

workingtogether



REPRESENTATION OF A NATION

Practical advice for marketers to
becoming more diverse and inclusive
from the *inside out*

flock.

ISBA



WHY ARE WE WRITING THIS?

There is no shortage of documents, discussions and news articles discussing Diversity and Inclusivity in all walks of life. But what is the purpose of words if not to inspire change? This guide intends to provide you less with words than direct actions to enable you to play your part in ensuring that the advertising and marketing industry better represents our nation. Marketing is about understanding what customers want and using this analysis to drive your organisation forward. Your customers and employees are integral to the growth of your business – it simply would not exist without them. This exemplifies the need to truly understand what your customers are thinking and feeling – not just throughout the customer journey, but in their day-to-day lives. What topics do your customers care about? How do customers relate to your brand personality? Last, but certainly not least – what influences their purchasing decisions? There are multiple components which contribute to customer behaviours and purchasing decisions, including psychological, social, cultural, personal, and economic factors. All of these key components derive from a person's 'self' and how they identify themselves within society – whether that be based on their race, gender identity, religion, age, sexual orientation or physical ability. Each of these can all be influenced by marketing; therefore, it is a brand's responsibility to ensure they truly understand their audience across all of these factors, not just for the purpose of increasing sales, but to gain lifelong customers who can identify with your brand. What is your brand's purpose? What does it stand for? What do you stand for? The Consumer Content report by Stakia showed that 86% of consumers across the UK, US, and Australia say that authenticity is important when deciding which brand to support. The same report uncovered that 57% of those consumers believe that less than half of brands

create content that resonates as authentic. How do you get across brand authenticity via communication channels? Well, it should start from within. Establishing a brand means understanding what your purpose is, what you support and what you stand for. Better yet – it means understanding who you stand for. Behind every advertisement, campaign or social media post, there is a person, whether they wrote or designed it. Each communication stems from human engagement. Therefore, it is important for organisations to build a diverse team to encourage representation in your marketing voice across all channels and media. This guide is not intended to be a panacea for Diversity and Inclusivity. Better representation at leadership level does not mean that you have fixed the issue. Ticking boxes is not enough.

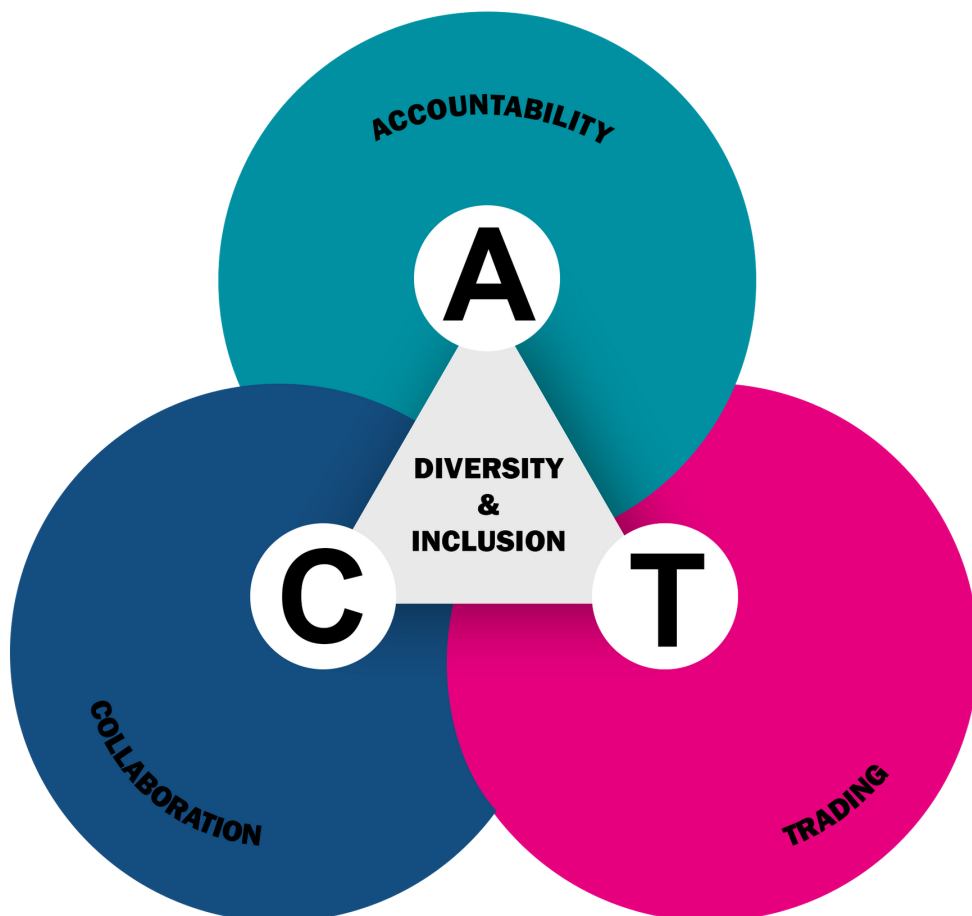
"86% of consumers say that authenticity is important when deciding which brand to support." Stakia

