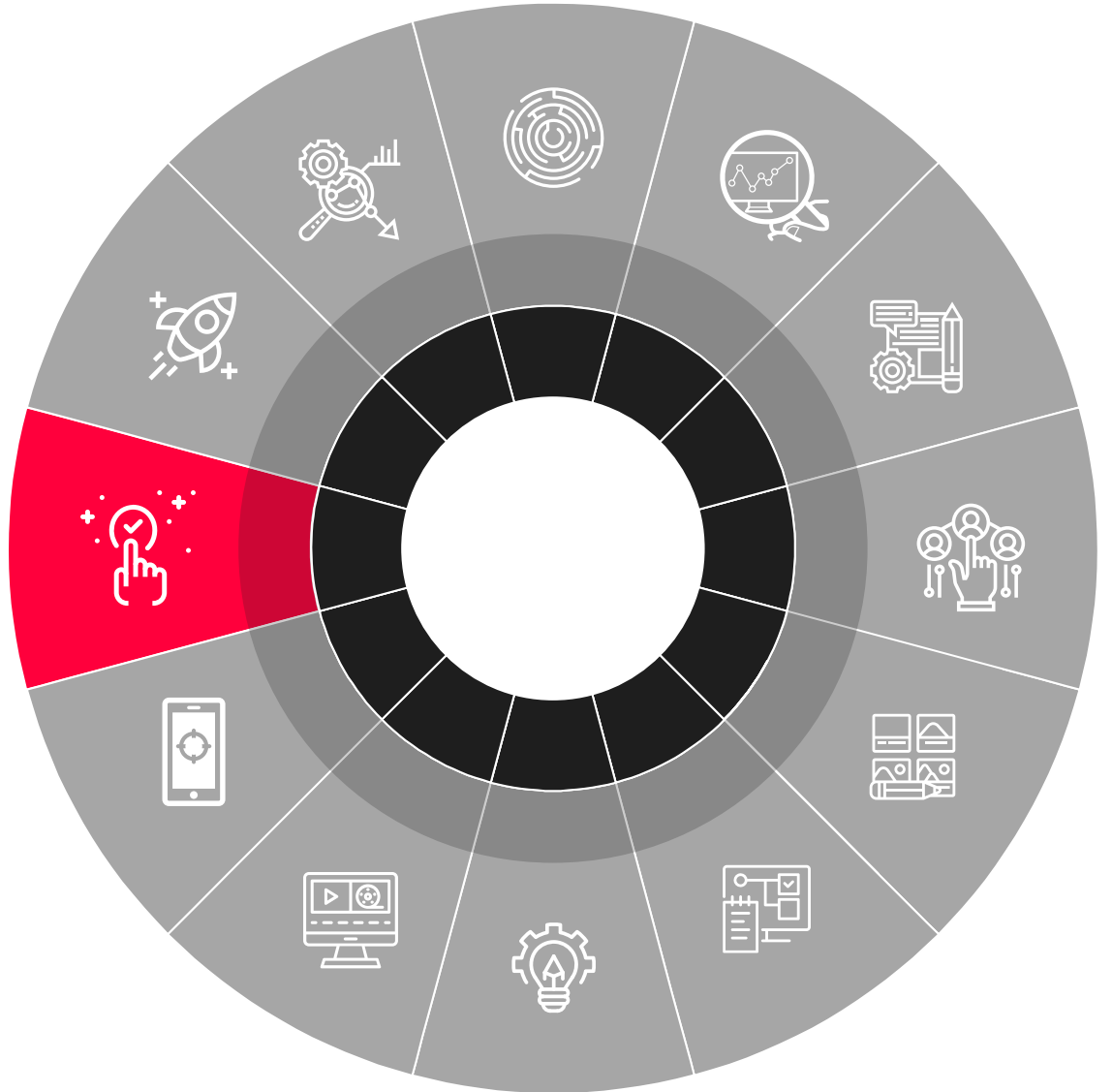


Diversity & Representation

Focus on media planning & buying



Introduction

Just as important as the messages we put out, is where they show up.

Advertisers' media planning & buying choices can play a significant role in supporting diversity and inclusion in the mainstream media landscape.

And conversely, they can also have, often unintentionally, a negative impact too.

Delivering scale against wide-ranging, diverse consumer bases is rarely a challenge in itself (thanks to mainstream media) but there are substantial opportunities to build more nuanced relevance and fund a richer media ecosystem. Decisions that advertisers take can heavily impact the platforms, publications or editorial that gets funded (or not), which in turn plays a key role in shaping the overall media landscape.

There are clear Diversity, Equity and Inclusion (DEI) opportunities for advertisers to consider within their media choices. These include working with minority-owned and operated media vendors, helping to fund narratives and people that are breaking new grounds and empowering community inclusion and diversity, as well as taking steps to prevent the funding of hate speech and misinformation, without blocking positive voices that represent diverse communities.

The goal of this guide is to help advertisers build media plans that are representative of today's society, as well as play a role in building a media ecosystem where diverse voices thrive.



Jerry Daykin
WFA Diversity Ambassador



Isabel Massey
Global Media Director, Diageo

Created by the WFA Diversity Taskforce, supported by:



About this Guide

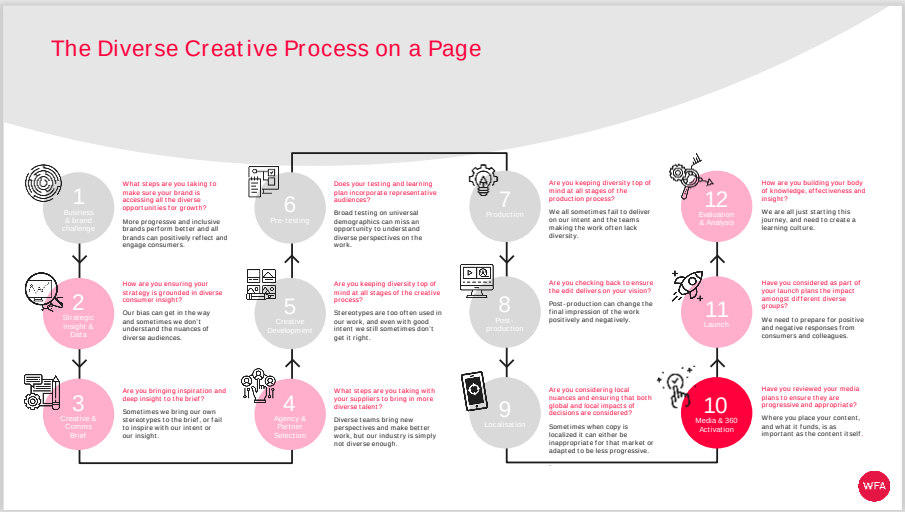
Media is one part of driving greater representation in our marketing.

