

Marketing's Role in

CREATING AN INCLUSIVE FUTURE

Confidential Insights from 25 Executive Marketing Leaders:
The Talent Pipeline vs. The Exclusion Pipeline

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AM> | Cincinnati

American Marketing Association Cincinnati (AMA Cincinnati) is situated strategically in the Cincinnati tri-state area – Southern Ohio, Northern Kentucky, and Southeastern Indiana. It is a premier professional organization to connect, grow, and inspire marketers in what is broadly considered the world's brand capital.

Grounded by the values of service leadership, AMA Cincinnati aims to share content-driven knowledge through a highly relevant intellectual agenda and experience-rich community. From this base, we support the growth of our members and the organizations they serve, inspiration for the future of marketing in the short and long term, and connections that generate business, work, innovation, advancement, and fun.

AM> | PDX

AMA PDX is an award-winning chapter of the national American Marketing Association based in Portland, Oregon. Portland is home to some of the most creative and innovative marketing professionals – sometimes called the Silicone Forest – working with businesses that include local start-ups, globally recognized brands, and everything in between. AMA PDX brings together these professionals, from across Portland and surrounding areas, through valuable professional development events, networking opportunities, and monthly luncheons.

AMA PDX was initially established in 1959 as the AMA Oregon chapter. In 2021, the chapter updated its name to AMA PDX to better align with our mission to serve the Portland Metro and Southern Washington marketing communities.

AM> | New York

As part of a national organization of over 30,000 members, **AMA New York** inspires, supports, and celebrates brilliance in marketing. Founded in 1931, AMA New York is the principal community for 15,000 marketing professionals across all industries and disciplines in the New York area.

Offering professional development, educational events, and meaningful interactions through volunteerism and mentoring, marketers can increase their knowledge and reach in the marketing community at the various stages of their careers. Learn more at www.amanewyork.org.

Special Thanks

Thank you to Aaron Templer and Vanessa Torres. During their 2020-'21 tenure as President and Chair of the DEI committee of the Professional Chapters Council, they fully supported the goals and endeavors of this multi-chapter collaboration. Your leadership sparked change.

We would also like to give a warm thank you to the entire DEI committee and the DEI task force for your steadfast and enthusiastic engagement. Together we have the power to make a difference. It is inspiring to work alongside people willing to take meaningful action. Your spirit for this work was and continues to be an inspiration.

Introduction

Our nation has long struggled with adopting the core principles of diversity, equity, and inclusion (DEI). However, the racial and economic disparities that once seemed too elusive for our country to embrace became part of the national lexicon as the COVID-19 pandemic pulled back the curtain to reveal societal ills that can no longer be ignored. As a result, individuals and companies wanted to take action and amplified their activities and commitment after the unjust murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and countless other lives lost due to police brutality. More importantly, customers demanded it.

Though DEI is altruistic, studies have long proven that employing diverse teams and creating welcoming cultures is financially good for business.

For example, McKinsey's May 2020 report entitled: [Diversity Wins: How Inclusion Matters](#), found that companies with over 30% women were more likely to outperform companies with fewer women, and companies who ranked in the top-quartile with ethnic and cultural diversity outperformed those in the fourth quartile by 36%. Yet, progress is slow across industries in most countries. So why aren't companies prioritizing diversity and using it as a financial indicator of success?

To find out, four leaders from the New York, Cincinnati, and Portland (PDX) chapters of the American Marketing Association (AMA) curated a diverse group of 25 executive marketers for a 90-minute discussion about DEI and the talent pipeline. The goal was to understand the role

We Crafted **Three Objectives** for This Focus Group Session



marketing plays in creating a more inclusive future, starting with the people who can drive change.

The following summarizes the intimate conversations with executives from small to medium-sized businesses (SMBs), non-profits, and Fortune 1000 companies that spanned 11 cities and 13 industries. This report reveals the challenges marketers face when recruiting and elevating diverse marketing talent and the strategies and tactics they use to build their brands and facilitate courageous conversations with their employees that will ultimately affect their relationships with customers, partners, and the community. We started with the talent pipeline because people drive action; however, we understand that the addition of diverse talent is not the entire solution. There is a lot more ground to cover and many more roads to cross.

We have not included the participants' names and companies in this report. However, we have quoted and paraphrased their words and ideas throughout. Why? To be honest, we did not intend to write a report when we started this project, but as we reviewed our notes and poured over the raw commentary, we knew we could not keep these insights to ourselves.

When we shared a draft of the report in August 2021, the Chief Marketing Officers (CMOs) added even more color and guidance. In addition, we included external research to provide context for what equates to 2,250 minutes of executive conversation (25 participants x 90 minutes) and approximately 480 additional minutes of commentary (8 participants x 60 minutes), not to mention those who commented via email. For further context, we have also included the demographics of the participants.

While this report reveals some critical answers, it will also leave you with questions, the most prominent of which fuels the subtitle of this report:

Are Our Practices Creating an Exclusion Pipeline Rather Than a Robust, Inclusive Talent Pipeline?

How to Leverage This Report

- Marketing leaders and their teams can use the insights from fellow executives to inform their commitment to DEI and think through strategies that align with their business objectives and connection to their communities.
- AMA chapter leaders can leverage these conversations to devise meaningful and relevant programming that helps the marketing community learn how to build an inclusive future using the incredible power of marketing for good—for humankind and their brands.
- The national arm of the AMA can benefit from these insights to inform their internal practices and serve as a guide on how to find their voice when it comes to authentically supporting DEI in the marketing field.

This program was designed and executed solely on volunteer power. We are incredibly grateful to our fellow chapter leaders who supported this endeavor and to the executives who willingly made time to discuss this all-important topic on March 4, 2021. Their contributions are priceless.

Finally, we must acknowledge a watershed moment that started it all. In June 2020, a group of chapter leaders gathered to [craft a pledge](#) for AMA chapters with five commitments to promote diversity, equity, and inclusion in their regions. This report is in service to the pledge and the entire marketing community because we believe marketing has the power to make a difference.



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Executive Summary

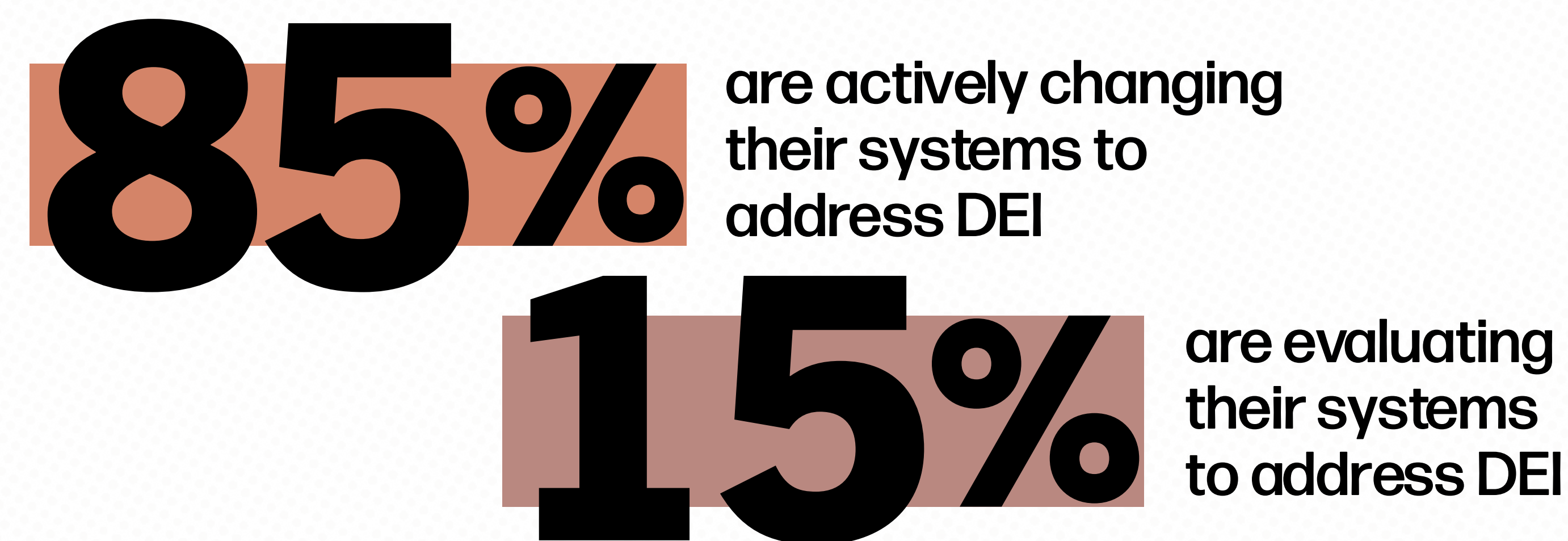
Overview

Social justice rose to the forefront of the world's consciousness in June 2020, prompting a historical time when brands turned their attention and their pockets towards initiatives that supported and amplified diversity, equity, and inclusion (DEI) in the workplace and their communities. Customers leveraged the power of voice and the purse to celebrate and vilify brands who failed to support what some saw as a purpose rather than politics. This reckoning has prompted conversation and action, revealed critical gaps in processes and systems, and left many with questions on what will truly create a more equitable society.

Three chapters of the American Marketing Association (AMA) – Cincinnati, New York, and PDX – joined together to explore how marketers can use their influence and brand acumen to impact social and economic change through a DEI lens.

This report is the culmination of a 90-minute focus group discussion with 25 executive marketers and a 60-minute follow-up session about diversity, equity, and inclusion (DEI) and the talent pipeline. The goal was to understand the role marketing plays in creating a more inclusive future, starting with the leaders behind the scenes.

Part 1: Prioritizing Diversity, Equity, and Inclusion



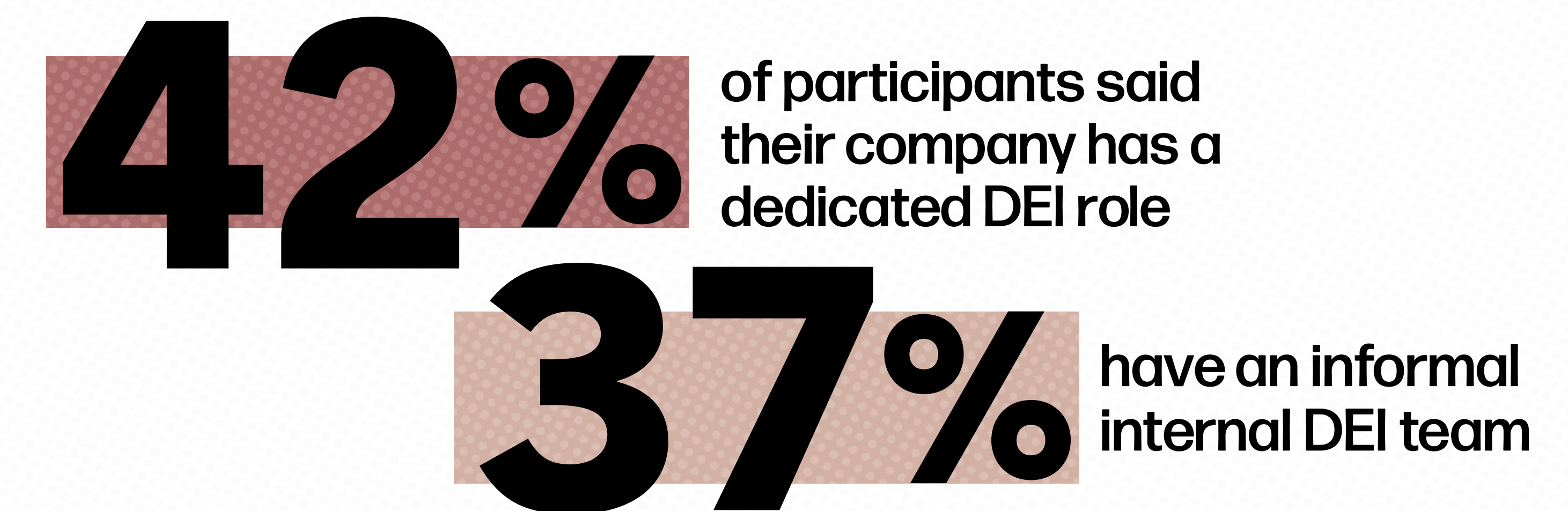
Some organizations prioritized DEI before George Floyd's murder in May 2020, and others began their work amidst and after the national uproar and racial reckoning. The report identifies funding and recruitment as two areas where prioritization is happening.