You must truly understand the benefits, both internally and externally, in having a diverse range of individuals in your teams. It should be noted that this guide does not delve into the merits or constraints of using "Diversity and Inclusivity" as a catch-all moniker for this subject (others have articulated that much better). We are simply here to explain that there is no longer any excuse for not understanding, or at least seeking to learn how to improve your brand from a D&I perspective. If not, you will simply get left behind. Flock Associates and ISBA have come together to provide practical steps for our readers to **A.C.T.** You can change the fundamentals that will support you in adapting your behaviours, strategies, and processes to becoming a stronger brand that is representative of all in society, now and in the future.

3 STEPS TO ELICIT CHANGE

You can't change anything unless you first want to change. As the famous quote goes, you must "be the change you wish to see in the world". Breaking the grip of hundreds of years of exclusion is going to take time, but like any desirable change or transformation, it will take time and perseverance, but most of all – hard work. In this guide, we set out three main steps that you can take to elicit change. They are numbered 1-3, but there is no real order to them. Tackle them in any order and depth you like – but do act, otherwise you are just reading.

Increasing your circle of diversity



Surrounding yourself with companies and people that have the same values

Investing in diverse media channels



ACCOUNTABILITY

- Increase your cultural awareness.
- Ensure you have D&I training in place within your organisation.
- Create a mentoring programme.
- Be proactive in educating yourself.
- Recognise that becoming and remaining inclusive is a continuous process, not a one-time event.
- Get stuck in, connect with, and really understand what is happening within your teams and consumers.
- Showcase your personality and lead by example.

COLLABORATION

- Talk to your incumbent agencies.
- Examine your commercial contracts.
- Pilot some schemes.
- Engage with experts.
- Invest in a variety of Change Programmes.
- Update your agreements

TRADING

- Brands need to be present across all digital platforms, OOH and print so that they are speaking to marginalised groups all year round, not just cultural key moments.
- Ensure that D&I is explicitly called out in your creative and media briefs.
- Check the diversity within your media planning and trading teams.
- Check your agency partners have in-house D&I specialists or multi-cultural departments to ensure that media channels selected are connecting with diverse audiences.
- Build in time to have the right conversations and potentially help key people understand what you are doing and why.

ACCOUNTABILITY

INCREASING YOUR DIVERSITY

To be diverse and inclusive is to integrate a fair and equal ethos within your workplace, without subjection to one's identity. Understanding and embracing the differences of your employees will allow your lens on the world to widen, providing a range of opinions and perspectives in the decision-making processes within your business. Diversity simply means difference. Typically, diversity has often been addressed in the form of compliance with progressive recruitment practices. In that sense, traditional diversity management is based on counting numbers; but inclusion is about making those numbers count. Inclusion is diversity in action, where people feel valued, respected, and supported, and can achieve their full potential within the organisation. Diversity and inclusion within marketing is vital to ensure all of your customers' and employees' voices are heard, understood, and represented. Inclusion encourages belonging and success. When employees feel welcomed into a work environment where success seems attainable for everyone, regardless of race, religion, gender identity or sexual orientation, or whether they have children, it encourages them to bring their best selves to work and aid the progression of your business.

