		6.2%	7.7%	3.7%	82.4%
		3.7%	7.2%	5.9%	83.2%
2022		6.2%	6.0%	3.0%	84.8%
		3.5%	5.5%	4.8%	86.2%
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%

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

VI.

KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

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

Representative feedback (with the specific verbatim comments) follow.

OVERALL

- We intentionally share our diversity metrics on a quarterly basis with marketing officers to facilitate discussions around strategies, training, and education to support an inclusive work environment.
- Carve out space in existing meetings to incorporate time for bite-sized diversity learning and discussion.
- Created officer-led task force focused on benchmarking with external diverse marketing professionals on industry best practices regarding recruitment, retention, and development of DEI talent.
- We look at our diversity metrics in all departments’ hiring in an attempt to increase the number of employees from underrepresented groups.
- Track diversity representation (gender and ethnicity) and report on monthly basis to leadership team, highlighting focus areas for marketing.
- Measure and track diversity of interview panel and candidate pipeline (interview to offer).
- All officers have a people goal which is focused on inclusive leadership skills through continued learning and development.
- Senior leaders are held accountable for building diversity in their organizations with specific representation targets, and leveraging corporate training solutions to build an inclusive culture.
- We have completed a pay equity study and adjusted accordingly to support our message of building an inclusive culture where coworkers are able to see that we value equity and are willing to make changes to support this value.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

RECRUITING

Overall

- Set a goal for the number of racially diverse hires to match the population of our customers. We did this through setting a threshold of racially diverse staff we would need before starting the interview process to give a fair advantage to the candidates. This process gave us the ability to improve our racially diverse talent numbers.
- Talent Acquisition team members have access to aggregate applicant diversity data and provide direction to the team on underrepresented groups to focus on when recruiting and sourcing.
- Recent key actions include gender-neutral position descriptions, diverse interview panels, and targeted aspirations to change the gender as well as ethnicity mix.
- We prioritize diversity hiring, customize our messages to be appealing for diverse audiences, and enable our recruiters to source with diversity lenses.

Diverse Slate of Candidates and Diverse Interviewers

- We look to find a diverse slate of candidates for our roles as well as a diverse interview panel.
- Ensure interview panels have diverse representation.
- Developed a hiring strategy that requires a diverse slate, made up of at least two women and two people of color for each position. In the first year of our diverse slate initiative, the company increased corporate BIPOC hires from 37 to 45 percent.
- Diverse interview panels, tapping into networks of employees from underrepresented groups for recruitment.
- We continue to require all candidate slates for any level of role to have diverse options and ensure the interview panels are also diverse.
- We have been very intentional in our recruiting efforts to make sure we have a very diverse pool of candidates.

Employee Referrals

- We have seen some results in leveraging employee referrals.
- Referral campaigns to encourage employees to refer candidates from their network, including activation through Business Resource Groups.
- Internal to our organization we accept employee referrals.

Student Recruitment

- We continue to partner with local schools on recruiting diverse interns.
- Intentional recruiting at campuses with strong and diverse presence and reaching this talent early in their job explorations.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- We partner with HBCUs and organizations that have a diversity perspective to amplify our pipeline.
- Proactively leverage our college recruiting programs to increase our candidate pipelines.

Internships

- Marketing and Communications is driving a strong Summer Internship Program year over year, focused on diverse talent attraction, experience, and conversion as early professionals.
- We have specific programs that are designed to bring in talent prior to their internships and provide them an immersive experience designed to expose them to work opportunities, career systems, and culture, including equality and inclusion efforts inside and outside the company.
- Our internship programs are at the high school, undergraduate, and graduate levels. We are finding it is critical to begin to build a pipeline of diverse talent in key disciplines earlier. So high school engagement is key.
- Our new college intern program is capturing more multicultural and international students.
- Participated in the Adfellows program this past year, a fellowship program for recent college grads of color. We had three Black women as our fellows — it was a terrific program run exceptionally well by Verizon. They are to be commended.