In 2021, WFA's Diversity & Inclusion Task Force developed a practical [Guide to potential areas for bias in the creative process](#). It works through the full creative process and highlights some of the key questions that are critical along that journey if brands are to end up with positively diverse and representative marketing.

Media is one key stage in this process. WFA members have responded positively to the guide, requesting more guidance around the media opportunity. This document focusses on media planning and buying.

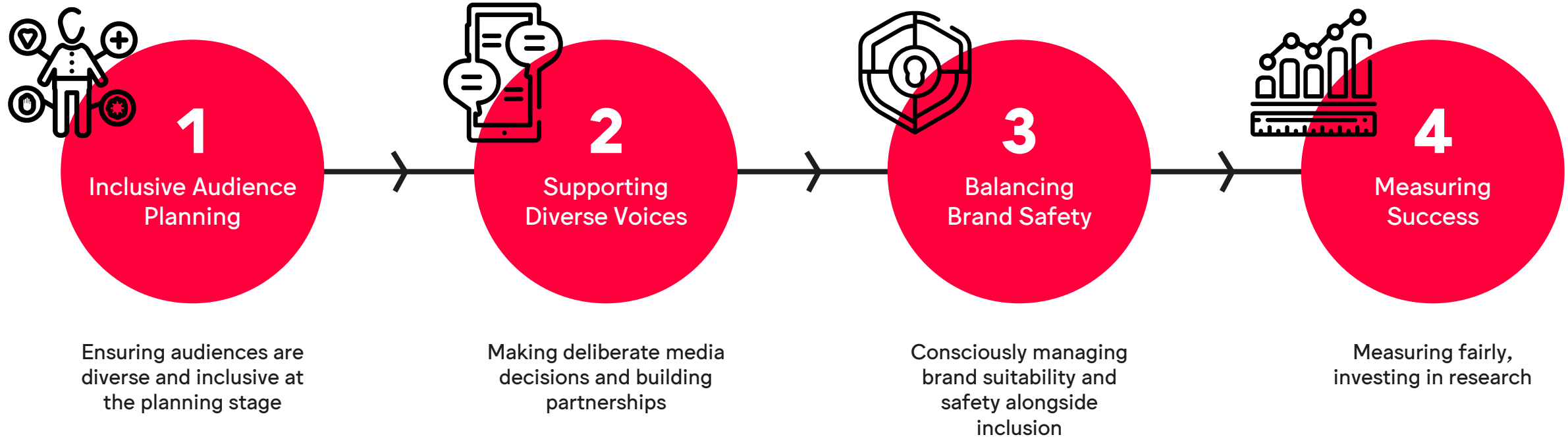
Often the barriers to representation come in the form of unconscious bias, so much like in the original guide, in our focus on media, we aim to highlight some of the simple nudges and critical questions marketers can use to steer themselves throughout.

We've also included a small sample of some of the resources and partners available to support on this journey, though many others exist and we will continue to expand this list on the [WFA Diversity Hub](#).



Themes to Explore

There are four core themes this guide aims to explore



1

Inclusive Audience Planning

Ensuring audiences are diverse and inclusive at the planning stage



1

Inclusive Audience Planning

Ensuring audiences are diverse and inclusive at the planning stage



Insights are a crucial early stage and ongoing input into the marketing process. Having rich consumer insights feed into a brief sets you up for more relevant and impactful marketing activity - getting the right messages, to the right audiences in the right places.

When it comes to media planning, a diverse and nuanced understanding of your audience is critical, especially where targeting decisions could specifically exclude different groups, or lead to generalisations rather than capture representative perspectives.

Truly understanding your audiences and ensuring they are diverse at the planning stage sets you up for success in your approach.

Some questions to ask yourself

Does your brief make it clear that representation is key?

Who is your audience? Who is excluded? Is it right they are excluded?

Is the target/audience definition a stereotype or generalisation? How are they visualised?

Have you considered different perspectives (capturing real lived experiences) to help you with the direction of the brief?

Some available resources

[WFA Diversity & Inclusion Hub:](#)

Diversity resources including business case statistics

Demographic data:

Media planning agency | Population census data

| [UN Stats](#) | [UN Data](#)

Unstereotype Alliance [Gender Equality Attitude Study](#)

Diversity-focused insights e.g. [Sentiment Live](#) (part of DECA)

[Google's All-In Inclusive Marketing Guide](#)

[Twitter's Disability Inclusion Marketing Guide](#)





1

Audience
Planning

Case Study

Diageo: Guinness & Women's Rugby

A big challenge for women's sport is media visibility. Globally just 6% of sports coverage is dedicated to female athletes and teams. Advertisers' media planning approaches can perpetuate this issue by focussing on the male audience.

Guinness wanted to tackle this head on. Through Guinness' #NeverSettle platform, we championed inclusivity by making the Women's Six Nations (W6N) more visible in media, celebrating its stars across paid, earned and owned media.

We worked with large scale media partners, such as Twitter, to underline the importance of creating more visibility for the players, resulting in the accounts of the players in the Championship being verified. We partnered with Wikipedia to write and verify over 200,000 words of biographies for each player on Wikipedia: often one of the main sources of

information for media when reporting on the women's game. Finally, we pitched out multiple interviews to highlight this activity to sports and lifestyle media.

One of the highlights of the media plan was a transparent press ad across print titles in Ireland, which highlighted the 6% visibility statistic, but when held up to the light the page came to life also told the full story of #NeverSettle.

This campaign proved that we should #NeverSettle and accept that male sports coverage is all people want to see and advertisers can play a role breaking this cycle through choiceful media planning and execution. The visibility of the W6N during the Championship saw a shift in the key markets of GB and IOI from 4% - 33%. Media owners were committed and passionate about supporting us.



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GSK Consumer Healthcare: Centrum Insights with DECA

We lose a lot of nuance and humanity at the start of the marketing process if we don't have the right audience insights. GSK believes in building brands with humanity and that means looking more deeply at how different audiences relate to our products, as well as how and where they consume media.

GSK partnered with Publicis and a diversity consultancy to build out their audience understanding. A successful six-month initial project, designed to explore meaningful insights from a wide range of diverse communities. The study was carried out in the UK, Italy, Germany and Saudi Arabia and looked at changing attitudes towards wellness, proactive healthcare and GSK's Centrum brand.