One of the biggest challenges brands have when it comes to producing effective inclusive marketing, particularly for diverse audiences, is the lack of cultural intelligence and knowledge they have for the audience they are serving. This is not a surprise when you consider that the advertising industry itself is not diverse. This is evident in the [2019 census study](#), conducted by the IPA which showed overall BAME representation at 13.7%, women in C-suite positions at 34%, and individuals aged 50+ at a mere 6.3%. This lack of diversity in our industry accounts for the lack of diversity reflected in the advertising it produces.

"A focus on increasing diversity at work is undoubtedly positive for individuals, and wider society. The economic case for more diverse workplaces is clear; research from the US shows that participation of women in state-level labour markets is linked to wage increases for all, and in the UK, research identifies that full representation of BAME individuals in the labour market would reap benefits to the tune of £24 billion".

CIPD, "Building Inclusive Workplaces: Assessing the Evidence" (2019)



Addressing this lack of diversity starts with each of us. Take a pause from reading this, close your eyes, and spend a few moments reflecting on your friends, family, and work colleagues; where you live; what you buy; and the entertainment you consume.

If you managed to do that and not skip to this sentence, you are already on the way to being more open-minded and inclusive. If you skipped the exercise – go on, take two minutes out.

ASK YOURSELF THE FOLLOWING QUESTIONS...

- Do you have a broad range of friends with diverse backgrounds or are they all kind of the same? What about in your workplace?
- When was the last time you read something that challenged your beliefs, or made you think differently about how you behave?
- Do you typically watch Netflix, Sky, iPlayer, and Channel 4 for a bit of edginess?
- Do you know anyone who suffers from a disability – and, importantly, do you know what it is like for them to suffer from a disability?
- Is your go-to idea for work get-togethers a drink in a pub?
- When was the last time you watched or listened to something commercially where you felt like the ads were not talking directly to you?
- Do you get your news from one source, or multiple sources?
- Are you open to reading news from different news outlets to gain insight on opposing views and opinions?

If you struggled to answer these questions, then it may be that your levels of exposure to diverse groups is limited. It's fairly common for people to surround themselves with those who are like-minded and visit places that they feel comfortable in; but by doing so, it naturally reflects in one's personal life, and in one's ability to influence change at the companies they work for. These questions are important, as the people one surrounds oneself with plays a large role in identifying a person, and how they see the world.

According to 'The Diversity and Inclusion Revolution' report conducted by Deloitte, workplaces that prioritise inclusivity and diversity are twice as likely to meet or exceed financial goals, six times more likely to innovate, six times better at anticipating and responding effectively to change, and they generate 30% more revenue per employee. A McKinsey study also revealed that diverse organizations earn 35% better results than those that are more homogeneous.

Diversity wins: Why inclusion matters, 2020, McKinsey Report

RESPONSIBILITY STARTS WITH YOU.

Whether you are an employee or a leader in your workplace, you are responsible for the advancement of diversity and inclusion – ensuring that everyone is contributing and adding value. Here are some key steps to drive transformational change, in order to develop a more diverse and inclusive culture.

Increase your cultural awareness. It is critical to develop and actively cultivate relationships with people across different ages, cultures, races, religions, education, industries, geographic locations, and other distinctions. You need to get to know and interact with people who have a wide range of experiences and backgrounds, different insights, and diverse networks of their own. It may be easier to focus on people who are just like you, who you already know, and who share common experiences and environments. These are (usually) the easiest and least stressful groups to approach. But it will be more rewarding to push yourself out of your comfort zone and it will ensure that you do not limit your circle of influence.