Social Media

- During the pre-employment talent attraction phase, our Recruitment Marketing team publishes content focusing on the company's diversity, equity, and inclusion efforts on all platforms, from Glassdoor to LinkedIn to social media sites. We believe that if a diverse range of candidates know we have an environment of psychological safety, where everyone feels comfortable to express themselves, judgment-free, they will be more inclined to join our team.
- Our recruiters, brand ambassador associates, and business leaders are always engaging with talent via social media. We want our company to be in the consideration set today and into the future, so social media has been key.
- Some managers actively seek out diverse candidates on LinkedIn.

Remote Work

- Having many remote positions has helped diverse recruiting efforts a lot too.
- As a fully remote organization, this has helped open the doors for recruiting.

Other Recruiting

- Showcase of talent diversity in our external website.
- We have revamped our job descriptions to remove non-inclusive language and to focus on core job requirements.
- Recruiters are asked to complete Conscious Inclusion training to ensure they are not being driven by unconscious bias when making decisions.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

RETENTION

Overall

- To retain our diverse talent, a Diversity and Inclusion council, specifically for the Marketing and Communications organization, meets regularly with Executive sponsors, Talent Acquisition, Talent, and Marketing and Communications teams representatives to identify programmatic approaches to attract, retain, and develop a diverse talent base.
- We have a DEI committee that works to highlight DEI-related issues across the company and engage our employees in that effort. We also manage and enforce policies to ensure fair and equitable treatment for employees in all aspects of employment, including promotional opportunities, performance, and pay. We regularly survey our employees to identify areas of strength and opportunities for improvement in employee engagement, including DEI-related issues.
- We have programs, mentorships, sponsorships, and a discipline for talent planning to ensure diversity in the workforce and successful advancement of diversity into leadership roles.

Training, Mentoring, Sponsorship

- Continued investment in a leadership program in partnership with our people and places partners. This supports talented M&C underrepresented minority and female talent at the director level, enabling career pathways and leadership coaching by M&C experts.
- Inclusive leadership training for 680 people leaders.
- Launched formal mentoring program for women and people of color.
- Introduced series of roundtable discussion for associates with our CEO.
- Intentional with inclusion networking opportunities between employees and our senior leaders.
- On the development front, identified opportunities for nomination of high-potential women and underrepresented minorities to exclusive mentoring and developmental opportunities such as Building Relationships and Influence, Accelerate Executive Presence Techniques, The Leadership Consortium, and internal and external coaching opportunities, as well as doubling down on sponsorship programs to pair individuals with leaders.

Forums/Meetings

- The company showcases the diversity of our employees with a series of panel events that encourage conversations on diversity and inclusion awareness, offer education on stereotypes and bias mitigation strategies, and promote open and courageous conversations. The panel conversations are focused on actions that employees can take to foster inclusion and understand the dimensions of our customer base, and include educational support on how our employees can be better allies within the company as well as in our community.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- Each month, all Leadership Team members hold four skip-level interviews with diverse talent.
- Cultivating a culture of inclusion and belonging through consistent messaging about the importance and impact of DEI at quarterly marketing and comms leadership team meetings and M&C community all-hands meetings.
- Held bi-annual executive listening tours, an annual Day of Understanding, and Processing Spaces, led by a certified trauma therapist, for employees to process their emotions, share feelings, and hear from others in times of public crisis.
- Dinners by our Leadership Team and employee listening sessions.

Moving and Rotating Talent

- We are intentional about supporting and initiating talent moves to develop and expose our associates to new opportunities within marketing and across the enterprise.
- As a global company headquartered outside the U.S., we rotate international colleagues from many different national and ethnic backgrounds through the U.S. as part of career development. The reverse is also true: We provide U.S. colleagues the opportunity to grow and develop their careers internationally.
- Creating a place of belonging and promoting from within helps diversity as individuals move to higher positions within the department.
- As our diverse talent grow in their careers, we take steps to ensure Senior Leader Sponsorship is in place to coach, sponsor, and develop them from day one. We are taking proactive steps to plan intentional assignments in a way that accelerates the growth of the talent and moves our diverse talent to destination roles at a rapid pace.