DECA tapped into cultural nuances identified in diverse publications as well as carrying out extensive survey and focus group research. The project was designed to shape and inform not only the Centrum brand's media and content strategy but also its wider product development and business acceleration. The research looked at key diverse audiences in each market, including ethnic minorities, older consumers and LGBTQ+ audiences.

A selection of the findings were made publicly available to inform an open creative 'Accelerator' brief, part of the 2021 Outvertising Awards. The winning campaign came from the production agency Preen, with a tag line of "However you love, love yourself" and will run as a Facebook and Instagram campaign in 2022.



WFA



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Audience
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Case Study

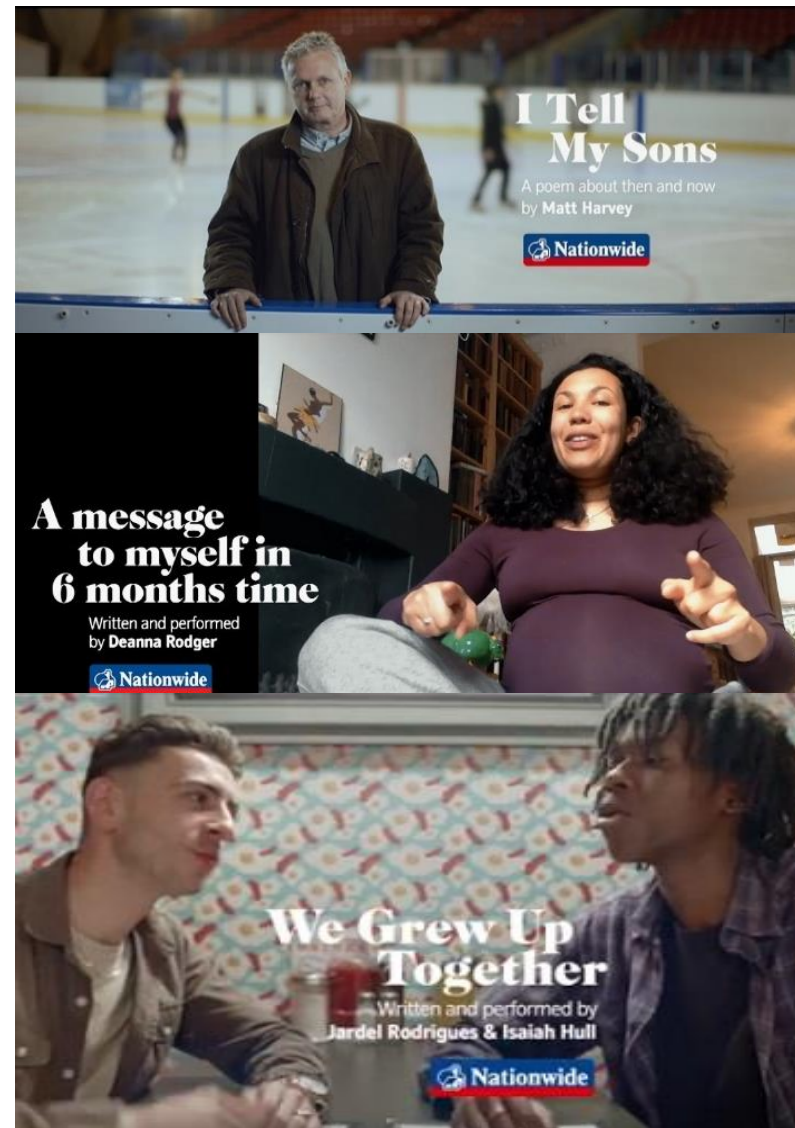
Nationwide: Closing the Media Reach Gap

Nationwide Building Society has showcased diversity in creative work over the last few years via its Voices platform. In 2020 it made a commitment to make the places where its advertising appeared more inclusive. It believes there will be payback from striving for better inclusivity in the long term as these audiences are commercially powerful and are receptive to brands who actively engage with them. It is also morally the right thing to do.

92% of consumers who identified as diverse wanted advertisers in diverse media channels rather than just mainstream media. Analysis from Wavemaker and Ebiquity showed that the brand had significant disparity in advertising reach between white British audiences and most diverse groups. Whilst the big TV, publishing and radio companies do reach diverse groups, their consumption habits often meant a reach gap. Only outdoor, as a largely urban medium, and specific urban media properties such as Metro and Evening Standard indexed strongly for Black, Asian and LGBTQ+ audiences

In planning, it mined the insight among traditional media planning and research tools. They actively engaged with diverse groups, rather than just relying on “nationally representative” samples. The marketing brief template was reviewed to prompt the brief writer to call out more insight around diversity in the ‘target audience’ section. Channel and media implementational plans now consider reach and frequency against a range of diverse audiences within the target market to see where there is over or under-delivery.

In buying, it challenged media traders to reach out and invest some of their media budget with these often-smaller media brands. In TV, Wavemaker and the sales houses have re-looked at channel and programming priorities to improve reach, most noticeably in South Asian audiences with their bespoke TV channel viewing habits. And by investing in diverse published media, radio brands that are new to Nationwide and tweaking outdoor plans, Nationwide is reaching all groups in the UK more often.



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Tusker: Reaching people with different hearing abilities

People living with impaired hearing are a language minority. There are approximately 600,000 such people in Kenya and they are often excluded from marketing communication, media and entertainment.

Tusker wanted to drive inclusivity and diversity in its targeting and messaging. To become **relevant to this audience, it needed to speak to them in their language, reaching them on channels that educate, inform and entertain in sign language.**

Tusker Lager's campaign to drive countrywide support for Team Kenya in the Olympics presented the perfect opportunity, as it strove to fuel a sense of national pride among all Kenyans.

We formed a strategic media partnership with Signs TV, which broadcasts content in sign language along with spoken words and audio. Broadcasting in 14 out of 47 counties across Kenya, Signs TV presents

informative, educational, and entertainment content along with a focus on culture and human rights. The partnership included TV asset translation to sign language, presenter mentions in sign language, and product placement within key shows.

But the partnership doesn't stop there; we continue to partner to translate our TV assets and sponsor "The Playlist" (a youth music show) with Kenya Cane as part of our Flavours of Celebration campaign.

These efforts resulted in an estimated reach of 500,000 adults with different hearing abilities, and 1.5m who want to learn sign language.