Ensure you have D&I training in place within your organisation to help educate your staff, foster inclusive behaviours, and avoid unconscious bias.

Create a mentoring programme where all staff, but particularly those from marginalised groups, have the opportunity to be mentored to develop or further their career path.

Be proactive in educating yourself by reading up, watching some documentaries, and listening to some podcasts. We have made some suggestions here, but there will be others, from a range of historical and political perspectives.

TOP 5 BOOKS

Brit(ish) On Race, Identity and Belonging by Afua Hirsch: Blending history, memoir, and individual experiences, Afua Hirsch reveals the identity crisis at the heart of Britain today.

Natives by Akala: An autobiographical of Race and Class in a modern British-Landscape through the eyes of a Mixed heritage man, Akala.

Why I'm No Longer Talking to White People About Race by Reni Eddo-Lodge: The struggling conversations and emotional disconnect between White and Non-White people regarding race.

The Power of Diverse Thinking by Matthew Syed: A discussion around the ability to think differently about our world, and how to harness our unique perspectives.

Readings for Diversity and Social Justice by Maurianne Adams: Highlighting the scope of oppressions within America and exploring Diversity and Social Justice for racism, sexism, Anti-Semitism, heterosexism, classism and ableism.

TOP 5 PODCASTS

[The Diversity Gap](#)

[The Will to Change](#)

[BBC Radio 4 Woman's Hour](#)

[reWorked](#)

[Identity Politics](#)

TOP 5 VIDEOS

[Miss Representation](#)

[Allyship](#)

[When They See Us](#)

[Apple – Inclusion & Diversity – Open](#)

[Diversish by the Valuable 500](#)

[Accenture's "Inclusion starts with I"](#)



Recognise that becoming and remaining inclusive is a continuous process, not a one-time event. Be open-minded, curious and create a fearless culture. Continue looking for opportunities to learn about various topics. To remain open and curious means, above all, to attract people and situations that allow us to challenge (both in a positive and negative way) our beliefs and our cultural and personal patterns.

Get stuck in, connect with, and really understand what is happening within your teams and consumers. Where possible, conduct your briefs in a regional store, review the work in the factory, hit the streets, and speak to consumers. Observe diners in a restaurant or join an early morning training session – whatever is best for the brand you represent.

Showcase your personality and lead by example. Teams do not want leaders who act like blank slates. They expect to deal with real people who have real feelings. Diverse teams, especially, need to know that the people they work with are not automatons.

Really embracing diversity means redefining it within yourself and your company, perceiving and living it as an essential element across all your values. This is where taking action on diversity and inclusion starts. When you feel you are making progress on your own terms and within your brand, you should start to look further afield: to your circle of partners (agencies, suppliers, consultants) who might, or should, accelerate your exposure to more diverse groups and companies who specialise in D&I.

COLLABORATION

SURROUNDING YOURSELF WITH COMPANIES AND PEOPLE THAT HAVE THE SAME VALUES

Inevitably, you will have several suppliers and partners that you use to support your marketing needs. You may have been working with them for some time. This is not a rallying cry to change or ditch that relationship, but now is the time to understand their views on their becoming more diverse and representative, and what practical actions they propose to take, as well as their values and approach to marketing. Here are some practical ideas.

Talk to your incumbent agencies. At it is very simplest you should ask ALL of your agencies and suppliers what their policy is regarding D&I. If you find that they do not have a policy, this should not be used as a hard-edged stick to hit them with, but rather as a catalyst for change. Encourage them to develop a policy and give them a reasonable time frame to come back to you on it. Whilst representation within the company is important, go further, and challenge them on what practical steps they are taking to become more representative. The conversation doesn't have to be combative; it might be that you can agree some positive steps to improving together.

Examine your commercial contracts. Ensure that the contracts you have in place with partners and suppliers requires their support and compliance with your company's D&I policies. If they currently do not, this can be easily addressed through contractual addendums.