Unconscious Bias Training

- In 2022, the Marketing and PR team completed a four-part e-learning series on Unconscious Bias that educates leaders on ways they may have an unconscious bias when interviewing or promoting employees, how to recognize it, and how to combat it. The leadership team revisits the foundations of this training when we meet to review talent so that we are aware of any biases that may come forward.
- Continuously communicating and increased management training on removing unconscious bias and enhancing positive growth leadership behaviors.

ERGs

- We have Employee Resource Groups (ERGs), which are voluntary groups employees can join to discuss topics relevant to various demographics, such as Women, Pride, Black/African American, etc. These groups meet regularly and host guest speakers, social events, and charitable events to help make our diverse employees feel more connected.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- We have diverse marketing councils and employee networks that allow diverse employees to build a sense of belonging.
- Affinity networks are aimed at creating a sense of community.
- Paired business resource groups with each brand to support marketing and R&D efforts; we have started to expand and standardize the BRG/brand pairing program, establishing a test-and-learn with shoppers, engaging in knowledge-sharing with customers, and partnering on key opportunities and events.
- We begin diverse values interviews where members of our Employee Networks are a second interviewer for final-round external candidates. This helps bring a whole picture of the candidate and includes diversity as an important voice at the decision table.
- The enterprise exemplifies a behavior of fostering belonging by highlighting a commitment to Diversity, Equity, and Inclusion work with eight Diversity, Equity, and Inclusion Business Groups (DBGs). DBGs understand the importance of cultivating a successful business model with the value of incorporating diversity in the lines of business of the company.
- Partnering with Employee Resource Groups: We are currently testing a Positive Portrayal Panel, a new team of trained ERG members (some of whom work in marketing and others who do not) to review and provide feedback to brands about their storyboards. Through this process, the team is reviewing the content for presence (who is represented and who is not), perspective (who is driving the narrative), personality (are portrayals authentic, empathic, and dignified), and agency (who is in a position of power/influence/authority and who is not).

OTHER

External Groups

- We partner with a number of minority-focused groups/associations (NAAIA, WIFS, etc.) that hold job fairs or host job postings to increase visibility for opportunities within our organization.
- We have become members of BRIDGE, a purpose-driven community, promoting action focused on the workplace, workforce, and marketplace.
- Attended numerous external events and conferences, such as Out and Equal Workplace Advocate and Black Professionals in Tech Network BTUR Summit.
- We work with strategic partners and select colleges, universities, associations, and groups to create a diverse pipeline of both early-career and seasoned candidates in our organization.
- Identify women- and racially/ethnically diverse-focused organizations within various colleges and universities to enhance our recruiting efforts.
- Engaging with organizations like SeeHer and the ANA help us retain and remind ourselves of best practices to advocate, market, and retain equity in the workplace, department values, and marketing practices.
- We make sure we post on all the diversity chamber sites to try to enhance these efforts.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- Talent Acquisition team partners with Circa (formerly DiversityJobs.com), which gives all recruiters access to a diversity hiring platform where they reach out to thousands of underrepresented groups to source talent. This is one of the ways we make it easy for our recruiters to provide hiring managers with a diversified and balanced shortlist.
- Widening the talent funnel by partnering with Talent Acquisition to facilitate a greater presence and increase hiring at diverse conferences like Consortium.
- Partner with suppliers including The Collage Group, Creative Equals, and others to stay current on our diverse consumer base and our business growth with various cohorts.
- We partner with various partners and job boards to post our current opportunities and distribute our jobs through Direct Employers, which has alliances with numerous diversity job boards and sites.
- Talent Mapping and Diversity Sourcing from various diversity job boards as part of the targeted approach to attracting passive candidates; site-specific recruiting events to attract diverse talent.
- Specific development investments through the ANA, LinkedIn Learning, and Advance High Potential Programs.
- When recruiting for open positions we are using ethnic community sites for job postings, like AA MBAs.
- We participate in local minority training and internship/mentorship programs through organizations like ThinkLA.
- We also have long-standing relationships with HBCUs, HSIs, and professional organizations.