THE RESULTS

Though the channel is currently not yet monitored by the Kenya Audience Research Foundation (KARF).



500k

SIGNS TV estimated viewership of hearing impaired persons

1.5m

People who want to learn sign language

This partnership therefore provides an avenue to reach this audience and the impact of our communication will be noted over time.



2

Supporting Diverse Voices

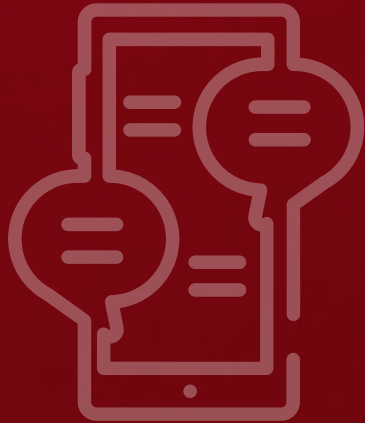
Making deliberate media decisions and building partnerships



2

Supporting Diverse Voices

Making deliberate media decisions and building partnerships



Striving to be more representative means actively supporting inclusive content & diverse voices. That could mean actively targeting diverse coverage or editorial in mainstream media, or identifying specific diverse publications, or individual influencers, to advertise with.

As more businesses adopt supplier diversity programmes, media can be a highly impactful opportunity to fund businesses that are diversely owned and operated, or heavily championing minority talent and voices.

Forging deeper partnerships with minority-owned or focussed media owners can help brands communicate more effectively and find more meaningful ways to increase relevance to different audiences. In exchange, it enables diverse creators to have a louder voice of their own. There are often rich opportunities to not just run existing adverts, but also to collaborate on new content, develop new insights, or find innovative ways to engage a particular audience.

As media owner content is often funded by the advertising that supports it, advertisers' money can have a considerable impact on what does or doesn't get funded. Many of the more progressive and inclusive TV shows in recent years have only been made possible by the support of advertisers around them.

Some questions to ask yourself

Which media suppliers receive your media investment?

Have you found partners who authentically engage?

Could a minority-owned, or focused, partner make your work more impactful?

Are there opportunities to innovate or co-create progressive and inclusive content?

Some available resources

HBR – [Why You Need a Supplier Diversity Program](#)

ANA – [The Power of Supplier Diversity](#)

[Creative Equals](#) – agency diversity audits

[Google's Crafting an intentionally inclusive marketing strategy](#)



2

Diverse
Voices

Case Study

GSK Consumer Healthcare: An Ongoing Collaboration with Gay Times

#RepresentationMatters is GSK's ongoing global commitment to increasing inclusion across their marketing. It sees media partnerships as a way of fast tracking that process and ensuring authenticity by working with content creators who already understand and speak to a range of diverse audiences, using their media titles as well as wider mainstream amplification to tell their stories.

UK Sensodyne and Voltarol brands have built a multi-year partnership with Gay Times. Each have developed a different content approach, which speaks authentically both to the LGBTQ+ community on Gay Times' channels, but also positively represent it to mass audiences well beyond them. By committing its media budgets to a diverse title, the brands were able to partner and get better insights into the audience and tailor campaigns to them.

The Sensodyne work has focussed on casual representation, taking an existing campaign showing consumers with sensitive teeth reacting to hot and cold triggers, but remaking it with a cast of LGBTQ+ influencers.

Voltarol took a more purposeful approach, sponsoring the charity Pride Sports to support local sports clubs across the country as they adapted to the challenges of Covid. The Gay Times editorial team helped identify key sports clubs and individuals and turned their stories into the content the brand could sponsor across a range of media channels.





2

Diverse Voices

Case Study

KFC: A Partnership With Gen-Z Women

Freedra Media is a progressive media company with a 75% female team. Founded in Italy and now with a global footprint, the brand looks to break many of the negative stereotypes found in women's media titles, whilst also giving a voice to a new generation.

KFC was looking for an authentic partner to continue its transformation into a loved and relevant brand for the next generation. The objective of the collaboration with Freedra is to support KFC in becoming a reference point for young people, especially women, and a voice capable of showcasing new trends and inspiring people.

The new generations live online and do not like definitions, they use means that did not exist until a few years ago and they create subcultures that are important to know and recognize. KFC wants to listen and understand the lifestyles, the codes of thought and interaction in which the universe of young people is articulated. The goal is to get closer to their communities through an authentic dialogue.

Today Freedra has a community made up of more than eight million women, who interact with content every day on Instagram, Facebook, YouTube, Tik Tok and LinkedIn. And in 2020 it generated more than 995 million video views with an average monthly reach of 80 million people in Italy, Spain, South America and England.





2

Diverse
Voices

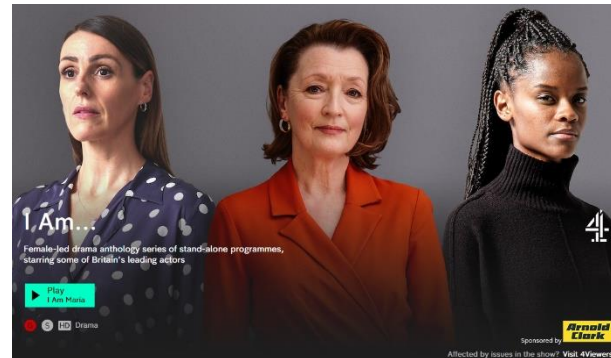
Case Study

Diageo: Progressive Broadcaster Partnership with Channel 4

Modern Britain is incredibly diverse, with 23% of UK adults identifying as belonging to one or more minority groups e.g. ethnically diverse, multi-language and ability.

But this diversity is not consistently reflected in mainstream media. The team wanted to help change that.

Diageo partnered with Channel 4, one of the UK's most progressive mainstream TV broadcasters. Together they used media investment to create activism at scale, by cherry-picking inclusive and diverse programming (as opposed to focussing on audience buys) with the aim of investing £1.2 million in progressive advertising airtime. The partnership goes beyond programming into supporting key cultural moments with bespoke content creation across minority communities.



CÎROC

Smirnoff

Tanqueray

HAIG
CLUB

Gordon's

BAILEYS

JOHNNIE WALKER



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Balancing Brand Safety

Managing brand suitability and safety alongside inclusion



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Balancing Brand Safety

Managing brand suitability and safety alongside inclusion



Strong brand safety protections protect brands from appearing alongside hate speech, misinformation and other harmful content, and in doing so remove some of the incentives for creating it.