Pilot some schemes. Start small and identify areas where you can test some initiatives. One idea is to include more representative people in briefings and creative reviews, on both sides of the client/agency relationship. You can [read more](#) about this idea in Inspiring Great Creative: A practical guide to enabling, fostering and assessing creative ideas.

Engage with experts. Begin to engage with specialists in the field who have a greater day-to-day exposure to more diverse audiences and/or media. There are a plethora of resources

available at the [UK Advertising Needs You](#) hub, but here are a select few that can help you get started.

Invest in a variety of Change Programmes. This could include safe space talks, cross-cultural workshops, C-suite working sessions and career coaching. There are plenty of videos available – or you could seek out experts to support you on the journey, such as Creative Equals.

Update your agreements. Review your current contracts, master service agreements and remuneration models with your partners and suppliers to ensure their support and compliance with your D&I values and policies. Updating these important documents encourages representation across both parties and is often a good start point for raising the questions mentioned earlier.

Training, Data Measuring and Inspiration

- [Flock Associates](#)
- [Creative Equals](#)
- [The Hobbs Consultancy](#)
- [The Other Box](#)
- [The Valuable 500](#)
- [Kantar Inclusion Index](#)
- [Utopia](#)

Well Being, Mental Health & Neurodiversity Autismo

- [NABS](#)
- [Working Families](#)
- [Mind](#)
- [The Future is ND](#)
- [Genius Within](#)

Disabilities

- [Thisability](#)
- [Think Designable](#)
- [Exceptional Individuals](#)

On Screen

- [Brand Advance](#)
- [The Female Quotient](#)
- [The Unmistakables](#)
- [Versiti](#)

Did you know that, from a commercial perspective, there is a big gap in the market to reach out to diverse communities? The demographics of the UK's population are changing rapidly. Communities classed as minorities will soon be a majority. It is important for you to keep up with the ever-changing and diversifying times, trends, and patterns of who makes up the United Kingdom. Following the same old 'marketing' practices of just targeting what you know will eventually end up with poor results. The time is now to make that change and make 'communication' more inclusive and specific to reach all diverse audiences. The idea of marketing to an unknown audience may seem intimidating to some marketers, which again reinforces the need for your team to reflect the general public. To ensure you are growing with your audiences and being actively progressive, you need to stay in the loop on the behavioural changes and nuances of each group. Let us take the LGBTQ+ community, for example – a [YouGov](#) Poll found that 49% of 18–24-year-olds in the UK no longer identify as 100% heterosexual? This group are about to embark on decades of purchases; so, understanding who they are and what they care about can help you to secure life-long customers. We know that the tide is slowly turning, with Brand Advance reporting a 400% increase of spend across their network between mid-March and June 2020.

"Brand Advance has seen a seismic shift in client attitude and intention to ensure all their marketing is reaching even the most underrepresented in society - this has led to a £2.5m increase in diversity spend across the Q2/Q3 2020 for Brand Advance.

This upward trend continues into Q4 and is now also including the work DECA Media Consultancy does with partners like Ebiquity - where we are giving full advice and insights that are brand and media spend specific - allowing clients to plan for an increase across 2021 and beyond."

Christopher Kenna, Brand Advance

TRADING

INVEST IN DIVERSE MEDIA CHANNELS



Meanwhile, according to the 2011 National Census for England and Wales, 3.3% of the population is made up of Black ethnic groups. Of the £300 billion annual purchasing power by BAME groups (IPA, 2012), we can gather that spending by Black people in the UK accounts for approximately £10 billion every year.