- Almost all companies identified recruitment as a path to change and desired to increase representation within their teams.
- 50% of participant organizations already had a dedicated DEI budget beyond headcount. In comparison, 15% identified their organizations as working towards it, 25% did not recognize their organizations as working on this effort, and 10% were unsure.

Some critical opportunities for prioritizing DEI:

- Identify tension points and biases that may be present in the recruitment process. For example, not all talent has a degree.
- Obtain executive-level support for training and change that focuses on forever, not just right now.
- Explore different ways to assess potential, not just achievement, to create more opportunities throughout the employee life cycle.

Part 2: The Emerging Role of DEI Leaders



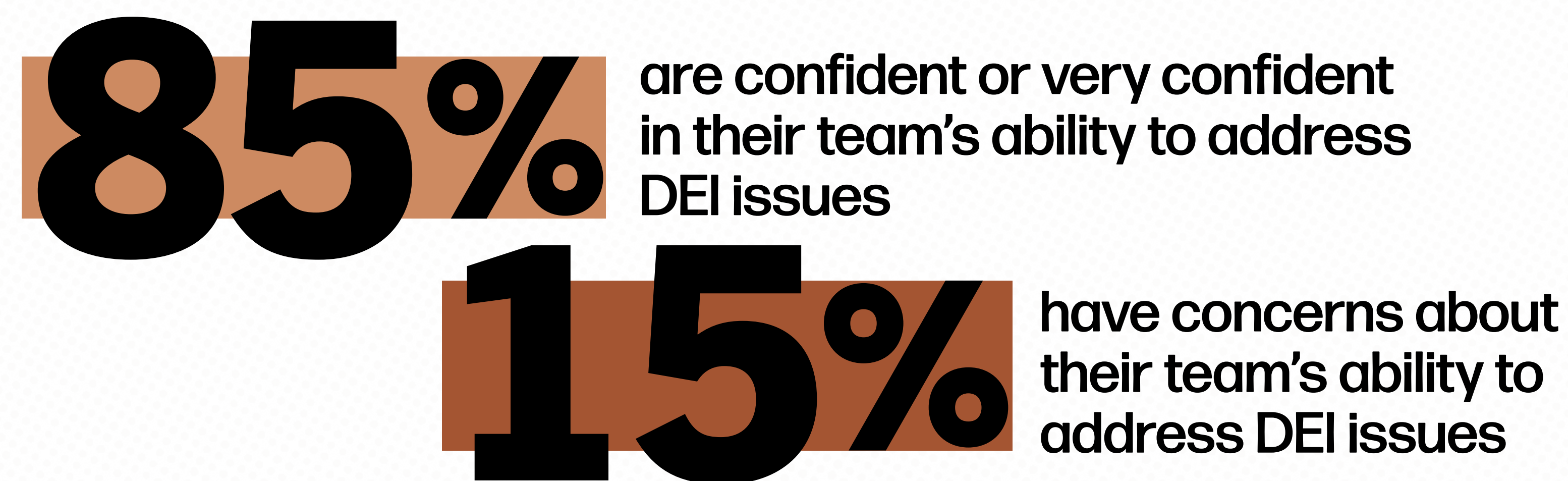
Organizations that are prioritizing DEI have seen an increasing need to recruit DEI leaders to help implement change.

- Beyond having a dedicated job position for DEI, some organizations have leaned into forming Employee Resource Groups (ERGs).
- While 57% of participants feel somewhat prepared to have DEI conversations at work, only 29% feel very well prepared, and 14% feel somewhat unprepared.

Some considerations for the emerging role of DEI leaders and ERGs:

- Identify ERGs and provide access to senior leadership. Surveys will reveal which groups are of interest based on the unique attributes of your organization.
- Recognize ERG participant contributions, allocate a budget, and reward participants. Doing so relays your commitment to creating welcoming and inclusive environments and demonstrates the financial impact ERGs can have on the bottom line.

Part 3: The Role of the CMO



There is a critical role for brands to push DEI forward. Marketing has an integral role in building a people-first culture, what it means to live that each day and how it comes through in your brand messaging. As a result, marketing has an opportunity to influence and drive organizational culture.

- The organization's face is typically controlled by marketing and adds to its representation of the community and customers served.
- As brands go global, developing cultural sensitivities becomes paramount.

Some insights for marketing's shifting role in DEI:

- As stewards of the brand, marketers must assess whether their marketing and communications are reflective of the populations they serve.
- Words and context matter, making understanding language and its meaning to your communities more important than ever.
- Make changes at the core that focus on people, tackle your shortcomings, and welcome constructive feedback from various sources to ensure you are doing your best to serve your community.

Conclusion

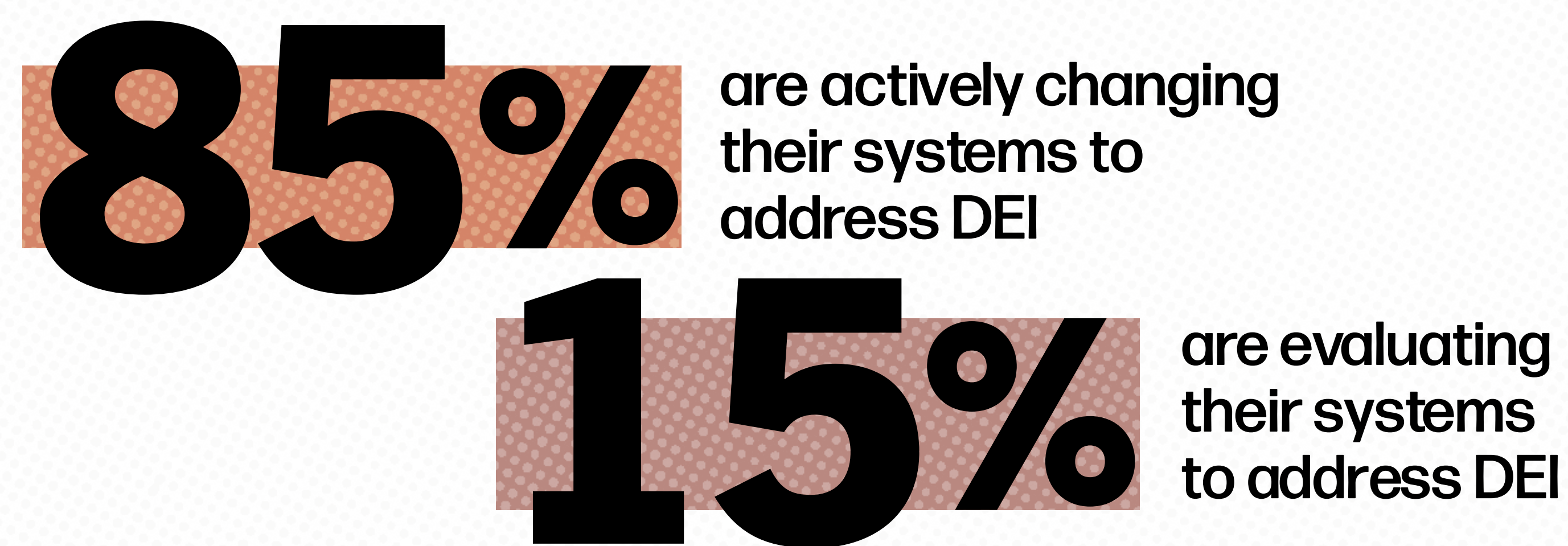
The murder of George Floyd in May 2020 sparked conversations about each organization's commitment to DEI. Most had buy-in from senior leadership, and while some did not, marketing was a key driver or influencer to set the tone for the company's culture.

This report curates the thoughts, ideas, challenges, and advice from 25 executive marketers who have a passion for fueling change and came to the table to learn how they can be better advocates for DEI. We hope that this serves as a guidepost for future dialogue and are encouraged that 94% of our participants said they wanted to continue the conversation to define marketing's role in creating an inclusive future.



PART 1

Prioritizing DEI



How significant is the advancement of diversity, equity, and inclusion (DEI) in the workplace? Action needs to be proactive, but are companies putting in the elbow grease to get the job done? Are organizations buying into the proven notion that DEI is good for humankind and good for business?

Some corporations shared their pride in their senior leadership's commitment to bring diverse talent to the top, but many have work to do in the middle. For example, a leading non-profit in the focus group said, although 80% of their staff are female, most staffers are white; only about 3% are Black, and even fewer identify as Hispanic, Asian, or other ethnicities. However, the constituents, volunteers, and people they

serve represent a diverse group of individuals that they rely heavily on for fundraising, causing a potential disconnect. For companies that have realized a sense of urgency representing minority communities (i.e., healthcare), even greater emphasis has been placed on DEI in corporate development, employee development, and the company's overall strategic vision of delivering equitable care.