External Communications

- In 2022 we launched inclusive guidelines for communications and visuals. The guidelines provide teams with practical and actionable best practices to deliver an inclusive experience in communications and visuals that reflects the company's mission and core DEI values. We are also currently leading an effort to create DEI guidelines for marketing teams to include guidance on how to serve and communicate with historically underrepresented communities, including inclusive materials with non-stigmatizing language.
- Our social and marketing content is intentionally diverse, as we work with influencers and make casting choices representative of our diverse customer base.
- Understanding our diverse customers: "Shop in their shoes" shopping experience centered around understanding our customers and their needs.
- Marketers are involved in and see that leadership cares about and acts to ensure representation of our diverse consumer base in our advertising, positive portrayal of diverse consumers, investment in insights of diverse audiences to increase relevance of our brands, media investment in reaching diverse audiences, and leveraging diverse creators/influencers.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- Our Multicultural advertising practices include Cultural Insights Impact Measure (CIIM) testing conducted semi-annually, Gender Equality Measure (GEM) testing conducted quarterly, investing in DE&I-owned and -targeted media companies, and diversifying the national media mix to include Spanish-language TV.

Self-Identification

- In the past year we launched a self-identification campaign that encourages coworkers to share their authentic selves in the workplace; coworkers are now able to identify as part of the LGBTQ+ community in addition to identifying as having a disability.
- Launched our Self-ID campaign for all employees, including remote and facility workers, to capture all aspects of diversity.
- Made self-identification available to all associates voluntarily.

Accessibility

- We incorporate WCAG 2.1 AA accessibility guidance in every stage of our software development lifecycle. We include accessibility principles in our digital design language and content strategy, which ensures consistency across our experiences and communications. Our development teams have built and leverage accessible user interface components, which help to ensure that our applications are coded in a way that works with assistive technology. We also incorporate automated and manual accessibility testing into our continuous integration processes. For key flows, we engage users leveraging assistive technology for live user experience testing.
- In the application phase, we inform all applicants about how they can let us know if they need accommodation due to disability to ensure all have access to our application, interview, and employment process.

Miscellaneous

- We continue to be focused on developmental plans for our top diverse talent and putting them on corporate initiatives like our Culture Ambassador Team.
- Celebrate Women's History Month with a global female panel discussion.
- Diversity requirements are part of agency RFP requirements.
- We are very intentional about our support of women and minorities by creating programming specifically designed with them in mind. These efforts ensure we continue building an inclusive culture where all can succeed.
- Marketing has a thriving Diversity, Equity, and Inclusion Council that advances our culture. The council supports Marketing's leadership in promoting a diverse workforce, workplace, and marketplace that fosters innovation, inclusion, and engagement. The Council also places the enterprise DE&I strategy in the hands of our associates. This not only helps cascade our DE&I efforts deeper into the organization, but it also allows associates to own Marketing's culture.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- Our brands and divisions volunteer and engage with local community partners as visible stewards within the communities we serve and operate in.
- As a company overall, we met six of our DE&I public commitments: We increased BIPOC representation and retention, expanded diverse university recruitment, launched our voluntary self-identification program, established a diverse supplier spending goal, launched a diverse marketing initiative, and focus on positively affecting the communities where we live and work to improve education and help eliminate racism and inequity in all forms. We are now making progress on the other commitments.

PAIN POINTS

- Company-wide we strive to create spaces across the organization that are authentic to what we want to truly accomplish within our four walls. In doing so we run into the pain points of the perception of not moving at a faster speed. This is intentional, as we want to be prepared to take real action in the DEI space and that takes time. Also, we are focused on ensuring there is gender and racial diversity at all levels of leadership, and we have not yet seen that aspiration fully realized.
- Our pain points are similar to last year in that we are a midsized company and have limited positions that come open, and the marketing community in our Midwest HQ city that we source our talent from is not particularly diverse.
- A more future-focused worry is centered on how to maintain and expand on the diversity in our candidate pipelines in the face of the recent SCOTUS decision to overturn the ability of higher education institutions to engage in affirmative action.
- The primary challenge is that changes occur over extended time given that this is a well-established community, and opportunities to change the mix come primarily through attrition/back-fill, with limited incremental addition.
- This is a challenge not unique to us, but our people data systems only collect binary gender data today. We are working to ensure more gender inclusive options, but don't yet have an implementation timeline. There are other ways that employees can choose to share non-binary identities, specifically by sharing their pronouns through their personal introductions, email signature block, and within their Microsoft profile (which includes pronouns next to names in Teams).
- Low turnover and flat organizational structure don't facilitate frequent talent mobility. Cost restrictions and hiring freezes are not conducive to adding entry-level roles.
- Senior leadership is all women, which is awesome for minority representation in leadership, but hinders diversity of thought.
- Current political climate in our state makes it difficult to recruit for representation of the LGBTQIA+ community, particularly for in-person jobs. We have been fairly flexible in marketing for remote work.