- 40% among the UK Black population say they are more likely to purchase from brands that show diverse ads. ([National Census, 2011](#))
- Amongst minority groups, Black women are most likely to save in private pensions' ([The Black Pound Report, Lydia Amoah, 2019](#))
- 'Black British women spend six times more on hair products than their white counterparts' ([IPA, 2012](#))

These statistics point to one conclusion: that if you do not showcase a global diverse media channel in your mix, you are alienating a massive part of the population. In 2020, ISBA's Diversity and Inclusion Working Group commissioned a biannual research study to track diversity and inclusion in advertising, carried out by Opinium and funded by the Direct Line Group. The aim was to be able to understand whether the public thinks that advertising is representative of society.

There have been three waves of the research carried out to date which pose two critical questions:

- How far did they agree with the statement that it is important for different groups in society to be well-represented in advertising?
- Did they agree that TV adverts reflect modern British society?

The latest results (February 2021) indicate that:

- 69% say that proper representation in ads is important
- However, only 51% agree that TV ads demonstrate that diversity (up from 42% in August 2020)
- Only 45% of respondents agree that TV adverts reflect modern British society, up from 36% in August 2020

These results show there is still much work to do in ensuring advertising is truly representative and ISBA and the members of our D&I working group are committed to changing this for the better and believe that tackling the issue of under-representation and lack of diversity in advertising is simply non-negotiable.

TIPS FOR SPENDING IN THE RIGHT PLACE WITH THE RIGHT CONTENT

Christopher Kenna from Brand Advance recommends that **brands need to be present across all digital platforms, OOH and print** so that they are speaking to marginalised groups all year round, not just at cultural key moments: “When brands choose not to see their audience, they choose not to see them”.

Ensure that D&I is explicitly called out in your creative and media briefs, specifically as it relates to target audience segmentation and media channel choices and selection. If it is not, it can be easily overlooked or treated as an afterthought.

Check the diversity within your media planning and trading teams. If it's a fairly homogenous group, chances are the work will be too.

Inquire with your agency partners if they have in-house D&I specialists or multi-cultural departments to ensure that media channels selected are connecting with diverse audiences. If they don't, seek out multicultural agencies for help, as just targeting high-indexing media channels does not ensure a brand's ability to connect with all of society.

- Disabled TV viewers continuously over-index against all adults but tend to be older.
- For print press, the Metro and the Evening Standard are best for reaching multi-ethnic audiences.
- Out-of-Home Advertising is consistently registered against non-white audience.
- 42% of British Indians agree they often notice advertisements on the internet. This compares with only one in five (23%) of the UK population.

Be prepared to build a case for inclusion into the media plan. If it was easy, then more brands would be doing it.

Give yourself extra time. Spending on D&I channels may be new to the organisation, require set up and longer lead times – so don't treat it like a business-as-usual flighting on mainstream TV. Remember also to factor in time to manage internal conversations and, if necessary, to make sure that key people are aware of what you are doing. Whilst internal FAQs ideally should not be needed, well-intentioned media spend in D&I channels has the potential to erupt if someone, somewhere decides that your intentions are not what they seem. This is why your actions must be authentic.

Progressive (more diverse) ads are on average 25% more likely to generate positive engagement from consumers than less progressive ads and are 47% more likely to be effective in both the long and the short term when it comes to campaign performance. When coupled with the ability for diversity themed ads to outperform generic ads in driving brand recall, the effectiveness case is clear.

Christopher Kenna, Brand Advance



Modern consumers, especially young ones, crave authenticity. They prefer brands that speak honestly, punish those that break their promises, and develop strong feelings of loyalty for companies that share their commitment to a better world. Those consumers are the same people working for the brands they judge, and they are even pickier about where they work.

Representation does not simply mean visually including under-represented groups. We need to go far beyond simple visual representation and ensure that we are doing more than simple diversity for diversity's sake. People are not compelled by brands that seem only to be checking boxes. Whilst there is an undeniable need to ensure you, your brand and your teams are diverse – and to do so at pace – do not risk rushing the hiring of new recruits. At the same time, do not simply push showcasing your brand culture simply to show how diverse and inclusive you are. If it is not authentic and genuine, then consumers and employees will see right through it if you do not have true representations, show your progress, and take your time to build up your team the right way.

Many events in 2020 were shocking and a significant call to action. Others have had the effect of pulling us together in ways that we could never have imagined. Our individual responsibilities as advertisers and marketers should not rely on the companies we work for. It's incumbent on all of us to speak up and match our words with actions.

However, it is also important to remember that we do not have to do this alone. Whether you contact ISBA, Flock, or any of the other people and agencies mentioned in this guide, we truly hope you are inspired to move away from reading and drive towards an ACT.

Good luck!

ISBA and Flock

THINGS YOU MAY BE THINKING ABOUT

Where do I start with D&I? The first step is to open a dialogue. Have a conversation with your team about the culture you want to create and be a part of. Familiarise yourself with any company initiatives and/or data, and encourage your team and company to be transparent in having a discussion.

How do I express my own diversity? It is important to be self-aware, understand, own, and be proud of your personal uniqueness. Understand the diversity elements you personally bring to the organisation. Each of us brings to the table a lifetime of experiences and knowledge. We are all different, and we all add value to our team because of these differences. Celebrate who you are, and invite people from different walks of life into conversations to celebrate with you.

How can I become more aware of my own biases? As humans we all have aspects of unconscious bias; it's important to reflect on and challenge your own opinions and thoughts, and to seek to learn and understand facts to improve your knowledge. You can also be supported through awareness and bias training as an individual team and organisation.

What can I do to expand my understanding of D&I? There are so many ways you can share and improve your knowledge and understanding. Working with your peers, you can share articles, books, and films. Researching topics and issues for discussion is also a good way to understand different perspectives to expand your understanding.

How do I become more inclusive and an advocate for others? Listen with intent to the perspectives and opinions of others, while staying committed to continually learning and broadening your point of view. Include those whose voices aren't always heard, particularly if you're in a majority group, which at times may mean calling out behaviour that is unacceptable or asking the silent person's opinion in a meeting. It may also mean pointing out when decision-making processes don't include diverse perspectives. By truly and empathetically hearing others, you'll find more opportunities to be an advocate and an ally for those who are under-represented.

I'm worried I might say something wrong or offend someone.

Become familiar with diversity-related language and offensive terms and behaviours. If you make a mistake, as you may, apologise and ask for help. Treat people in a way they wish to be treated, rather than the way you wish to be treated. Common social activities and practices that are comfortable for you may not be comfortable for everyone. Most importantly, always be respectful.

I'm too junior to think I can make a difference. Everyone has the potential to contribute to making a difference. Be brave, speak out, and be a changemaker. There's still a long way to go on the journey to equality and inclusion in the marketing industry, but there is an appetite for change and a willingness to make a material difference. Here are some tips:

- Know the diversity goals and vision of your organisation and its connection to the overall business objectives.
- Participate in employee engagement surveys and respond as openly and honestly as possible.
- Actively engage in the diversity effort.
- Become culturally competent. Take the time to learn about different cultures, races, religions, and backgrounds represented by your colleagues.
- Make your thoughts known and work in partnership with like-minded individuals to make suggestions and work with the more senior members of the team.
- Be willing to learn, accept feedback, and listen to the concerns and ideas of those around you.

ABOUT US

flock.

The Marketing Transformation Company

Flock is The Marketing Transformation Company. Marketing transformation is the process of reinventing an organisational marketing ecosystem, making it fit for the future. We focus on the operational aspects of marketing, improving marketing effectiveness & efficiency. We are "compulsive fixers"; fixing marketing strategies, skills & structures, marketing processes, marketing technology resources and agency rosters and supporting clients in developing sustainable business strategies to include diversity and inclusion practices.

The logo for the Institute of Sales and Business Analysts (ISBA) consists of the letters 'I S B A' in a white, bold, sans-serif font, spaced out and centered within a dark blue rectangular background.