Whilst nearly all brands have measures in place today, it's important to recognise that this is an ever-evolving situation. It's become increasingly clear that there can be unintended side effects of brand safety approaches if they are applied over zealously. Whilst such settings are designed to protect vulnerable communities, they can also begin to defund or silence positive diverse voices too.

The media platform *Vice* found that terms as broad as 'gay', 'lesbian', 'Asian' or 'Muslim' were being used more commonly than words like 'rape', 'death', 'heroin' and 'gun' in advertising keyword blocklists. Research by the tech platform Cheq found that 73% of neutral or positive LGBTQ+ related articles were being blocked by some brand safety approaches. If such articles are blocked from being effectively monetised, then it can become increasingly challenging for mainstream media editors to commission them, and it can entirely stop the funding of dedicated titles and voices.

Brands can reduce this risk by ensuring their keyword blocklists are not prejudicial or discriminatory in nature,

ensuring a diverse group has input, as well as working with verification technology partners to minimize the overall potential negative impact of brand safety controls on diverse audiences and media.

Some questions to ask yourself

When did you last review your brand safety settings?

Does a diverse group contribute to your keyword blocklist?

Could your blocklist be inadvertently blocking and defunding diverse voices?

Can you supplement your brand safety approach with flexible inclusion focussed lists, appropriate to quality diverse media titles?

Some available resources

WFA's Global Alliance for Responsible Media ([GARM](#))

[Conscious Advertising Network](#) – for best practice on media hate speech & disinformation

[YouTube's Brand Suitability Best practices](#)

[Twitter's Brand Safety Playbook](#)



3

Balancing
Brand Safety

Case Study

Bayer: ‘Do not block’ DEI keywords

Keyword blocking was hitting reach for Bayer. A 2019 US analysis found that just ten words, blocked in exact match formats (SEX, KILL, DEAD, BOMB, SHOOT, TRUMP, CRIME, ACID, FIRE, BLOOD) represented nearly 35 million lost impressions annually. It also identified significant blocking especially on keywords related to diverse groups, suppressing authentic content placements and denying revenue to media by and for protected groups.

We reset the exclusion lists being used. We created a new best practice, utilising the “Do Not Block” DE&I Keywords list. This created a series of criteria for inclusion on the lists, starting with the worst of the worst (swearwords and/or slur) being added to the exclusion list. Custom brand requirements, e.g. to address known negative PR topics, were then added. Where broader keywords were required by low-risk tolerant brands efforts were focused on keyword combinations that would only impact blocking negative content. Where possible new Sentiment Analysis and Semantic Avoidance were used for better context.

A key principle was that we would not block words associated with protected groups that have no inherent negative connotation (black, gay, Jew, etc). We also set up a regular review process designed to eliminate topical words that have aged and employed iAS to match content avoidance settings to a clients’ general level of risk tolerance.

Implementation of the “Do Not Block” DE&I Keywords initiative took place in mid-July and we can already see pass rates across the regions are now as high as 99.9% in key markets, whilst brand safety rates have been kept well above industry benchmarks. Inventory blocking is now minimal and stringent brand protection is maintained.

We have learned that inventory is being blocked unnecessarily by the ongoing use of outdated methods and blanket approaches to brand safety. By utilising sentiment and semantic analysis, and freeing up keywords that posed no real threat, we have embraced publishers and inventory in a way that reaffirms our DEI and GARM commitments.

New Bayer “Do Not Block” DE&I Keywords

GroupM DE&I do not block keyword list

Anti black	gay	lesbian
Arab	Gender identity	LGBTQ
asexual	hermaphrodite	LGBTQ+
Asian	hate	LGBTQIA
Black	heterosexual	Middle Eastern
binder	hijab	Muslim
bisexual	Hindu	pregnant
Black lives matter	Hinduism	queer
Buddhism	HIV/AIDS	racism
butch	holocaust	racist
catholic	homo	refugee
chicks	homophobe	religion
Christ	homophobia	Sikhism
Christian	immigrant	straight
Christianity	Islam	stud
closeted	Islamic	trains
Cross-dresser	Israeli	transgender
dementia	Jew	transphobia
Drag queen	Jewish	veteran
dyke	Judaism	virgin
fat		women
femme		Wuhan
feminist		





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Balancing
Brand Safety

Case Study

Facebook and Ad Council:
“Fight the virus. Fight the bias.”

American Asian Pacific Island (API) families became a target in the US during the Covid pandemic because of the virus’s association with China. People of Asian descent experienced a surge in bias and discrimination and close to one in three Asian adults (31%) report being victim to slurs or jokes because of their race or ethnicity since the pandemic began.

Facebook built on Ad Council’s Love Has No Labels platform to spread a message of equity and inclusion. The campaign featured a custom PSA, directed by Emmy and Peabody Award-winning writer and producer Alan Yang, which included personal stories from a diverse group of API individuals. The campaign directed audiences to lovehasnolabels.com/fightvirusbias, featuring new resources for users to get a deeper understanding of the discrimination facing the API community and a custom AR filter.

Reach hit 20%, with more than 47.4m people and more than 108m impressions. Ads drove more than 10m video starts and 116k web sessions, reaching more than 20% of the potential audience, primarily via the Facebook Mobile Newsfeed. To date, the AR filter has driven more than 9.5k impressions.

Brand lift studies highlighted the level of brand awareness and ad recall. There was a +0.8 point brand lift with as much as +5.3 points with Males 18–24yo. Love Has No Labels brand awareness increased from 23% to 30% in June 2020. The campaign received 60 press hits with coverage in ABC News, AdWeek, NowThis, Yahoo and The New York Times.



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Durex: Keeping LGBTQ+ voices out of the brand safety crosshairs

As a leader in sexual wellness, Durex, wants to enable everyone to live their sex lives in their own ways. Delivering sexual wellness and health information must be an inclusive act. **Yet only 14% of LGBTQ+ individuals think current sex education is relevant to their experiences** - and only 6% felt sex ed gave them confidence in their sexuality.