VI. KEY ACTION STEPS TO IMPROVE DIVERSITY WITHIN THE MARKETING DEPARTMENT

- The biggest challenge for ensuring true diversity in the marketing department is that while the entire company is more heavily male, that department leans quite heavily female. Hiring more men in that department further tilts the company male.
- We still have challenges in terms of career paths and development in order to retain talent.
- Our pain points:
 - Lack of minority leadership in director and above roles and lack of exposure to front line staff.
 - It would be helpful if our corporate DEI office could help our regional teams connect with local and regional DEI community awareness efforts. DEI efforts continue to be most visible at the team level vs. senior leadership level where white male or female leaders continue to be the norm.
 - Our team is not very diverse at all.
 - Being intentional with inclusive activities that recognize everyone.



APPENDIX

APPENDIX: HISTORICAL MEMBER CASE STUDIES

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

2022



2021



2020



2019



2018



Much of the information shared in those case studies is still highly relevant today. We have assembled those case studies in a compendium at ana.net/diversitycasesstudies.

APPENDIX: ADDITIONAL RESOURCES

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

ANA Educational Foundation (AEF)

The [ANA Educational Foundation \(AEF\)](#) is the bridge connecting the marketing, advertising, and academic communities. To truly embrace diversity, specifically racial diversity, the industry must examine the overall construct of talent mobility when entering the industry and determine how to keep this talent engaged throughout their career journey. The AEF drives more diverse talent into the industry through research, programming, and donations. In 2023, the AEF launched three specific initiatives:

- **[HBCU Campus Connect](#):** As a means to connect marketers and agencies to historically black colleges and universities (HBCUs), the AEF has established a series of programs, including in-person conferences, mentorship pairings, summer internship opportunities, campus visits, and professor colloquiums.
- **[Diversity Disconnect: Charting More Inclusive Pathways to Growth, The Black Talent Perspective](#):** This study focused on the Black talent perspective, interviewing more than 100 industry executives from the marketing and advertising ecosystem; deans and professors from HBCUs, Minority-Serving Institutes, and Primarily White Institutes; and students and new hires. The key finding is the significant gap that many Black students face in the level of preparedness when entering the industry.
- **[You Might Be a Marketer](#):** With this campaign to market marketing, the intent is to showcase the diversity of roles that exist in marketing so that the next generation of diverse talent can find the best place to start a career in marketing and advertising.

AIMM

[AIMM](#)'s 2023 industry releases feature crucial tools to help both marketers and DEI executives understand their position compared to competitors, and provide guidance for achieving equality across the board.

- [AAPI Fact Pack Resource](#)
- [AA/Black Fact Pack Resource](#)
- [LGBTQ+ Fact Pack Resource](#)
- [Hispanic Fact Pack Resource](#)
- [PowerUp! A CMO's Guide for Modern Marketing Leaders](#)

For the above, upon entering the requested information (name, company, etc.), you will have access to the reports.

- [Understanding People with Disabilities Fact Pack Resource](#)
- [Understanding Native, American Indian, Indigenous, and Alaska Natives Fact Pack Resource](#)
- [A Marketer's Guide to Inclusive Language](#)

These three reports require an AIMM member login.

APPENDIX: ADDITIONAL RESOURCES

Engage Responsibly

Fifty-two percent of Americans have experienced online hate (per the Anti-Defamation League). The [ANA's Engage Responsibly](#) is a nonprofit dedicated to education for consumers and small to medium-sized businesses (SMBs) that drives understanding of online hate and how to help reduce it using existing platform tools and resources, fostering a safer, more inclusive online environment.

Built for Impact

Engage Responsibly is led by the ANA, working collaboratively with brands, platforms, NGOs, and SMB representation via the Better Business Bureau, and supported by capability contributors Alliance for Inclusive and Multicultural Marketing, Brand Safety Institute, Ogilvy, Publicis Collective, and Pernod Ricard, which founded, seeded, and donated the initiative to the ANA to scale.

Driving Understanding and Action with Education

Engage Responsibly's educational curriculum includes original educational videos, offered in English and Spanish, and closed-caption capability for accessibility, as well as a curated resource library with additional educational materials, support and tools.

Powering Through the Reach of Business

Brands play a critical role in scaling Engage Responsibly, with many major brands supporting the effort. We invite you to learn how your brand can be a part of the solution by [downloading the Engage Responsibly brand activation kit](#) to explore how you can activate Engage Responsibly, harnessing ready-made resources to expand awareness and education through your brand's channels.

APPENDIX: ADDITIONAL RESOURCES

SeeHer

[SeeHer](#) is committed to increasing the representation and accurate portrayal of all women and girls to achieve gender equality and drive business growth in the global marketing and media ecosystem, now and for generations to come.

If you can see her, you can be her.

SeeHer provides diagnostic tools, training, thought leadership, and insights to help companies eliminate gender bias from their marketing and media while driving business growth. Member tools available:

- SeeHer Gender Equality Measurement (GEM®) is the first methodology that quantifies gender bias in ads and programming. It is the global gold standard measurement, representing 87 percent of worldwide ad spend. GEM® has scored over 300,000 ads and measures content across all touchpoints.
- [GEM® Multi-platform Video Programming and Research Report](#) is the only industry-wide guide that quantifies linear and streaming programming based on the accurate portrayal of female characters and female representation of women in front and behind the camera.
- SeeHer Education, in partnership with AEF, is a first-of-its-kind open-access certificate program for undergraduates and career talent on how to achieve gender equality in marketing and media. Developed by an [advisory board of top scholars](#), we bring together academia, industry, gender, and marketing studies to put gender equality front and center in creative work.
- SeeHer Write Her Right [Guides](#), designed to encourage content creators to address potential blind spots and unconscious biases and integrate more authentic depictions of women into their work.
- SeeHer Inclusive Visual Storytelling [Guide](#), in partnership with Getty Images, delivers practical suggestions to help marketers develop visual content that is unbiased and inclusive, and leads to measurable results.

APPENDIX: ADDITIONAL RESOURCES

Supplier Diversity

The ANA has multiple resources at ana.net/supplierdiversity focused on supplier diversity:

[Guidelines for Getting Started When Investing with Diverse Media Companies](#)

The ANA and the 4A's partnered on a set of guidelines to help marketers increase their investments in diverse media companies. The guidelines are intended to help those marketers who are interested in supporting diverse suppliers but are still sitting on the sidelines and not sure where to begin. There are a total of 11 guidelines. (September 2023)

[The Marketing Community's Support of Diverse Suppliers: The Supplier Perspective](#)

The focus was on how interest from the marketing/advertising community in supporting diverse suppliers changed in the past year, how investment changed in the past year and is expected to change in the next year, and top challenges for diverse suppliers. (April 2023)

[Certified Diverse Suppliers Resource List](#)

The ANA and AIMM have curated a list of diverse suppliers that work in our industry and have been certified (primarily from NMSDC, WBENC, NGLCC, NVBDC, and Disability:IN). The list is updated on a regular basis.

Virtual Supplier Diversity Fairs

These virtual supplier diversity fairs are open to all and provide a forum to “get to know” diverse companies in the advertising/marketing industry.

[ASK Research Service](#)

If you would like more information about ANA's resources on DEI, please contact the ASK Research service at ask@ana.net. ASK is an exclusive ANA member benefit that provides customized information for any member request.

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ANA

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REPORT FOR THE
ADVERTISING/
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IN PARTNERSHIP WITH:

AIMM

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