A few companies said that DEI had been a priority before George Floyd's murder but amplified their activity afterward. Others began their work after international protests over George Floyd's murder made headlines. In either case, all companies started to question and discuss their organizational commitment and how it affects their customers,

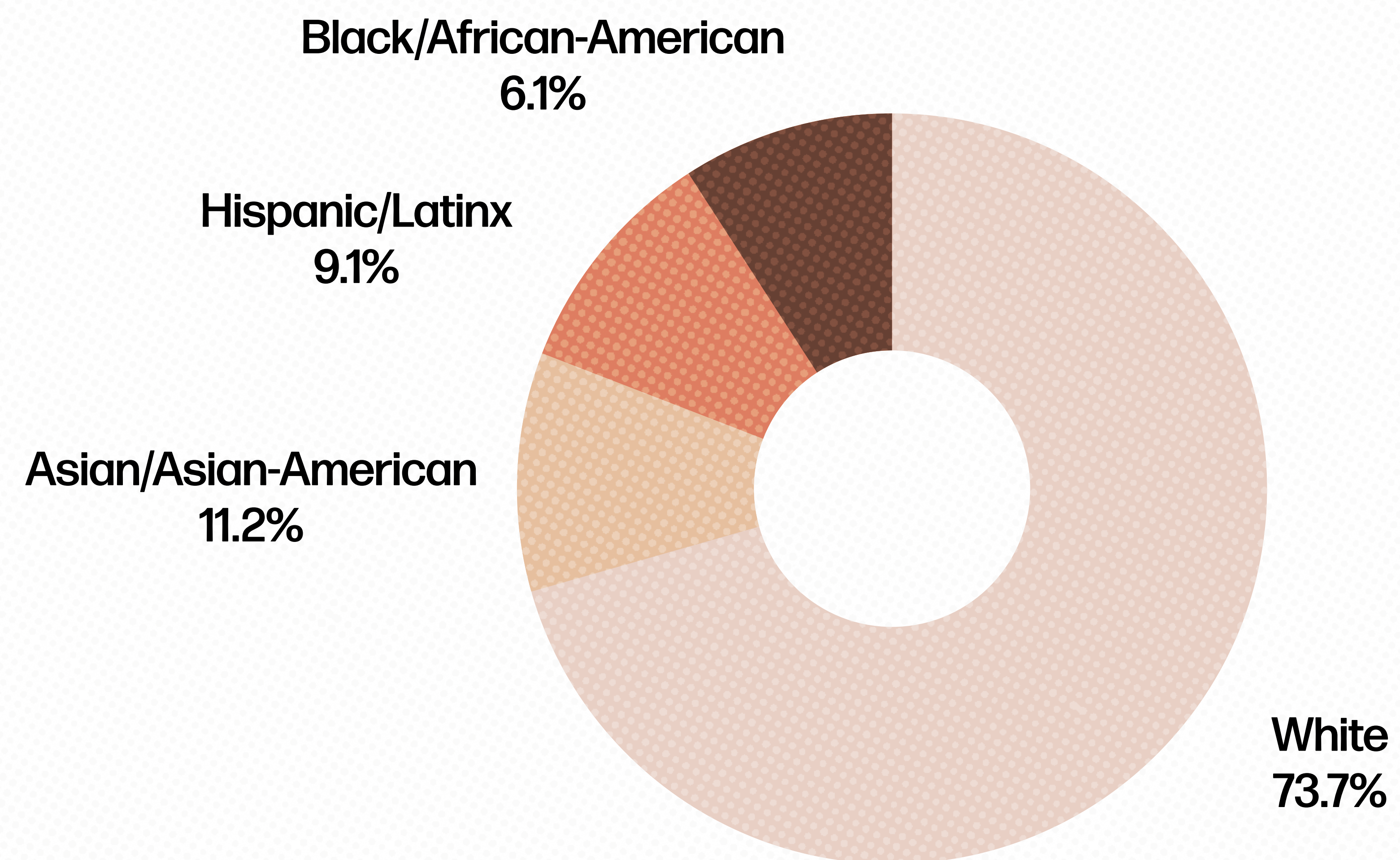
clients, members, partners, and volunteers, which varied depending on the industry. In almost all cases, companies focused on recruitment and how they could bring more diverse voices into the fold and be more representative of their community. This is further supported by a recent survey from the [HR Policy Association](#), which found that 85% of Chief Human Resources Officers expanded their inclusion activities and increased C-suite involvement after George Floyd's death.

Traditionally, ad agencies struggle with diversity, particularly in the creative and account management teams, who are the people who create and review the work. A [4A's study](#) of 165 agencies revealed that Black/African-Americans made up 5.8% of agency employees, 8.68% are Hispanic/Latinx, and 10.7% identified as Asian/Asian-American. White employees made up 70.51% of the ad industry. When it comes to management positions, the 4As drilled down on Black representation and found growing disparities. But when it comes to gender, advertising agencies tip towards females (59.5%) versus males (40.5%).

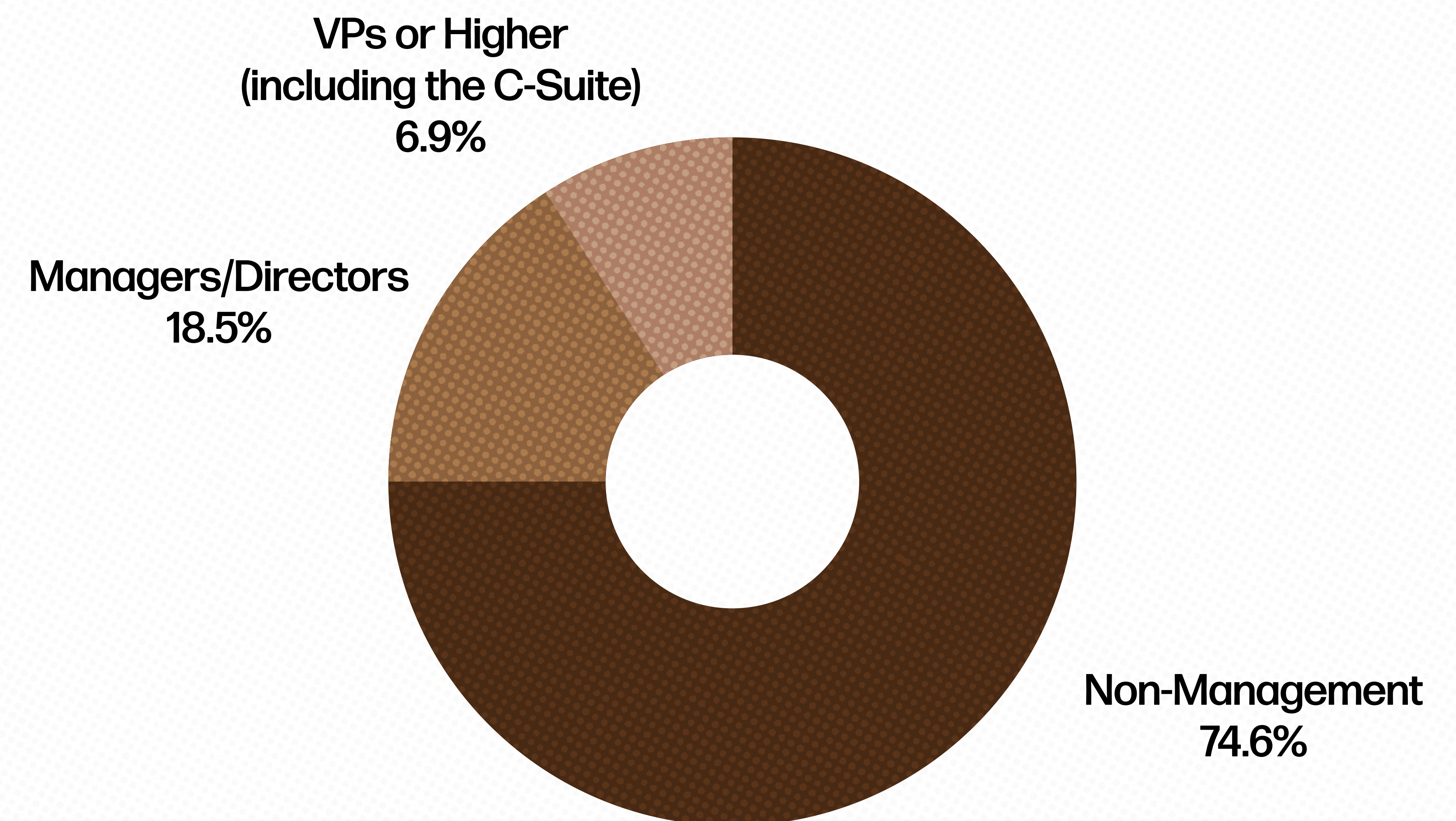
One participant cited that, unlike other agencies in the focus group, many of their clients are even further behind in DEI discussions than they are. However, they view this as an opportunity to broach complex topics and solicit positive responses from clients who desire help in shifting their perspective and helping the community.

Perhaps more agencies can follow their lead and partner with marketers throughout the customer life cycle to execute client DEI goals. But to do so, they too must be laser-focused on bringing diversity into their fold to deliver the level of authenticity craved by consumers.

Ad Industry Employee Race/Ethnicity



Black/African - American Ad Industry Employee Roles



Source: 4A's New Ad Industry Diversity Data Provides A New Benchmark— And Room For Improvement

Funding

50% of participant organizations already have a dedicated DEI budget beyond headcount; **15%** are working towards a dedicated budget; **25%** do not have a budget; **10%** are unsure.

Budget typically reflects the level of priority organizations place on an initiative and empowers teams to invest in authentic actions to move the needle on a long-term basis. By including DEI as part of your budgeting process, you demonstrate to your employees how much you care about equity and inclusion and that you see it as a key financial indicator of success.

As has been proven, DEI yields ROI. A Harvard Business Review article: [The Other Diversity Dividend](#) ties diversity to revenue outcomes when looking at VC firms and investment outcomes.

What does all that mean for performance? How do the financial outcomes of homogeneous partnerships compare with those of diverse collaborations? The difference is dramatic. Along all dimensions measured, the more similar the investment partners, the lower their investments' performance.

For example, the success rate of acquisitions and IPOs was 11.5% lower, on average, for investments by partners with shared school backgrounds than for those by partners from different schools. The effect of shared ethnicity was even more robust, reducing an investment's comparative success rate by 26.4% to 32.2%

Participants advised that marketers should identify touch points throughout the customer lifecycle that they have the power to impact since inclusive marketing can help brands outperform competitors; that's why it is imperative to finance operations beyond headcount.

If marketers are unwilling to ask for and allocate monetary support commensurate with change, they may be setting themselves up for performative actions that could hurt the brand.

While this group did not specifically discuss how they used their marketing budgets to support DEI initiatives, they agreed that financing was critical to DEI's success.

Recruitment

Almost all of the companies in the focus group cited recruitment as a path to change. They had a strong desire to increase representation within their teams as the opportunity presented itself.

Despite the desire to recruit more diverse individuals, hiring managers have difficulty finding candidates. One participant expertly described the talent pipeline as the exclusion pipeline prompting a discussion about recruitment methods and their levels of success.

When asked about the makeup of their teams, participants described different circumstances.

- “80% of staff are white females; less than 3% are Black, less than that are Hispanic or Asian.”
- “My marketing team is largely white women. There are a few Asian women on the team, but that’s the extent of it. I also need more men.”
- “I only have six African-American people on my team.”
- “My team is predominantly female and Hispanic, and this is a fault. We are in the middle of working to diversify our team in gender and culture.”
- “We are ahead of the curve in terms of local demographics, which are not very diverse. We are female-heavy and making strides on the executive level.”
- “Our agency is all women but has diversity in age, sexual orientation, and race.”
- “We’ve been able to make some progress with our board of directors when openings have occurred there. However, on the executive management level, there’s a lot of room to improve.”

All participants agreed it was important to align their team’s composition with the communities they are trying to engage. This is because it helps define the marketing strategy and creates a welcoming environment where employees can learn from one another and thrive.

But Where And How Do You Find Diverse Candidates?

[Data from SHRM](#) shows that job boards, recruiters, job fairs, and campus events yield the most interviews, yet it’s four times harder to get to the interview stage because of the sheer volume of applicants. As a result, employee referrals are the preferred way to source talent.