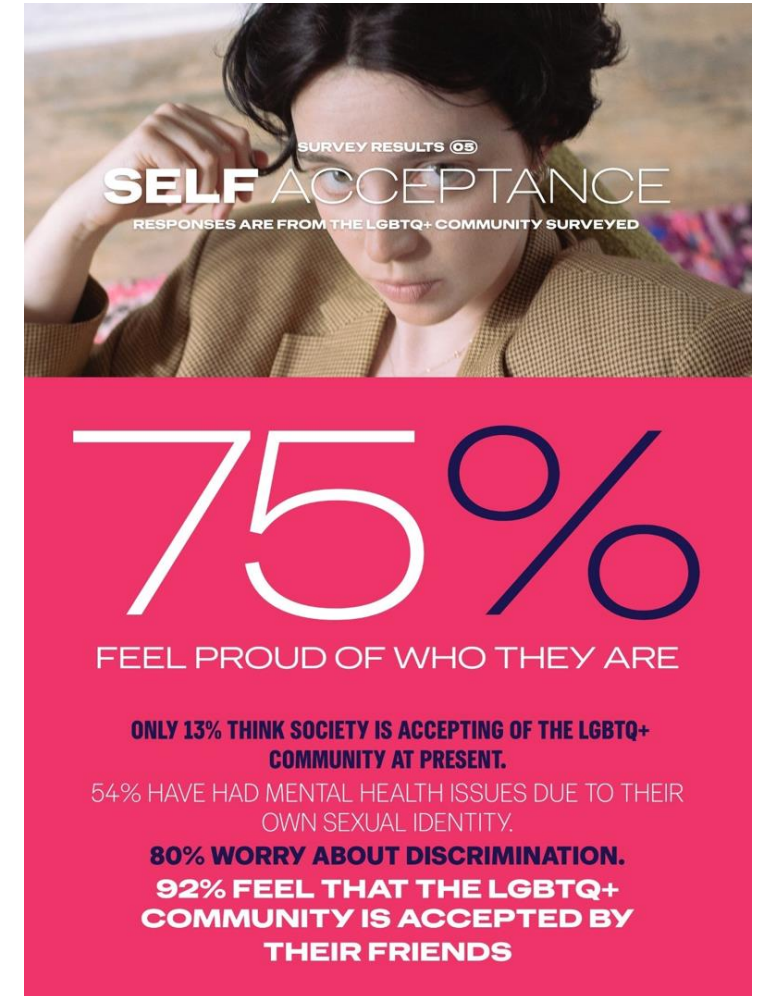
It is critically important that the LGBTQ+ community and queer youth not be left behind when it comes to sex ed. Durex quickly realized Brand Safety strategies often categorize LGBTQ+ articles, sites, and voices as “inappropriate.” Durex’s ability to reach the queer community was at risk due to lacking an inclusive approach to digital Brand Safety.

To tackle this immense and nuanced challenge, Durex partnered with DoubleVerify and a certified Brand Safety specialist at Ebiquity to remove bias from its brand safety strategies. The collaboration

resulted in a nuanced Accountable Brand Safety model built on the foundations of GARM. Most importantly, the result is greater inclusion enabling Durex to play its role in democratizing sexual health and wellness.

And the impact is clear. By showing up in LGBTQ+ spaces, platforms and alongside key opinion leaders, Durex launched the UK’s largest LGBTQ+ sex survey. The ability to reach and include the voices of the LGBTQ+ community led to an inclusive sexual health toolkit developed and distributed in partnership with The Proud Trust.

Inclusive media investments through a bias-free Accountable Brand Safety framework are enabling Durex to reach queer youth. By including the LGBTQ+ community, Durex is playing its part in enabling queer youth to explore and express their identity and sexuality their way.



You shared. We've listened. Stay connected with our next steps.

These results celebrate the queer sexual experience and point to the real needs of the LGBTQ+ community. Helping us understand how we can support you.



WFA

4

Measuring Success

Measuring fairly, investing in research



4

Measuring Success

Measuring fairly,
investing in research



Diverse media titles and audiences tend to be smaller and harder to track. They may even be totally excluded from some of the industry monitoring tools you might use. Demonstrating the true value these media choices bring is key to making it a business imperative.

Diverse environments, or the data approaches used to find harder to reach audiences, often carry a cost premium, but the same can be said of many high-quality media destinations. We have to be careful to move beyond chasing the cheapest CPMs to truly understanding, through measurement, the value of context, relevance and attention.

Reaching audiences in spaces where they pay most attention, and in doing so supporting the voices they most enjoy, can be worth the premium.

Whilst every company will choose to measure success differently, it's worth investing in dedicated research such as brand lift or sales studies to capture the value that a more diverse media mix is having on your bottom line. Without this you can't hope to make the right business decisions.

Some questions to ask yourself

Are any media suppliers being excluded because they are not on industry monitoring tools?

Do you have a measurement approach in place to measure the true value of your activity? What was the commercial upside or impact on your brand?

Have you understood and learnt from the response to your work, whether positive or negative? Can you make a case study to inspire others?

Some available resources

[WFA Diversity & Inclusion Hub](#):

Continually updated diversity resources

[Outvertising](#) – provide specific support & advice for LGBT+ considerations

Monitor feedback to care lines and in media

ANA [Gender Equality Metric](#) (GEM)

[Geena Davis Institute for Gender in Media](#)

[Unstereotype Alliance's](#) UM Metric (see 3Ps Toolkit)

Internal or external audits of your overall work (e.g. Creative Equals)



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Case Study

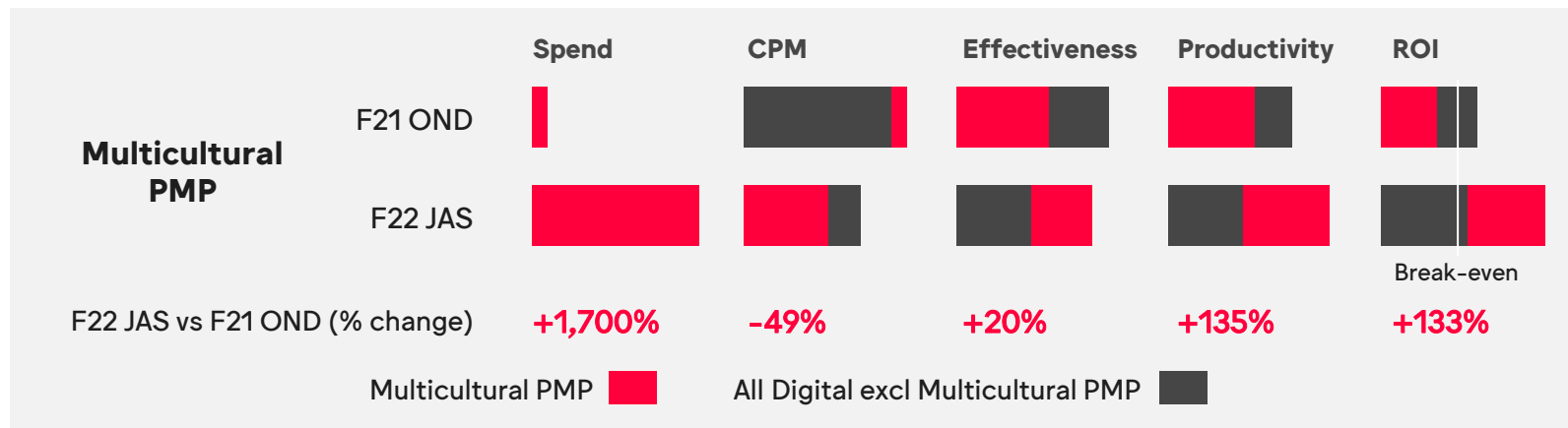
Diageo

We set out on a journey to intentionally buy more media that is representative of the multicultural audiences that are such an important part of the fabric of the USA.