ISBA is the only body in the UK that enables advertisers to understand their industry and shape its future because it brings together a powerful community of marketers with common interests, empowers decision making with knowledge and insight and gives a single voice to advocacy for the improvement of the industry.



A WORD FROM ISBA

As chair of ISBA's Diversity and Inclusion Working group and a representative of the Direct Line Group, I'd like to thank our Partners at Flock for creating this guide.

Diversity and inclusion are not optional extras. They are essential to the success of our businesses. More than that, they are the morally right thing to do.

The need to act on proper representation in our industry is greater than ever. There is a demand for change. But this is not a juggernaut to be feared. It is a moment for us to harness, to make meaningful change in our societies and in our own lives.

As advertisers and marketers, we have a duty to be at the front of the march. What we do – the stories we tell, the people we portray, the messages we send – matters. It alters perceptions and it changes minds. It is crucially important that we create content which looks, sounds, and feels like the United Kingdom we serve – that we ensure proper representation of our nation.

At ISBA we have made some strides. In 2020, we launched the first round of our Diversity and Inclusion Tracking Research, asking respondents how far they agreed that diversity in ads was important and how, sector by sector, we were doing in living up to our ideals.

So we have started to move beyond just talking about diversity and inclusion, actually to taking concrete steps to ensuring better representation. But we know that while there are some who are blazing a trail, there are many individuals and brands who feel under-equipped to make the journey.

That's where this document comes in. We intend it as a practical guide to help you take steps to improve diversity within your communications. It will help you make the case for action. But crucially, it will also advise you on how to take the personal steps that can enable you to be an ally and an activist in the coming months and years.

At the Direct Line Group, we are proud of the progress we are making. But we have further to go, and know we can do more to be a force for good. There is a great opportunity to be grasped – of a truly diverse advertising and marketing industry that represents and speaks to our whole nation, with nobody left behind. It's definitely worth striving for. We hope that this guide provides some help along the way.

Kerry Chilvers, Chair of ISBA's Diversity & Inclusion Network, Brands Director Direct Line

A WORD FROM FLOCK



My marketing career to date has spanned over thirty years. Thirty years of change in society, politics and marketing. The world has changed around me, and me with it as I've understood more of the challenges people face across the world. These are the people who suffer purely by accident of birth of gender, race, religion, sexual orientation, physical and mental ability.

Marketing changes society and as CEO of Flock, The Marketing Transformation Company, I have a responsibility to lead to make Flock the most diverse and inclusive company, with the most progressive policies I know how, but also to transform the industry I love.

I am delighted that Flock has contributed to this important guide, and that Flockers Aysha Haynes and Nicole Afflick have led the way, bringing their own personal insight and experience of the ignorance, intolerance, and injustice they have endured as professionals and consumers in this age of marketing, to shape change.

Flock offer our clients help with regards to creating the policies and strategies that can reshape and rebalance our world. We've worked with the World's most progressive brands on skills, culture, structure, processes, agency policy and contracts. We look forward to accelerating our work with our clients, but also to share our internal policies of recruitment, training, mentoring, and processes to other organisations so that we can teach, but also learn, from others.

After thirty years in marketing, it is clear we still have a long way to go on our journey to a truly diverse & inclusive society, but I'm delighted that this collaborated guide with ISBA, will I'm sure, help speed up progress.

Simon Francis, CEO and Founder of Flock Associates

A MESSAGE FROM THE AUTHORS

As part of a diverse team at Flock, we are very proud to have written this document which represents exactly what we stand for, especially at a time when we started to see that the tide is changing for us and our peers. A time where it is not taboo to discuss diversity and inclusion, a time where minority voices are finally being heard, better yet, a time where those voices make a difference. After both facing adversities for our race and gender, we were excited to finally share our knowledge and experience in a practical and actionable format for others to learn. We understand tomorrow may not be so different to today, but with compassion, understanding and a listening ear, you can plant the seed of growth for yourself, and for your brand – we hope our words help to support that.

Nicole Afflick & Aysha Haynes