- Human Resources prefers it because it reduces time to hire and thus lowers hiring costs.
- Hiring managers appreciate it because referrals typically yield highly qualified candidates and result in longer retention rates.
- Employees love it, whether there are monetary rewards tied to the referral or an intangible benefit of finding great people to add to the organization.

However, referrals rely on personal networks. If employee networks aren’t diverse to begin with, companies are perpetuating a vicious cycle of hiring the same types of people repeatedly, also called homophily. This in-group bias means people may unconsciously attract, refer, and hire people who are similar to how they identify.

The good news is that conversations about DEI hiring are no longer taboo, paving the way for systems to be re-evaluated and adjusted to eliminate bias and open up opportunities to be more creative in our thinking. Some companies realize that change takes time and are holding managers accountable to ensure progress. One company now measures hiring managers on their workforce being diverse. It mandates that every position consider at least one diverse candidate and have a diverse panel of interviewers.

Of course, there are still problems with this strategy. For example, a [Harvard Business Review study](#) found that statistically, there is no chance of a woman getting hired when only one female candidate is in the pool. However, chances are 79 times greater when at least two women are in the final candidate pool and 194 times greater when at least two minorities are in the pool. This is called the “two in the pool effect,” which, while not entirely scientific, leans heavily on simple common sense.

Critical Points

Women

One participant amplified the need to eliminate the “sink or swim” mentality and, instead, build bridges for women in the workforce. This participant cited that, although the male/female ratio is 50/50 for entry-level marketing positions, women aren’t climbing the corporate ladder at the same rate. When fewer women progress to the top ranks, opportunities for female mentorship and sponsorship become more challenging, not to mention that lack of representation fails to reflect society and, instead, reinforces patriarchal norms.

The participant also highlighted that the male/female disparity is growing, with 70% of women leaving the workforce due to COVID-19. [Oxfam International's April 2021 report](#) revealed that, globally, women lost 64 million jobs in 2020. That represents \$800 billion in lost income – the combined total wealth of 98 countries.

To ground this in marketing, [research from LinkedIn](#) found that 60% of female marketers and 57% of female creatives left or considered leaving the field due to COVID-19, which is more than any other industry.

Age

Ageism in the marketing industry, particularly at agencies, is often based on economic factors. Agencies are suffering from market changes that compel corporations to bring teams in-house or extend payment terms. As a result, agencies need more flexibility in their talent streams, and that means lower wages. Furthermore,

creativity, technological aptitude, and digital prowess are skills often miscategorized as best mastered by younger marketers edging senior marketers out of the talent pipeline. These biases lack innovation and lock marketers out of audiences with tremendous buying power if messaged correctly.

One agency finds balancing age gaps to be a challenge. “We hire young, inexperienced people but may be missing some of the wisdom and experience that comes with age.” While they value the energy and creativity that comes with younger talent, they plan to diversify their team to skew up in age so they can tap into more perspectives.

Beyond Race/Ethnicity

One brand-side participant highlighted that some agencies limit their diversity to ethnic diversity or only focus on the client’s attributes. The same participant encouraged them to address all aspects of diversity in their assessment and not just focus on who’s asking, but, instead, focus on the entirety of their audience – who they want to reach and the unique qualities that will draw in those groups.

This advice is also relevant for brands. DEI focuses on creating a sense of belonging not only with your current audiences but with new ones that you want to invite into your fold. Approach audience development with the same best practices you have used in the past. Just be sure to begin the process with an inclusive lens.

- Do you have diverse perspectives on your team, and are they equally able to contribute meaningfully to the outcome?
- How can your agencies and vendors provide additional support, and are their teams representative of the goals and outcomes you want to achieve?

Training

There was some variation in companies mandating training versus making it optional. Gaining C-suite buy-in was a common thread. One large agency began the process by hosting a one-day summit with all 80,000 employees. From there, the senior leadership team created tenants that put their agency groups into action, starting with recruiting. The exercise included several aspects of mandatory recruitment training, such as implicit bias and cultural fluency courses, asking questions without prejudice, and implementing anonymized resumes.

The level and intensity of training seemed to depend on company size, but all participants thought it was essential to provide safe spaces for discussion. One company has a Slack channel devoted to DEI to provide opportunities to talk and be vulnerable in between training. It also gives visibility to people outside of leadership to learn from one another.

Participants outlined some training challenges they have experienced or observed within their organizations and teams. They noted that, while many craved the opportunity to be inclusive and may have already had diversity in their DNA before June 2020, the murder of George Floyd highlighted gaps and created more of a focus on it as a “must-have” rather than a “nice to have.” However, if racial gaps are wide, race often takes precedence over other communities, which can cause backlash from other groups. They also noted that, while we may put tools in place, this will not eliminate microaggressions. This ongoing work needs to chip away at learned experiences etched in our societal framework over centuries. And, while we continue to search for answers to help us strategically approach this long-standing issue, we are still in a period of deep learning and exploration.

Opportunity and Action: Advice From Your Peers

Think “Potential First”

If your field is not necessarily diverse, then representation may be hard to attain. Ask yourself who may not have had an opportunity that deserves one within your organization. As a manager, you already have the tools at your disposal to identify future stars but must dig deeper to see if people have been overlooked. Understand that bias can also show up in traditional, seemingly objective measurement tools like [performance reviews](#). Therefore, find a way to assess potential, not just achievement. Here are some examples:

- Who is asking for more responsibility?
- Who is engaging in professional development activities outside of work?
- Who is contributing to the larger community of the organization (i.e., participating in the interview process or active in Employee Resource Groups)?
- Who is demonstrating good workplace citizenship?
- Who has a positive attitude and is hungry for more?

There are many ways to measure impact beyond ROI and business growth that open the door to opportunity. The intangibles and non-traditional everyday aspects of the job, coupled with those that go above and beyond to support the organization, is a prime example of a results-driven individual. That is why it's imperative to look outside of yourself, become more aware of your environment, and augment your arsenal of success metrics.

Not All Talent Has a Degree

With college tuition on the rise, students are focused on affordability and seeking alternative routes to higher education, making the conventional path to college more ambiguous. [Data from the National Student Clearinghouse](#) showed that spring 2021 undergraduate enrollment declined 4.9%, resulting in 727,000 fewer students attending two-year or four-year institutions. [The Wall Street Journal](#) calls out that only 26% of Black U.S. workers and 40% of white U.S. workers do not have a bachelor's degree or higher. This creates a barrier of entry for potential candidates and shrinks your talent pool if a degree is a prerequisite. In many cases, this future workforce uses their tech-savvy to build their skill set – leveraging everything from specialized on-demand university courses to free skills-building classes on YouTube to low-cost certification tools and apprenticeships that enable on-the-job training.

Keep in mind that college is a privilege, and some minority groups historically have not had access to the same level of education. When thinking about diversification, recognize the value these alternative paths to higher learning may have in your organization. You might have a goldmine in your midst if you focus on skills rather than degrees.

Root Out Bias

Where are you posting job openings? Who are you reaching out to? Hiring managers can no longer rely solely on Human Resources to hand them diverse candidates or LinkedIn profiling, as you may not see a visible diversity trait (i.e., race, ability, gender, sexual orientation, etc.). Everyone must open up their networks and craft positions whose language welcomes applicants of all demographics. One company in this focus group seeks to eliminate implicit bias in the hiring and application process by using blind applications to hide personally identifiable information. They are exploring better ways to promote their marketing job

opportunities to attract the diverse candidate pool they desire. As revealed by COVID-19, remote work opens up the pipeline.

Additionally, it's imperative that companies get to the core of the problem by 1) acknowledging that it exists and 2) implementing training to mitigate bias. Ongoing training is central to adoption, especially since everyone is starting from a different place. As one participant put it, "addressing unconscious bias is a journey, not a destination." This approach is critical to narrowing the hiring gap, particularly for minority applicants.

College Intervention

Marketing is a lesser-known field in minority households, as opposed to roles in the finance, legal, and healthcare fields where there is heightened awareness. Therefore, marketing 'marketing' becomes a critical factor in building the talent pipeline. Early intervention in college, higher wages, and support systems that include mentors, sponsors, and allies may help sway potential candidates into the field. However, the best way for these relationships to grow is if people that "look-like" them are present throughout the employee life cycle from recruitment to retention. While we hear a lot about corporations investing money and amplifying recruitment efforts at Historically Black Colleges and Universities (HBCUs), most efforts are focused on the tech side, not marketing. Therefore, it is easy to think your company is doing something for everyone while huge gaps remain.

Additionally, according to the [United Negro College Fund](#), only 10% of African-American students attend HBCUs. The other 90% attend predominantly white institutions (PWI). While targeting HBCUs is one meaningful approach to providing greater reach and access, corporations will need to be more thoughtful when developing their DEI college intervention strategies to be even more inclusive.

Expand Your Network

If you rely on employee networks as your key recruitment tool, you could be contributing to the exclusion pipeline. One participant said, “The lack of diversity in my team is very much a function of the network of people on the team. Most of my staff are internal referrals from other people that know each other.”

Put the work in to expand your networks before you need it and leverage other outlets for potential candidates such as organizations that cater to the demographic segments you are trying to reach (e.g., African-American Chamber of Commerce; The National Black MBA Association, Hispanic Marketing Council, National LGBT Chamber of Commerce, and more).

Supplement Your Teams

Leverage your agencies, consultants, and vendors to diversify your perspective. Look for opportunities to partner with companies that believe in the diversity imperative and can help you fill short and long-term gaps, depending on the nature of your engagements.

“We’re seeing it come in through the RFPs from clients. We have to ask ourselves how does our team reflect the diverse makeup of society to ensure that we can authentically and accurately connect with this consumer base?”

- Focus group participant on driving connections

“Most of the clients that hire our firm are looking to develop campaigns that speak to underrepresented audiences. So I’m always looking around the room, asking how well are we doing as an organization? If we’re asked to speak to these audiences, how well are we representing that?”

- Focus group participant on meeting client goals

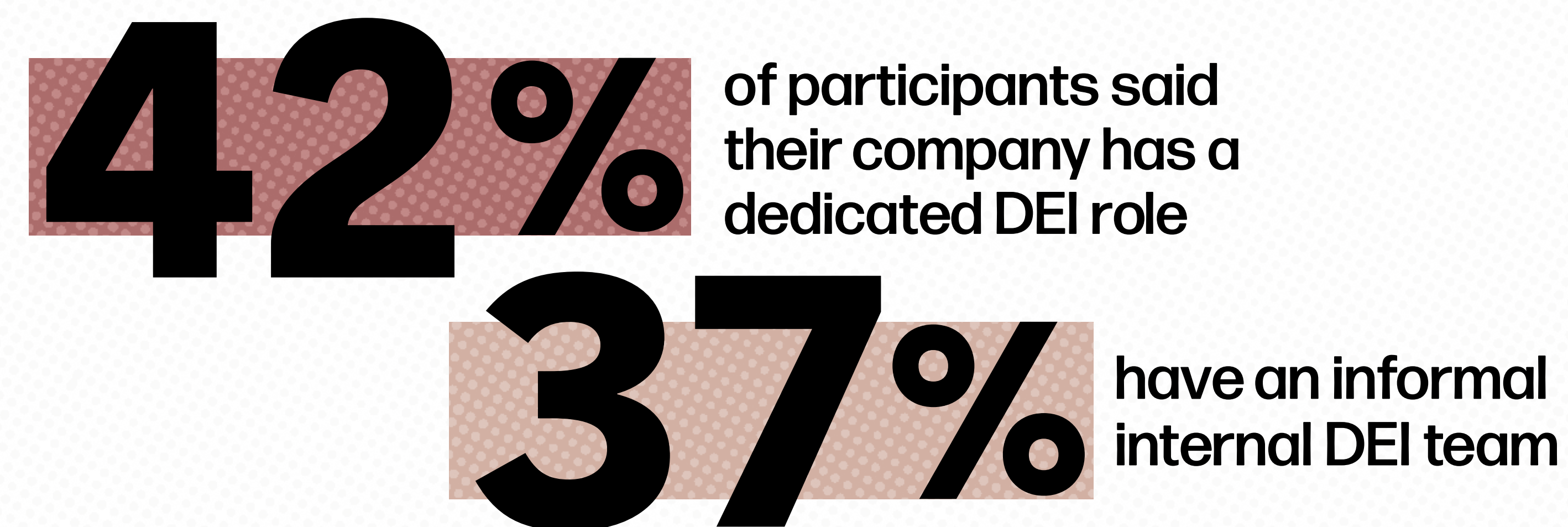
Focus On Forever, Not Just Right Now

Despite having the tools, we are the sum of our experiences over time. Change can only happen through ongoing training and experiential interactions that encourage people to think differently about their own biases. One participant notes that despite all the time and attention leadership has given to DEI, microaggressions are still happening. How can we stop this behavior and create a culture of intolerance, openness, and dialogue? Developing sustainable practices that are systemic and pervasive requires a unique commitment to ongoing work.



PART 2

The Emerging Role of DEI Leaders



Companies in search of change agents have amplified recruitment for DEI leaders. According to a [Russell Reynolds study](#), the demand for Chief Diversity Officers (CDOs) spiked in the past three years, with 63% of the S&P 500 appointing or promoting CDOs. But when you look more broadly, data trends tell a story about a more volatile industry.

According to [Glassdoor's 2020 Diversity Now report](#), diversity job openings fell nearly 60% between March and June 8, 2020 – twice as much as regular job openings and 11% more than human resource jobs. In the wake of racial justice protests in June 2020, DEI job postings increased by 55% and continue to trend upwards. A recent update in December 2020 showed that DEI job openings rose 245% higher after June 8, 2020.

Some organizations represented by the focus group hired DEI Officers to tackle the inclusivity problem during this same period. Typically, DEI officers sit in the People or Human Resources departments. This can have an immediate impact in identifying gaps and opportunities in hiring and retention practices if they have the power and resources to effect real change. Conversely, there is growing sentiment that while diversity officers should team with HR, their strategy and operational impact necessitate a direct report to the CEO or COO.

One organization in the focus group hired a Head of People Development who immediately set to work to fix the gender pay gap and established Employee Resource Groups (ERGs) to spearhead meaningful

conversations. Another organization hired a CDO that sits in Operations with regional teams reporting to them rather than Human Resources. The goal here is to integrate DEI throughout the organization at its root.

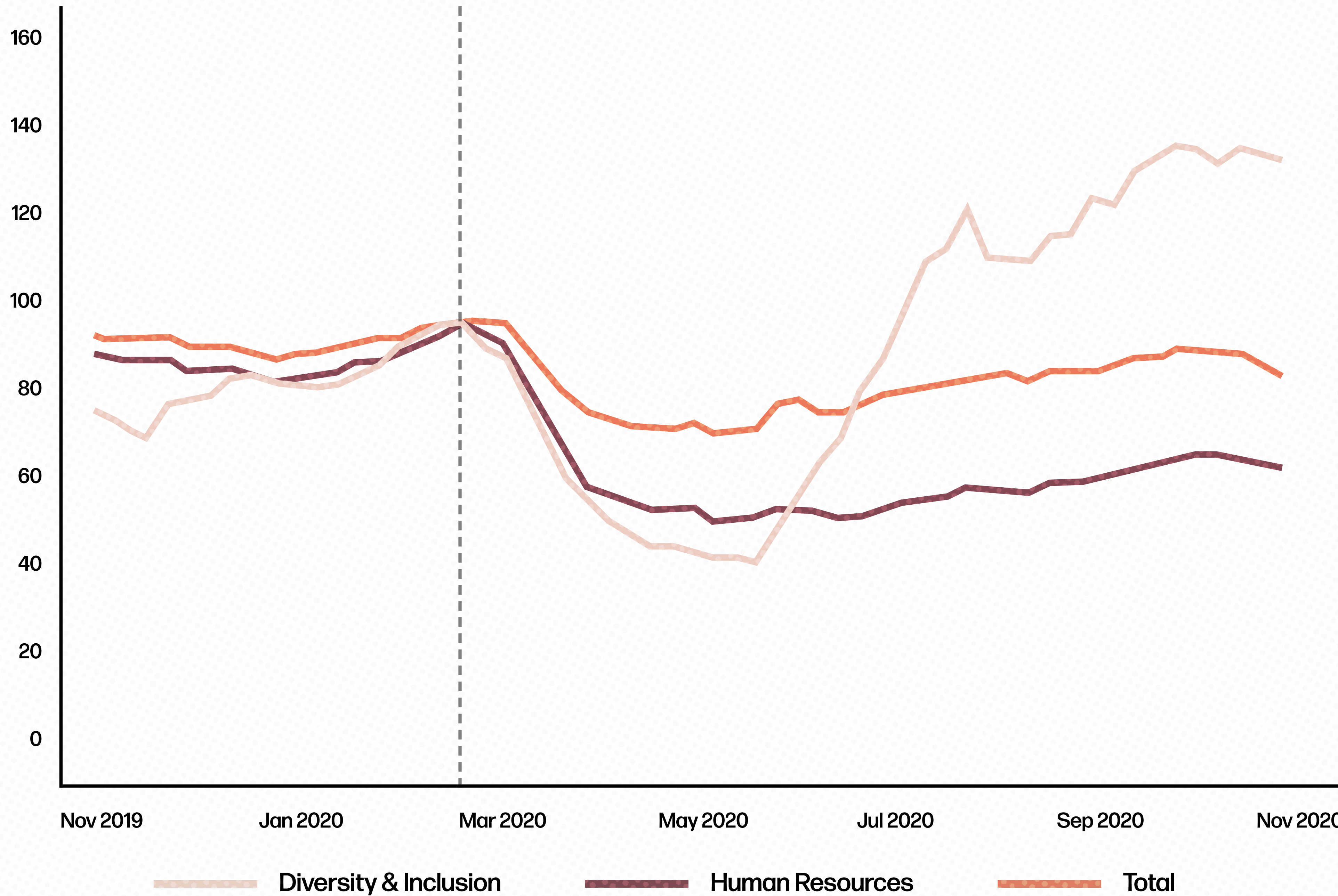
Marketing leaders should think about supporting CDOs in implementing and amplifying their efforts, especially for diversity leaders without access to the CEO.

- How will you partner to demonstrate impact?
- Which departmental KPIs will you use to track progress?
- How can you tout the importance of your partnership internally throughout the organization and activate other teams to get on board?

One of the most complex parts of this role is convincing executives to make DEI a priority. Marketing’s level of visibility and importance to brand reputation make it a perfect collaborator and ally in the C-suite, particularly to the CDO.

DEI Job Openings Rebounded Sharply From Crisis Lows

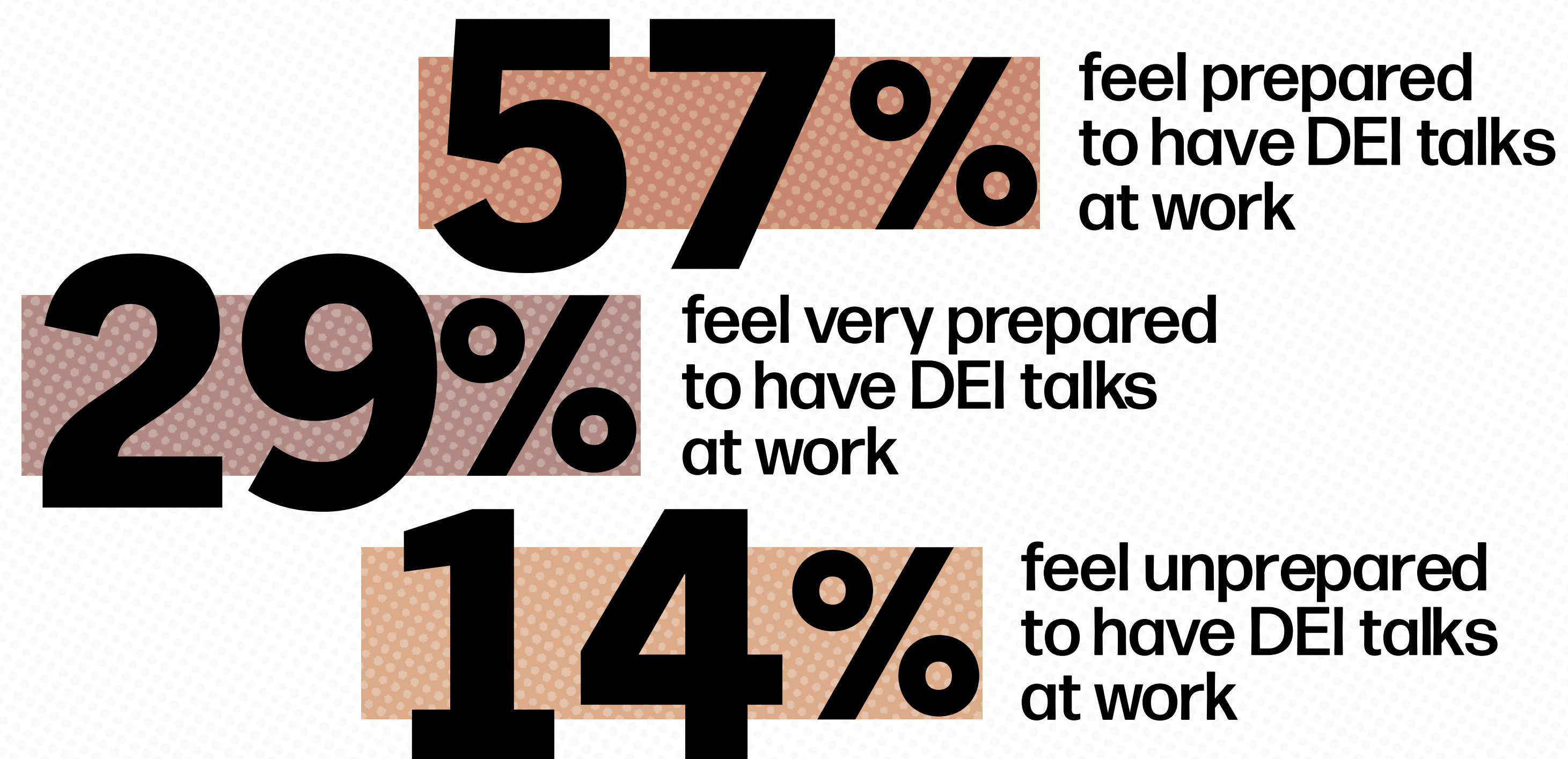
Job Openings on Glassdoor, Each Series Indexed to 100 on March 2, 2020



Source: Glassdoor, US Job Openings data through November 30, 2020



Employee Resource Groups



Some companies are forming Employee Resource Groups (ERGs) and leveraging the interests and passions of their employees to dive deeper into how they can tackle DEI throughout the organization. ERGs or affinity groups are typically organized around a shared identity to create belonging among underrepresented employees or around a shared interest. Some ERGs represented by the focus group are led by senior leadership, but some rely solely on their ERGs to solve the inclusivity problem without executive sponsors or buy-in. In some cases, marketing led the charge in the formation and support of ERGs.

Two Competing Views

Scenario #1

The management in one technology company is comprised of predominantly white males, and, even after George Floyd's murder, they didn't see the need to take on a leadership role concerning DEI.

Instead, marketing spearheaded the initiative and formed an ERG, hoping that senior leaders would step up later. Unfortunately, leadership isn't taking ownership, and instead, relying on this volunteer group to solve for DEI within the entire organization without acknowledging that systemic change and specialists are needed to spark real change.

"I find often employees are made to feel like they have to be martyrs for the mission of the organization, and the professional development piece is often lacking."

- Focus group participant on the role of individual volunteers vs. corporate DEI structures

Scenario #2

Conversely, another company has processes in place to hold its leadership accountable for ERG activity. Led by marketing, this company formed a DEI Executive Committee. Each member serves as an executive sponsor to each ERG group to guide and support its members through this vital work.

"While you hear Employee Resource Groups referenced very often, I don't think you can underestimate the impact. A way to work with them most effectively is to have leadership within your business unit participate in ERG events. Again, it starts at the top. Your employee group can see that your leadership is leaning in."

- Focus group participant on leadership involvement within company ERGs.

Opportunity and Action: Advice From Your Peers

ERGs bring exponential benefits like talent benches, recruitment networks, mentors, ideators, educational resources, and retention drivers to corporations. [AT&T boasted](#) an 85.6% Black employee retention rate in 2015 credited to its ERG. ERGs can advance your DEI agenda, but they have to start with good intentions and proper support.

Survey Employees

Starting an ERG can feel like a daunting task, but the best way to figure out where to begin is to ask questions. Send out an employee engagement survey and ask about the direction in which employees want to see your company move. Employees must know that their opinions are valued. To obtain honest feedback, you have to build trust and report results and actions taken.

Employee engagement surveys tend to be annual initiatives. Consider pulse surveys as a way to check in with employees in the interim. Pulse surveys are short, targeted feedback loops that can give you great insights into the employee experience with specific programs or initiatives in real-time. Most importantly, marketing can work with Human Resources or other departments to field these surveys, power more thoughtful decision-making, improve culture, and increase inclusivity.

Identify ERGs and Provide Access

Surveys will reveal if there are other groups of interest based on the unique

attributes of your organization. These could include groups based on race, religion, nationality, gender, sexual orientation, ability, social or economic causes, or other shared interests. Most companies in our focus group had some combination of Black, Latinx, BIPOC, Parents, Women, and Pride/LGBTQIAP+ ERGs or affinity groups. Based on the feedback of their employee engagement survey, one company added a Neurodiversity ERG to showcase how people who think differently can exponentially deliver value. To learn more about the potential of neurodivergent people, read [this from Ernst & Young](#).

Once you have formed the groups, provide access and information to all employees. Involve participants in various areas of the company beyond just recruitment and retention. Feedback and input from ERGs can influence marketing, product, sales, operations, and more. The value of cross-functional thinking that taps into multiple areas of your organization will develop new competencies and diversify your perspective in ways you may not have thought of or were too difficult or expensive to achieve before.

Allocate a Budget and Reward Participants

As stated earlier, the company's budget indicates its priorities. DEI work requires funding and relays your commitment to creating welcoming and inclusive environments for all. ERGs impact the productivity and bottom line of your organization, perhaps more than an employees' day-to-day jobs. ERGs also provide a safe space for members to share ideas and concerns that the leadership can consider. They help drive employee engagement and foster better employee relationships.

It is also an excellent professional development tool that builds strong leaders and mentors. These factors will not only help attract

a more diverse workforce but also lead to higher job satisfaction rates, increased retention, and lower turnover - all of which are integral to the long-term success of your company or department. Therefore, allocate a portion of your marketing budget to support ERG activities and their promotion, whether internal or external to your organization. It's important to amplify their work to aid implementation and demonstrate how much you value the participants and their contributions to the organizational culture.

Marketing leaders can lead by example and structure marketing roles so that participation in ERGs is central to the employees' daily responsibilities, not just something they work on in their spare time as a volunteer. Participants debated whether this approach would involve compensation or if celebrating impact was enough, in which case their participation and contribution would show up in performance reviews or other non-monetary compensation plans.

Keep in mind that traditionally, ERGs are primarily staffed with junior-level employees. They need allies and executive sponsors who champion their work and are also held accountable for their success. One participant highlighted that companies think ERGs help employees feel included, but ERGs benefit the company more than the people. These are emotional and burdensome activities to engage in. That's why ERGs must be seen as integral to the company's growth and well-being.

"It should be more than a bolt-on. It needs to be tied to the company's mission and vision and tied to revenue, culture and community. Otherwise, value is diminished, it won't be taken seriously, and the people participating won't reap the true rewards."

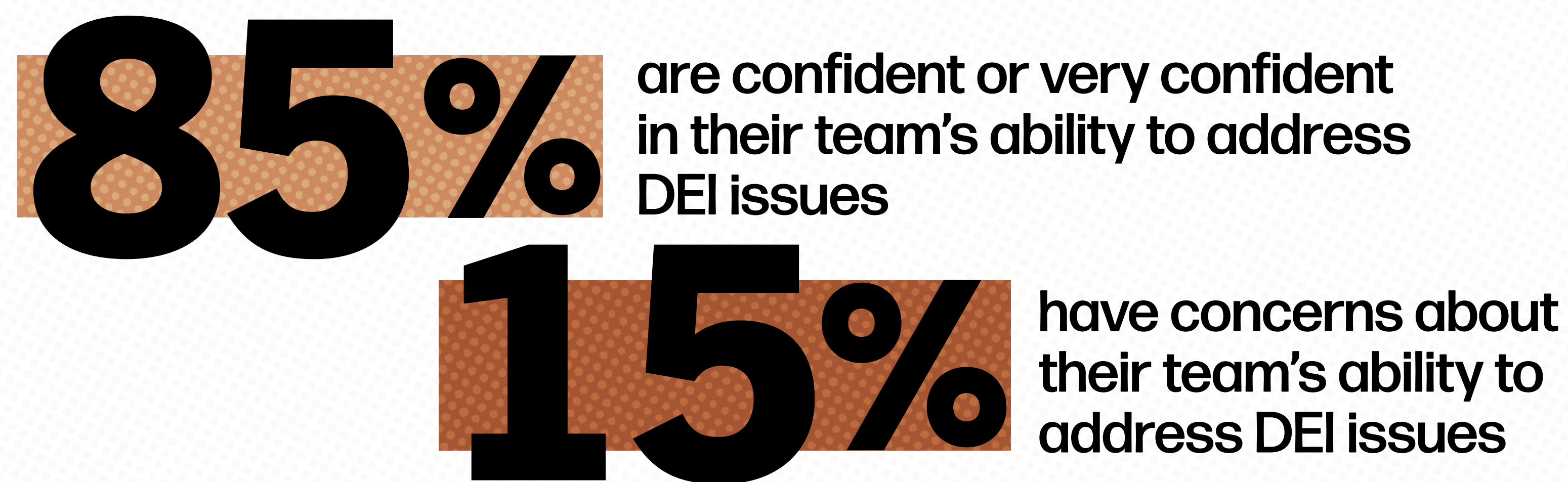
- Focus group participant on each company's responsibility regarding ERGs

To that end, marketers can help position the intent of these groups to be in alignment with the company's culture goals. Another participant said, "Marketers need to do what we do best and help them communicate effectively." Another posited, "maybe ERG is the wrong word. Maybe affinity is wrong too. We want groups that get together to make a change like a task force or initiative." The nuanced question here is: how are you supporting the creation of a diverse workforce versus basing your strategy on the volunteer work that diverse people are engaging in?



PART 3

The Role of The CMO



There is a critical role for brands to push DEI forward. Marketing has an essential role in building a people-first culture – what it means to live that each day and how it comes through in your brand and messaging. For DEI, marketers must become comfortable with being uncomfortable and leverage their influence to make impactful differences in the marketplace. Six core questions emerged.

1. How do marketers manage gaps between our broader community and our customer base?
2. The CMO's role is to advise the company from a branding and marketing perspective. What is marketing's role in the social justice conversation if your company is not a political, news, or governmental organization?
3. How can brands be authentic and express support while avoiding critique and potential backlash from the customer base?

4. How do we continue to push ourselves to build diverse teams outside of mandates and avoid creating a feeling of tokenism?
5. How do we stem attrition and help rising marketers see a future for themselves when the leadership ranks don't yet reflect them?
6. How are we modeling behavior to signal to teams the importance of building an open and inclusive environment that is willing to grow and learn?

A B2C View

One company that has been in business for decades is working to balance the nexus between their primary customer, who falls within the white male senior executive demographic, and a region with a high penetration of young Asian males. In some areas, the Asian community comprises up to 50% of the population, making it

challenging to cater to both constituents. Ultimately, the company decided to represent and support the growing demographic, especially in light of #GeorgeFloyd and #StopAsianHate. Marketing started a DEI Council, and the CMO became the voice from a brand and humanity perspective.

A B2B View

Part of marketing's charge is to help sales teams book more business. One company realized its client base lacked the diversity it needed to thrive. To resolve this, the marketing and product leads tapped their Latinx and Black employees to create a list of companies they would like to see as customers and worked with sales to pitch to them. Additionally, they used diversity as part of their selection criteria for vendors. All things being equal when it came down to two finalists in the RFP process, they hired the company with a more diverse staff.

A Solo View

For one technology company where the leadership team did not prioritize DEI, marketing spearheaded an initiative to proactively use collected data and insights to showcase BIPOC perspectives to the world in a very positive way. They created a DEI page on their website linked to their mission that publicly stated their intentions and sparked internal conversations about DEI. This pushed the leadership to move outside their realm of experience and pay more attention to their employees' issues.

Driving Culture

Marketing has a prime opportunity to influence and drive organizational culture. While some marketing departments may not lead all marketing communications activities, their ability to connect has no boundaries. One of the B2B executives in our focus group

advised their team that marketers need to put people first and think about what that means. Consider how your company is living those values daily – from how we treat the people we work with to the customers we rely on to fuel our enterprises. Another participant pulled on that thread to expound on how company culture comes through in the brand and messaging, citing that authenticity starts from within.

"I inherited a team, which is, normally, what I think happens. And then, you have to see how you can either partner through HR or your senior leadership. For myself and many other senior leaders, our commitment to DEI is one of the elements of our reviews - not only in terms of hiring, but also in terms of promoting, assignments, and creating a [welcoming] environment."

- Focus group participant on culture building and connecting DEI initiatives to performance reviews for senior leadership

The Face of Marketing

Are your marketing and communications strategies reflective of the populations you serve? One leader said, "We want the faces of our company to have diversity and the marketing collateral (physical and digital) to represent a much broader spectrum than it does today." As a result, marketers are working to create alignment concerning the representation of the communities for two reasons:

- To identify the right marketing tools, channels, and messaging
- To tell the stories of their audiences authentically and credibly that "don't fall back on any kind of stereotypes"

We are the ones who influence how people experience brands, so we have a responsibility to get it right.

“Life imitates art, and art imitates life, and we’re at the helm of that. When you first started seeing LGBTQ friendly advertising, it caused such a big kerfuffle. You see a same-sex couple in an ad campaign, and a year later, it’s the standard. It is the same thing with multi-racial couples. We have huge power and influence over social standards and norms.”

- Focus group participant on marketing’s societal impact

Several literal questions emerged when talking about being reflective of the population you serve and how to add perspective.

- 1. How important are your various audiences to your business, purpose, and culture?** One company prioritizes accessibility and asks: How does a blind person purchase from our website, or how does a deaf person experience our videos? The brand goes even further by asking: Does our service feel accessible to all customers worldwide, from different backgrounds and experiences?
- 2. Does mandating having diverse imagery enable creativity or create barriers without teaching people how to be representative and welcoming?** Consider reframing and ask this instead: Are we creating an atmosphere that celebrates different perspectives, voices, and communities, and what marketing tools, channels, and messages are we using to create this welcoming environment?
- 3. Are you telling the stories of your various audiences in a way that’s credible and authentic?** How will you ensure that your marketing doesn’t fall back on stereotypes and creates a positive affiliation with your brand? Representation in your employee and vendor pools is critical here as well as testing copy, imagery, ads and campaigns. Also, be sure to credit the cultures you are borrowing from for your campaigns and pay homage to those you are trying to represent. You intend to celebrate, not offend. That requires doing your homework.

Words and Context Matter

Major corporations realize the importance of certain legacy words and terminology on their constituents and are repositioning the naming of their products and programs. They are going through an intentional process to scrub potentially insensitive language from their internal and external documentation. Here are three examples.

- 1. Master Partner / Master Agent / Master Agreement:** The word “master” is typically used to describe a superseding or controlling relationship over other entities, but its connection to slavery has shed new light on its present-day usage.
- 2. Blacklist/Whitelist or Black/White:** The former is used in email technology but has more pedestrian use cases. In any event, being blacklisted means you are untrustworthy or unacceptable. At one company, the term “black and white” is used to describe very different things in relation to customers or partners, both internally and externally. In many cases, these words reinforce the notion that black is bad and white is good.
- 3. Master/Slave:** This decades-old terminology in coding refers to one device or process (the master) controlling one or more other devices or processes (slave). The term master/slave has been debated since 2003 when the County of Los Angeles in California requested that manufacturers, suppliers, and contracts cease using these culturally insensitive terms. In 2004, it was named the most politically incorrect term of the year by the Global Language Monitor.

Global Considerations

Language is also critical when speaking to your international communities. Developing cultural sensitivities is a marketing challenge that requires a deep understanding of your audience

and how they interact with the world. Some companies are going beyond leveraging translation services and embracing localization to connect to their customers.

Of course, mapping your DEI goals to the values of local culture is no easy task, especially when they could differ so vastly between countries or regions. But with the growth of emerging markets like India, Brazil, and China, it's a task impossible to ignore for savvy global marketers. One major company provided an example of developing a brand campaign that wasn't reflective of their population and how that would have been a big miss had they not used localization to "personalize" their messaging.

Opportunity and Action: Advice From Your Peers

Create Safe Spaces

Make it possible for employees to talk about their emotions without feeling like they will be penalized for being expressive. Instead, set ground rules and expectations for meaningful dialogue. Show empathy even if you do not understand their pain or confusion. Simply asking, “Are you okay” or saying, “Let me know if you want to talk,” can open the door and build connections.

Audit Everything In Stages

Take an exhaustive look at your marketing and communications from the inside out. You need people on your team that have lived experience and can comfortably share their critical perspectives. If you are missing a viewpoint, seek it out from your company, suppliers, or customers. Third-party vendors who have diverse teams can supplement your employee base and add another layer of expertise. Good partners deliver and provide advice and counsel from working with multiple companies in the same position. If a long-term vendor or agency you work with doesn't have a diverse team, leverage your power to spark change. Assign them goals and require a level of transparency to ensure they can keep your business.

Make Changes At The Core

One participant quoted Valoria Armstrong, president of Tennessee-American Water Company, who said, “You can have diversity without inclusion, but you can't have inclusion without diversity.” Participants spoke on how to ingrain new ways of thinking into the fabric of the

organization. One company updated its brand values to include the phrase “to be inclusive.” By doing so, they are making a company-wide commitment to ensuring those values play out throughout the marketing and customer life cycles.

Create An Internal Review Board

Marketing is fast-moving, ongoing work, so form a committee whose role is to look at creativity and messaging specifically with a DEI lens. While they may not get it right 100% of the time, you know you have put a process in place to close the gap. Be sure to train and reward them appropriately.

Focus On Building Leaders

One company takes a top-down approach and is intentionally hiring senior people from diverse backgrounds. However, they recognize the need to look at the talent they have now and retain and develop them to be promoted as the next generation of leaders.

“Five years from now, we want to make sure women and minorities are on the slate for promotions. From a leadership perspective, we have to make sure the young marketing coordinators being hired are diverse so we can get to that point.”

– Focus group participant on filling the leadership gap

Taking that further, another participant said that marketing leaders need to ensure underrepresented groups are getting the opportunities, assignments, and projects they need to shine and exposure to senior-level people in the workplace. Another pointed out that “after hours” is also an inclusivity component. Some people may not have the time to get that level of exposure because of their work and personal lives, which could unintentionally make people feel left out.

Acknowledge Your Shortcomings

There is no doubt that diversity hiring and retention has its challenges, but anything worth fighting for is not an easy road. Mindsets have to be changed and practices put in place to dismantle the systems that have historically excluded large groups of people. Finding diverse candidates will become a new normal, but until then, marketing leaders will have to go the extra mile to find, attract and retain diverse talent. Employees are now demanding that organizations step up, and they need evidence. For companies just starting this journey, this mandate makes it challenging to recruit great talent when your current staff is not diverse. No one likes to be the only one.

“As a woman of color, I feel a hefty burden to be the one to open those doors. I sit on boards of organizations, and when I look around the boardroom, there’s only one black female at the table. There’s no other BIPOC person. There’s no LGBTQ person. So I feel like it’s my responsibility to reach out constantly. For example, I’m constantly reaching out to other people of color or more diverse people to say, ‘Are you interested in sitting on this board because maybe people are just not aware that the opportunities exist, and who else is going to do it?’”

- Focus group participant on being the only one

Reframing your position as it relates to company culture is par for the course and reinforces your commitment to DEI. If your approach is authentic, recruits will trust you to live up to your promise. Understand the pressures the “only” role has on those employees and put measures to create a sense of true belonging and inclusion.

Rise To The Challenge

This journey varies for everyone. As a manager, you will be confronted

with conflict born out of resistance or lack of understanding. Some cases may require mediation, or issues may need to be mitigated more formally. When faced with questionable behavior, CMOs advised the following:

- Look to your company’s conduct or ethics policies for guidance. Is DEI integrated? If not, start the discussion. While it’s not the sole responsibility of the CMO to handle these matters, you must partner with the Chief Diversity Officer (CDO), Human Resources, or subject matter experts to determine remedies and next steps.
- Set accountability standards for your teams, foster a growth mindset and pinpoint teachable moments that educate and empower.
- Embrace training opportunities to help your staff identify exclusionary behavior born from unconscious bias and microaggressions. As the manager, it’s up to you to demonstrate and maintain high performance and behavioral standards and require respect at all levels (vertically or horizontally).

Be Open To Feedback And Empower Voices

Listen to your community and understand the benefits and challenges they face, especially regarding access. Use the tools at your disposal to gather opinions, generate ideas, and measure progress. Perspective is the super metric here. A seat at the table must be coupled with a microphone and an audience willing to listen. Otherwise, it might as well be an empty chair. As marketers, you already know the power of voice and how it creates more opportunities for meaningful engagement. Leverage those same skills to embrace the true meaning and advantages of DEI. Because when our communities thrive, so does business.



FINAL THOUGHTS

Final Thoughts

The tragic murder of George Floyd in May 2020 sparked frank conversations about each company's commitment to DEI. Most had buy-in from senior leadership, and while some did not, marketing was a key driver or influencer that set the tone for the company's culture.

- Agencies taking a "do no harm" mentality have realized that they need to attract more diversity into their profession despite a lack of talent coming through the pipeline – all while helping their clients do the right thing.
- Global companies quickly felt the pinch moving from conversations with a core team of executive leaders to implementing programs and training that cut through the ranks with purpose. However, they found that despite the engagement, only a small number of their employee base is involved, highlighting the heavy lift it will take to make a substantial change in their organizations.

- AMA Chapters heeded the call to adopt a national pledge to help guide them in developing programs that would allow individual marketers to educate themselves on racial injustice and the critical role marketers could have if they adopt a DEI-guided mindset. Many chapter leaders are learning as they go, resulting in slow yet steady progress towards being partners and allies in the equity race.
- The American Marketing Association is the umbrella organization under which 70 chapters operate. Like most brands, they too have work to do. While participants noted that having conversations with executives across the country projects good intentions, AMA's lack of diversity in its leadership and membership ranks across its divisions and chapters illustrates that its intention has not manifested into action. In short, AMA needs to incorporate what we are asking marketers to learn.

McKinsey's Global Institute June 2021 report, [The Economic State of Black America: What Is and What Could Be](#), cross-referenced the racial and occupational gaps and found a \$220 billion wage disparity. Twenty occupations account for 60% of the disparity and specifically call out the "marketing manager" as a critical role with the potential to close at least \$3 billion of this gap. Coupled with the data-infused in this report, marketers have a clear call to action to increase representation, particularly in senior leadership roles, build meaningful pathways for exposure and advancement, and assist with achieving economic parity across all demographics. The time is now for marketers to be the change-makers the world needs.

This report curates the thoughts, ideas, challenges, and advice from 25 participants in the Executive Marketer Focus Group on DEI. While it covers many areas, it does not encapsulate every challenge in-depth or in its entirety. We hope that it serves as a guidepost for future conversations. When we asked participants if they would be interested in continuing the conversation with this cohort, 94% said yes. Look for more dialogue in the future.

Participant Demographics

The participant's names and companies are not included in this summary report to facilitate open and honest conversation. These executives represented eleven North American cities, including Toronto, Canada and thirteen industries that include SMBs, non-profits, and Fortune 1000 companies operating across the globe.

Industries

Advertising/Media
Creative Services
Ecommerce
Finance

Food/Beverage
Healthcare
Hospitality/Travel
Industrials/Manufacturing
Market Research

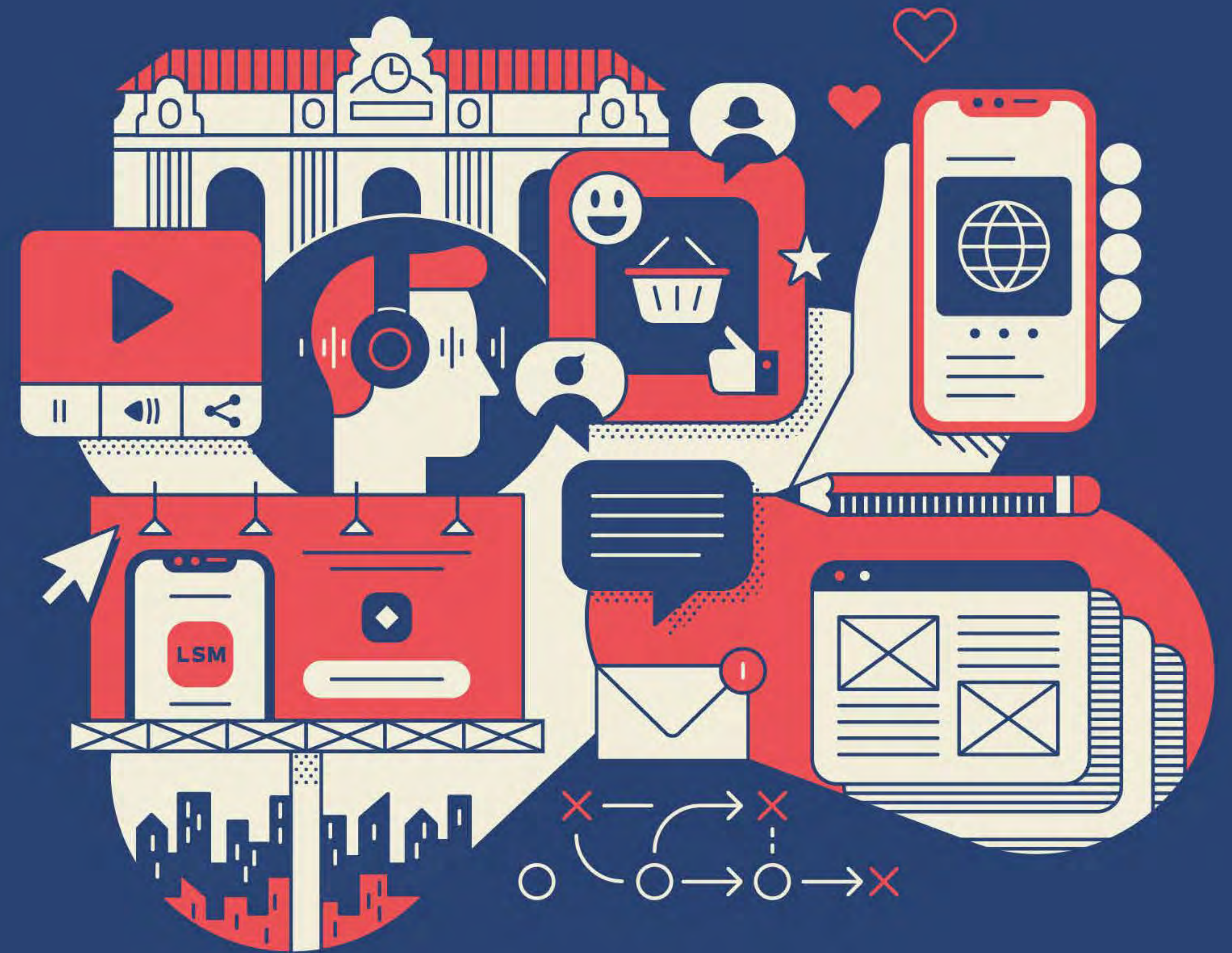
Retail/Luxury
Sports
Technology
Telecommunications



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Appendix

AMA DEI Chapter Pledge

This pledge was crafted in the wake of George Floyd’s murder. It started with three volunteer chapter leaders wanting to “do something” that galvanized the power of our collective. Soon others raised their hands to join in. With no permission or support, in 30 days, they crafted a pledge -- specific enough to spur action but broad enough for other chapters to customize it to their regions. Soon after, regional volunteer committees were formed, and the national association started to act -- proving that it just takes heart and passion to inspire action.

We believe marketing has the power to make a difference. As innovators, strategizers, ambassadors, and storytellers, we shape narratives that communicate value, create meaning, and establish societal norms.

As chapter leaders in the AMA, we recognize inequity in our marketing community and organization and that we can do more to address these gaps. The catalyst of our actions stems from the unjust murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and countless other lives lost due to police brutality. Our inaction and silence in the past have resulted in hurt, exclusion, and harm in ways

that we cannot measure. Still, we are committed to rectifying this and ensuring that our efforts are sustainable and far-reaching.

Starting today, we will use our platform to help individuals and companies support diversity, equity, and inclusion in the industry, beginning with centering and amplifying the voices of our black, brown, and indigenous communities (BIPOC). As a chapter of the American Marketing Association and as marketers representing a diverse set of industries and disciplines:

- We commit to recruiting and retaining BIPOC representation within our board of directors, leadership teams, volunteers, and membership.
- We commit to increasing BIPOC representation throughout our products and services, thought leadership, campaigns, programming, and distribution networks.
- We commit to building a pipeline of marketers that reflect the demographics of the populations we serve.
- We commit to partnering with organizations that value diversity, equity, and inclusion.
- We commit to further educating ourselves about the plight of racial injustice and use our platform to facilitate courageous conversations that promote anti-bias and anti-racism within the marketing community.

Together, we will use the power of our collective voices to outline the roles marketers can play in standing for and delivering on inclusion, the ideals, values, and principles that promote equality, respect, and unity.

AMA DEI Chapter Pledge Authors

Thank you to the following chapter leaders for your steadfast leadership in crafting the pledge and for rallying chapters to adopt its commitments. At the end of the 2020-21 fiscal year, the pledge was signed by 46 AMA chapters. Your work has been instrumental in driving change and inspiring marketers everywhere.

Christian Aniciete (he/him)

*Social Media Manager, Port of Portland
VP, Diversity, Equity & Inclusion, AMA PDX*

Karen McFarlane (she/her)

*Chief Marketing Officer, Lettershop
Past President, AMA New York*

Casey Mohan (she/her)

*Research Director, C2 Research
President, AMA Sacramento*

Kendra Clarke (she/her)

*Web Content Strategist, Rutgers
University Business School
Past President, AMA New Jersey*

Réland Logan (she/her)

*Manager of Connection & Growth, Cinder
President-Elect, AMA PDX*

Brad Moore (he/him)

*Director of Business Development, Alegion
Chief Strategy Officer, AMA Austin*

Misty Wilson (she/her)

*Director of Marketing, GreenBook
Past President, AMA Triangle*

Resources

The following articles were used as background or included in this report. Feel free to use these to help build your DEI acumen and share with others.

The Business Case

[Finally, Evidence That Diversity Improves Financial Performance](#)
(Paul Gomper , Silpa Kovvali 2018.7.1 • Harvard Business Review)

[New Ad Industry Diversity Data Provides A New Benchmark—And Room For Improvement](#)
2020.9.22 • 4A's

[Seven Charts that Show COVID-19's Impact on Women's Employment](#)
(2021.3.8 • McKinsey & Company)

[Ageism In Marketing Is Not Only Harmful; It's Bad For Business](#)
(Patti Temple Rocks 2020.1.3 • Forbes)

Market Conditions

[Diversity Now: How Companies and Workers Are Bringing Nationwide Social Justice Protests to the Workplace](#)
(Amanda Stansell, Daniel Zhao 2020.7.15, 2020.12.9 • Glassdoor)

[The Numbers Don't Lie: HBCUs Are Changing the College Landscape](#)
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[Diversity and Inclusion after George Floyd](#)
(Jen Colletta 2021.4.1 • HRExecutive.com)

[Almost Two-Thirds of Female Marketers Considered Quitting Due to Covid](#)
(Matthew Valentine 2021.3.8 • Marketing Week)

[COVID-19 Cost Women Globally Over \\$800 Billion in Lost Income in One Year](#)
(2021.4.29 • Oxfam International)

[The Economic State of Black America: What Is And What Could Be](#)
(Shelley Stewart III, Michael Chui, James Manyika, JP Julien, Vivian Hunt, Bob Sternfels, Jonathan Woetzel, Haiyang Zhang 2021.6.17 • McKinsey & Company)

DEI Leadership

[Demand for Chief Diversity Officers Is High. So Is Turnover.](#)
(Chip Cutter, Lauren Weber 2020.7.13 • The Wall Street Journal)

[The chief diversity officer hiring frenzy](#) (Erica Pandey 2021.5.20 • Axios)

[The Chief Diversity Officer Hiring Frenzy](#)
(Erica Pandey 2021.5.20 • Axios)

[Do You Know Why Your Company Needs a Chief Diversity Officer?](#)
(Mita Mallick 2020.9.11 • Harvard Business Review)

Hiring and Retention

[Why Your Single Minority Candidate Has Statistically No Chance Of Being Hired](#)
(Lydia Dishman, 2016.4.28 • Fast Company)

[If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired](#)

(Stefanie K. Johnson 2016.4.26 • Harvard Business Review)

[Why Employee Referrals Are the Best Way to Source Candidates](#)

(Recruiter.com)

[Employee Referrals Remain Top Source for Hires](#)

(Roy Maurer 2017.6.23 • SHRM)

[The Disparate Racial Impact of Requiring a College Degree](#)

(Peter Q. Blair, Shad Ahmed 2020.6.28 • The Wall Street Journal)

[COVID-19 and Gender Equality: Countering the Regressive Effects](#)

(Anu Madgavkar, Olivia White, Mekala Krishnan, Deepa Mahajan, Xavier Azcue 2020.7.15 • McKinsey & Company)

[What Black Employee Resource Groups Need Right Now](#)

(Aiko Bethea 2020.6.29 • Harvard Business Review)

[Neurodiversity-Powered Transformation](#)

(Hiren Shukla, Heather Tartaglia • EY)

[7 Corporations Maximizing Employee Resource Groups \(Part 1\)](#)

(Lisa Fraser 2016.11.10 • Black Enterprise)

[Diversity and Inclusion Survey Questions To Improve D&I at Work](#)

(Anne Maltese Quantum Workplace)

[Everyday Words and Phrases That Have Racist Connotations](#)

(Scottie Andrew, Harmeet Kaur 2020.7.6 • CNN)

[5 Common Performance Review Biases That Managers Need to Overcome](#)

(2020.12.7 • Blog.SHRM.org)

The Collegiate Pipeline

[African American Students in Higher Education](#)

(2020. 12.6 • The Postsecondary National Policy Institute)

[The Condition of Education 2020](#)

(US. Department of Education, 2020)

[Current Term Enrollment Estimates](#)

(2020.6.30 • National Student Clearinghouse Research Center)