We put in place a learning agenda – using our econometric models – to understand the true business impact of buying media differently and to enable us to learn and grow.

In digital, part of our approach was predicated on supporting more African American and Hispanic representative and owned and operated partners, using a custom private marketplace of curated sites. At first we found that this inventory was constrained and when we looked at the results, this played out with low return-on-investment. Over time, however, we curated custom lists, and with close monitoring, responsibly added multiple open exchange partners to our inventory pool. In doing so, we were able to significantly improve our reach potential, and return a strong, positive return-on-investment.

This work underscores the importance of having a systematic way of measuring the impact of diverse media choices and always digging a layer deeper. We could have easily concluded that multicultural media just does not pay out and stopped our efforts in this space. But we fundamentally believed that doing the right thing can also mean doing the right thing for business – we just needed to figure out how.





4

Measuring Success

Case Study

Ebiquity & Brand Advance: Helping advertisers find diverse audiences

Ebiquity and Brand Advance partnered to measure the reach and impact of media across diverse audiences in the UK. TV campaigns are far more likely to see higher indexing reach vs 'White-British', and ethnic audiences watch far less TV per day than average. OOH campaigns are the opposite, with stronger ethnic reach, driven by inner city transportation and plant distribution. Print activity can go either way, depending on title selection with some having a strong ability to reach ethnic audiences. Radio is like TV in its skew and while Black audiences are relatively easy to find through mainstream stations, there is a select group of stations that deliver more impact.

To understand ROI, advertisers must take a medium to long-term view to appreciate its contributions. Using exclusive data supplied by Brand Metrics for campaigns running on the Brand Advance network Ebiquity found a route to

understand advertising's effect in changing those vital measurements. Evidence shows the measurements for campaigns in diversity media generated more consideration, preference and, importantly, action intent than those responses for the same campaigns in mainstream media. There could be several reasons behind this, but a clear, logical one is that campaigns receive greater engagement from being seen in media environments that are well trusted by their audiences and potentially may also have messages tailored to the environment/audience.

Whilst diverse audiences index differently across mass media channels, it is certainly true that you can reach the majority of these audiences through them, but the evidence shows that choosing deliberately to reach them in more contextual, more targeted and more representative spaces can have a bigger impact for your brand.



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The Diverse Media Planning and Buying Process on a Page

Here on one page are the key topics and questions to be asking.
Pick a couple to start focussing on today and take it from there.



About WFA's Diversity & Inclusion Task Force

The WFA Diversity and Inclusion Task Force is a global platform of the world's top marketers gathered to drive greater inclusion in our work and in our workplaces to accelerate the industry's progress on diversity.

We convene brands, agencies and NGOs to create and curate the knowledge and resources needed to drive measurable change.

We help set and challenge the global industry agenda, and catalyse national initiatives to drive the change locally, so that diversity can thrive everywhere.

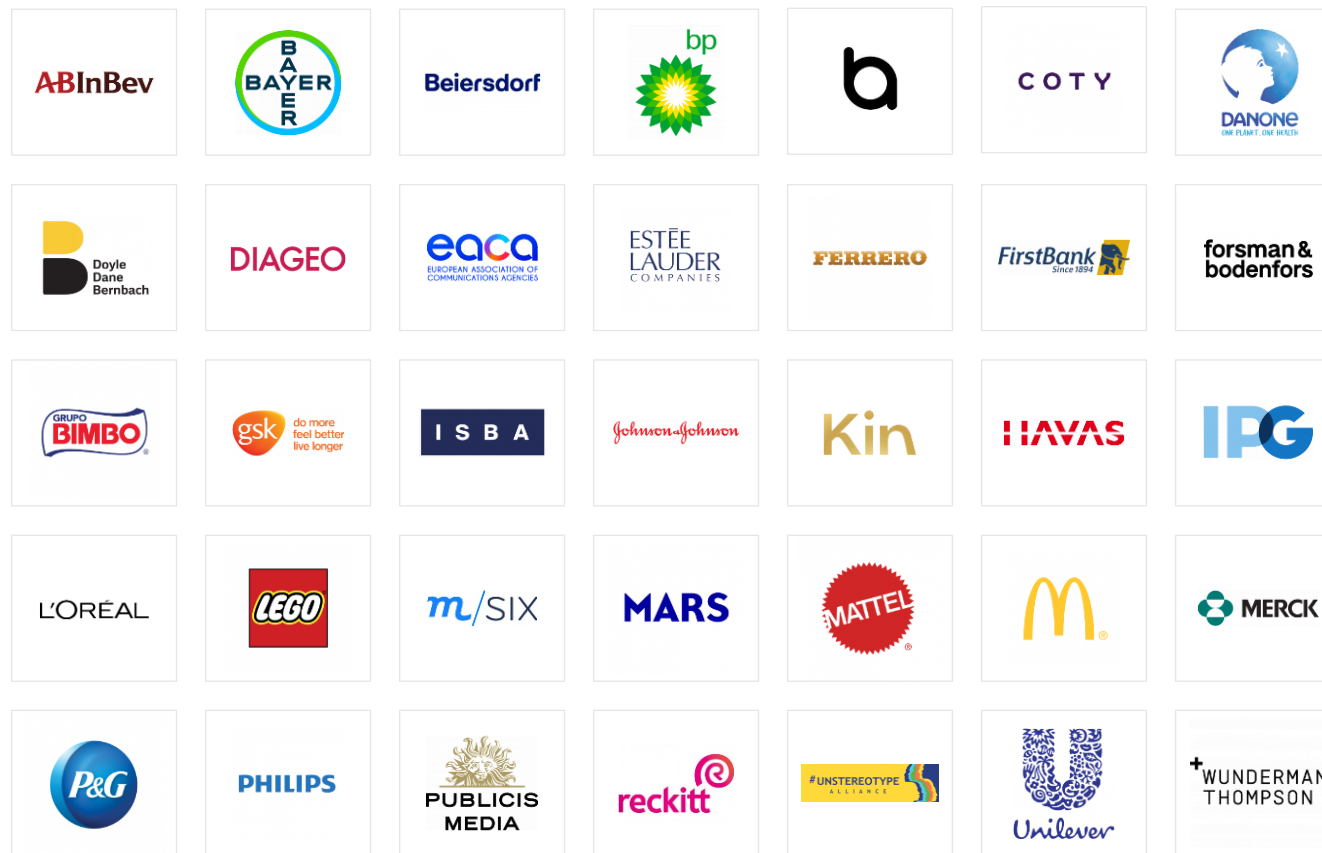
Recent initiatives of the taskforce include:

[Guide to potential areas for bias in the creative process](#)

[The Global DEI Census: Diversity, Equity and Inclusion in the Global Marketing Industry](#)

[A marketer's approach to diversity and inclusion](#)

For more information: wfanet.org/diversity



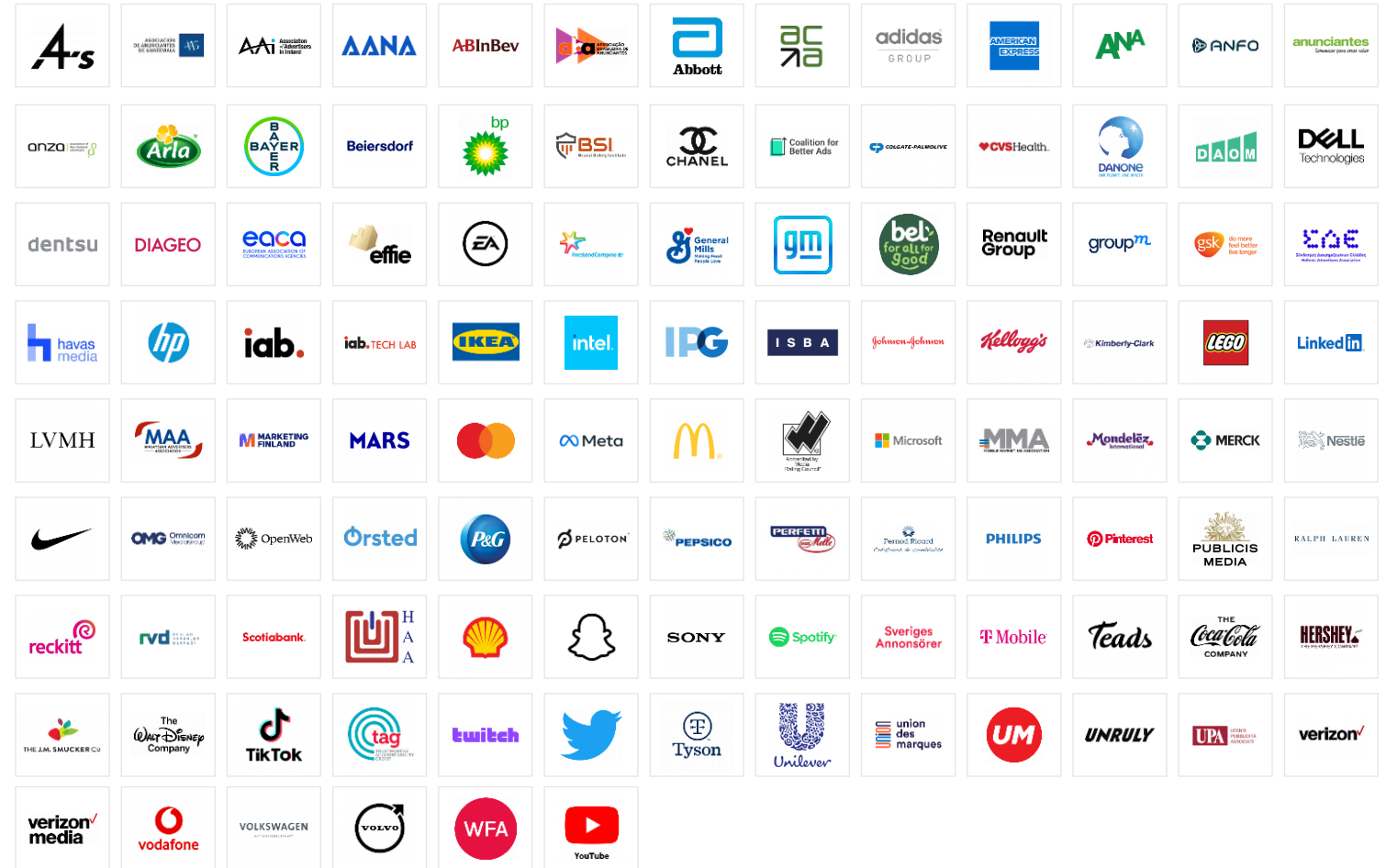
About GARM – The Global Alliance for Responsible Media

The Global Alliance for Responsible Media, or GARM, is a WFA-led initiative with a focus on brand safety which brings together advertisers, agencies, media platforms, and industry groups to remove harmful content from ad-supported media, and therefore campaigns.

By doing this, GARM ensures that societal safety and industry sustainability are prioritized by the entire supply chain while allowing for a free and open internet that embraces diverse voices and views.

GARM's work is focused on system-wide solutions that allow for more transparency on content moderation, more visibility on media content inventories, more control in media placement, and more accountability in how industry participants can assess their own progress at making safe and suitable media choices.

For more information: wfanet.org/GARM



For more resources visit
WFA's Diversity Hub
wfanet.org/diversity



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Competition compliance policy

The purpose of the WFA is to represent the interests of advertisers and to act as a forum for legitimate contacts between members of the advertising industry. It is obviously the policy of the WFA that it will not be used by any company to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition. The WFA carries out regular checks to make sure that this policy is being strictly adhered to. As a condition of membership, members of the WFA acknowledge that their membership of the WFA is subject to the competition law rules and they agree to comply fully with those laws. Members agree that they will not use the WFA, directly or

indirectly, (a) to reach or attempt to reach agreements or understandings with one or more of their competitors, (b) to obtain or attempt to obtain, or exchange or attempt to exchange, confidential or proprietary information regarding any other company other than in the context of a bona fide business or (c) to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition.