

#INCLUSIVE100

Progress Through Measurement

The #Inclusive100 consortium meets four times a year to share best practices that result in greater inclusion and diversity in the workforce. This document summarizes several successful ideas and activations that have proven effective in creating meaningful, measurable results.

Leaders Who Mandate and Model Get Results



Several years ago Global Chairman and CEO Jean-Paul Agon established a mission for all L'Oréal companies to create greater gender balance and pay equity (women comprise 70% of the workforce but previously had lower representation at the top). Frédéric Rozé, President and CEO of L'Oréal USA, took on the challenge to make gender balance

and pay equity top priorities across the company. In addition to making a public commitment, Rozé and his Strategic Committee did the following:

- Developed and implemented an Inclusive Leadership program in partnership with The Harvard Kennedy School for all senior leaders.
- Conducted two wage gap analyses: an internal regression tool and an external tool to validate our model and to identify any areas of opportunity.
- Formed Think Tanks (employee resource groups) to focus on the advancement, retention and continued engagement of women and men at L'Oréal USA.
- Launched an annual Equity Day for leaders at L'Oréal USA. Hosted by the CEO and sponsored by L'Oréal For Women, the day features internal and external speakers discussing topics related to equity.

As a result of these and several other initiatives, L'Oreal's 68-member Executive Committee is now at gender parity. Six years ago, women represented 31% of the Executive Committee. Today that number exceeds 50%.



Leading the way: progress from the top

At Unilever, diversity and inclusion are strategic priorities driven and supported by senior leadership. A Global Diversity Board provides the overarching vision, governance and target setting for diversity and inclusion across the business. Seven members of the Unilever Leadership Executive (ULE) sit on the Board, which meets three times a year and is chaired by our CEO, Alan Jope. Commitments and targets are established, and progress is reported to ULE each month. Unilever is committed to measurement, participating in the Bloomberg Gender-Equality Index, as well as the Diversity Best Practices Index that is part of #Inclusive100. Since 2009, Unilever has been committed to building a gender-balanced organization. Leadership expressed an ambition to have 50% women in management positions by 2020 as part of its Unilever Sustainable Living Plan. Right now, 49% of Unilever managers are women. The company runs programs across the business to attract, retain, and develop female talent, and hiring managers are required to use 'balanced slates' (an equal number of qualified female and male candidates) when recruiting.



Walk the Talk

Walk the Talk is an award-winning equality movement impacting the lives of ~2,000 women across GroupM and WPP. Exploring barriers women often face in their careers, participants in this two-day immersive program participate in workshops and educational experiences that allow them to focus on their personal ambitions and arm themselves with tools to take on their 'bigger game.' Walk the Talk recognizes that, to achieve our potential, we must attend to every aspect of our lives. It is deliberately named to cut through the industry noise about equality and to demonstrate our movement is about action. Of participants, 96% would recommend taking part in Walk the Talk to their senior female peers and nearly as many (92%) feel more connected and supported by their peers within the region. Participants also experienced a 30% promotion rate within nine months of the GroupM program, because the program trains them to advocate for themselves and sharpen their narratives.



Building the Pipeline

Publicis Media has created a Multicultural Talent Pipeline (MCTP) as an immersive, educational experience designed to produce a more diverse workforce. MCTP is a two-day event hosted at the Publicis Northyards campus in Atlanta with representatives from Publicis Media and Publicis Groupe agencies and Clients. During the program, students and professors have the opportunity to engage with over 40 industry leaders, recruiters, members from our PM Inclusion Council and Business Resource Groups, and partake in a career fair. We receive support we from our partners including Univision, Facebook, Entravision, Verizon, adfellow, LBI Media, and H Code. Over 500 students from the company's university and industry partners have attended the MCTP since its inception in 2009. In 2018, they hosted 117 students from 26 universities around the US. Last year over a quarter of MCTP attendees received offers from Publicis Media or one of its partner companies. From those 2018 attendees, 43 high potential candidates selected for our entry-level programs across Publicis Media. This year Publicis Media is anticipating 150 students and professors from over 70 partners.

Create Greater Than

"We are Citizens of an empathetic and inclusive culture where people and creativity flourish." This is a Leo Burnett Group cultural mantra that works in harmony with a principle they call HumanKind. It respects people and responds to their intuitive thirst for imagination and connection. It drives the belief that creativity has the power to transform human behavior. Leo Burnett has adopted the idea that conversations create change and "Create Greater Than" is the rallying call for the agency to spark change. This belief sparked **Create Greater Than Friday**, an event series meant to provoke conversations. The series consists of two parts: presentations from employees on a range of topics to help equip coworkers with the tools needed to be a more empathetic ally, and facilitated small group conversations to help staffers process, use and activate those presentations. The objective is for each event to inspire the agency to think about how they can foster an empathetic and inclusive environment in the agency. Since launching in March 2019 sessions have focused on such topics as allyship, body image, stigmas of sexual orientation representation in media, code switching and ageism to name a few.

ELC has an Inclusion and Diversity Strategy that is focused on four key strategic pillars:

- Accelerating inclusivity
- Attracting, developing, and retaining diverse talent
- Scaling inclusive and diverse leadership through education
- Communicating the message

The company has partnered with its multiple brands to develop I&D Action Plans that outline commitments to its employees as well as its consumers. Each brand has an I&D point person accountable to the objectives. ELC has increased its partnerships and recruiting efforts with HBCUs to attract diverse talent to the organization, and they continue to roll out "High Touch Inclusion" educational offerings to employees with focus on topics such as Unconscious Bias and Inclusive Leadership. All of these efforts are aggressively communicated across and outside of the organization. The four pillar approach has delivered results. In 2019, ELC was named to the global sector-neutral Bloomberg Gender-Equality Index (GEI) for the second year in a row. The company also received Women's Choice Awards for "Best Company for Women" and "Best Company for Multicultural Women," and was included in Forbes' list of America's "Best Employers for Diversity 2019." Among other global rankings this past year, ELC was ranked among Fortune's "50 Best Places to Work in The Fortune 500," in China, United Arab Emirates, Mexico and the U.K. & Ireland, and ELC was also featured for the second consecutive year in Indeed's "Top-Rated Workplaces: The 50 Best" List. Additionally, ELC's impressive Human Rights Campaign score designates our company as a "Best Place to Work" for LGBTQ equality.

Women's Herstory Month: Creating Dialogue

Fullscreen celebrated Women's Herstory Month with a 4-part series of panels covering connection, community, and storytelling. The panels were hosted in the New York City and Playa Vista offices and included internal employees as well as bold women in the industry, like Sharifa Austin from Universal Music Group; Angélica S. Gutiérrez, from Loyola Marymount University; and Nikki Bethel from HBO. The panels were coupled with hands-on workshops teaching employees how to recognize and tackle imposter syndrome, utilize assertive communication to further build negotiation skills, and how to be an effective advocate. The panels and workshops were deliberately opened to all genders across the organization so that knowledge and interaction was fostered amongst all 400 employees. Since launching the initiative, the company has recorded a noticeable uptick in female employees raising their hand to make their voice heard on panels, workshops, and in employee resource group leadership. Male employees are also taking more frequent action to become better advocates for their female counterparts.



VMLY&R

Podcasting Equity and Inclusion.

VMLY&R uses podcasts to give voice to and build awareness of diverse employee populations. One such podcast series is called **Women Around the World** and is led by **CMO Beth Wade**, who wanted to connect with women across her network and talk to them about their experiences and the nuances of the roles they fill. Women from different disciplines, geographies and backgrounds are interviewed weekly by Beth (who travels with mobile recording equipment), and the podcasts are distributed via the company newsletter to all employees globally. The series creates exposure for female leaders as well as the diverse and talented mix of women of the world within the VMLY&R network. Beth discusses with the women their cultural challenges and unique perspectives from various life-stages.

Inclusive Policies at Dentsu

To make all new parents feel part of Dentsu Aegis Network's inclusive culture, the company enhanced its Parental Leave Policy in 2018. The policy is available to all new parents who are entitled to take up to 16 weeks of paid leave (without using any vacation time) within one year of the birth, adoption and/or fostering of a child. This time may be divided and taken on two separate occasions within the first year of the welcoming the child or as one solid block of time, to allow the policy to flex for individual needs. The company also has a Caregiver Leave policy that entitles employees up to 6 weeks of paid leave to care for a family member. There is no minimum tenure requirement to take full advantage of either policy. To further enhance the benefits of providing all new parents extended leave, Dentsu partnered with the 4As to design a virtual coaching program called Parents@Agencies. The program works to prepare both parents and their managers for a successful return to agency life, promoting a healthy balance between family and business demands. By going beyond focusing solely on Moms and "traditional" families, this program further encourages the inclusive environment that agency talent (and the advertising industry in general) are seeking. Since launching the new Parental Leave policy in January 2018, Dentsu has seen its people take advantage of the flexibility the policy offers and received positive feedback related to benefits and work/life balance, resulting in increased talent engagement.

For more information visit please visit sherunsit.org and click on [#Inclusive100](https://twitter.com/Inclusive100)

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