

# REVOLUTION

## Diversity, Inclusion & Belonging



Accelerating change  
in 2021 and beyond



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# Our pledge



## We're all in!

There is a place for everyone at OMD EMEA.

We are an agency that embraces uniqueness and champions your authentic self.

We pledge to make equality our reality, continually taking actions to driving change.

When our diverse energies, skills and experiences are harnessed, we believe we are unstoppable.

We won't rest on our laurels; this is a journey and we're all in.



# D,I&B

## Foreword



### We're all in! A place for everyone at OMD EMEA.

For people from all walks of life, backgrounds, experiences, culture and personalities. We're an agency that embraces your uniqueness and you have the freedom to just be you. We believe that no one should be left behind or left out as everyone's contribution is crucial and critical to our success. Our approach applies to every single employee, us as an employer, a brand, and is integral to our DNA and culture.

We are open to challenging ourselves, shaking things up and removing unacceptable practices and behaviours so that inequalities are addressed. We take things seriously and have accelerated change, starting with the formation of Team RED a dedicated DI&B steering group focused on ideating, actioning and delivering our inclusivity framework and action-plans, all anchored in our core pillars of Recruitment, Engagement and Development.

We have newly formed BAME and well-being teams with others to follow by 2021 and the establishment of the RED Gateway our central DI&B resource & safe-space portal. We are changing our recruitment practices to become better at minimising bias and opening up our opportunities to more diverse communities alongside learning

and development activities to build our awareness and understanding. We now have even more passionate individuals from across the agency fully invested in building our future, together.

We're all about the action to make change happen and won't rest on our laurels. We will work tirelessly to make equality our reality – we know that this is a journey and we're all in for good! We'll constantly strive to build a place known for having a strong inclusive culture, where everyone can be their authentic self. We'll hold ourselves accountable and while we know it's not easy, we'll use data and insight to set ourselves measures so that we can track our progress. We'll actively seek to embrace our differences and recognise the strength and value of diversity in enhancing our culture; delivering to clients, promoting respect and non-discriminatory behaviour at every touchpoint of the employee lifecycle, to reflect society and do what's right, ethical and fair. We work to educate all our people and ensure they are aware of our collective commitment to actions that support improvements, encourage continuous dialogue – calling out bias whether conscious or unconscious. Essential to changing our approach is the need for empathy, awareness and understanding.

When our diverse energies, skills and experiences are harnessed, we believe we're unstoppable!



**Guy Marks**  
CEO, OMD EMEA



**Gina Ramson-Williams**  
Chief People Officer, OMD EMEA



# Embedded by our company behaviours and beliefs

## Connected

Relentless networkers...

Understand other people's POV...

Interested & curious about others...

Problems are for all of us to resolve...

Share the load & the credit...

Thank you goes a long way...

Celebrate difference...

Avoid routine...

Have an opinion...

Embrace change...

External orientation...

Proactive...

## Diversity



# We're proud of...

Our journey from 2018 to today.



## 2018

### OCTOBER

#### OMD RED established.

The steering group will focus on ensuring DI&B across Recruitment, Engagement & Development.

#### OMD Collective established.

A committee designed to make OMD EMEA more desirable, inclusive & inspiring.

#### OMD ME established.

A wellbeing and personal growth forum.

### DECEMBER

#### Government Race Disparity

**Audit.** CPO attended 10 Downing Street meeting to share and discuss views on solutions, share POVs, put forward ideas on how employers can participate, help to remove barriers and access funding for initiatives.

## 2019

### JANUARY

**Gained level 1 disability committed accreditation, opening up job opportunities for people with disability.**

#### Apprenticeship scheme

- A vocational route for job opportunities for entry level talent.

**Launched two volunteer programmes STEAM** (Science, Technology, Engineering, Arts & Mathematics) and **ReachOut**, partnering educators, other employers and local authority (London Borough of Camden) to provide young people with mentoring, life skills and knowledge needed for 21st Century jobs.

### MARCH

#### Attended OmniWomen

- A one-day group summit with all agencies across Omnicom invited.

**Celebrated Trans visibility day** with knowledge sharing.

### APRIL

**Partnered YBBA project** aimed to provide next generation of black entrepreneurs, visionaries, city builders, leaders and creatives with support and skills designed to help lead the 4th industrial revolution.

### MAY

Celebrated **Eid** with talks, social activity and knowledge sharing.



### JUNE

Celebrated **Open Pride** with knowledge sharing and celebrations.

## JULY

#### Unconscious Bias Training

- A one-day group summit with all agencies across Omnicom invited.

#### I am Remarkable Training

- Boosting confidence and celebrating achievement for under-represented groups.

## SEPTEMBER

Celebrated **Rosh Hashanah** on social media and with knowledge sharing.

## OCTOBER

Mental Health Awareness training, resources and panels for **World Mental Health Day**.

Celebrated **Black History Month** with knowledge sharing, speakers, and fact sharing.



## NOVEMBER

**Signed the Valuable 500 commitment** - Committing to putting disability on the global business agenda.

**International Men's Day** - An annual international celebration, focused on boys & men's achievements and contributions.

**Celebrated Diwali** with in-office activities and education pieces.

## DECEMBER

**Attended and organised Open DisAbility + allies** - An annual international celebration, focused on boys & men's achievements and contributions.

## 2020

### JANUARY

#### Gained Disability Accreditation

#### Apprenticeship scheme

- A vocational route for job opportunities for entry level talent for the second year running.

### MARCH

**Attended OmniWomen** - A one-day group summit with all agencies across Omnicom invited.

**Celebrated Trans visibility day** with knowledge sharing

Celebrated International Women's Day with a speaker panel & social media activity.



### MAY

Celebrated **Eid** with talks, social activity and knowledge sharing.

### JUNE

Celebrated **Open Pride** with knowledge sharing and celebrations.

**Juneteenth** - Took the day to educate, volunteer and pause to reflect.

### JULY

**Launch the BAME employee resource group** - See pg X for more information on our first ERG.

#### Unconscious Bias Training

- A one-day group summit with all agencies across Omnicom invited.

#### I am Remarkable Training

- Boosting confidence and celebrating achievement for under-represented groups.

## SEPTEMBER

Celebrated **Rosh Hashanah** on social media and with knowledge sharing.

Launched **Craft @ OMD RED** and Intentional Inclusivity Planning .

Launched **Recruitment @ OMD RED** and new ways of ensuring diversity when recruiting .

**France Week** - Education and insights from our colleagues at OMD France.



## OCTOBER

Mental Health Awareness training, resources and panels for **World Mental Health Day**.

Celebrated **Black History Month** with knowledge sharing, speakers, and fact sharing .

**Micro-aggression training** - Education and insights from our colleagues at OMD France.

Launched **RED Gateway** a safe space for resources, ERGs and to ask questions.

## NOVEMBER

**Celebrated Thanksgiving** by asking OMDers what they were thankful for.

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# OMD's 5 commitments to driving change



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## 01

A commitment to a company composition that truly reflects the people and businesses it serves.

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## 02

A commitment to a workplace which is safe and inclusive for all.

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## 03

A commitment to developing networks that represent the diversity of culture and community across the EMEA region.

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## 04

A commitment to intentionally create diverse and inclusive work for our clients and the communities they serve.

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## 05

A commitment to recognising our responsibility for driving a genuinely diverse and inclusive marcomms industry.

# O1

**A commitment to a company composition that truly reflects the people and businesses it serves.**

We will commit to creating a workplace driven and inspired by the diversity of its employees. We will focus on recruiting, retaining and developing a talent pool that truly reflects the rich demographic and cultural composition of the EMEA region, with a focus on currently under-represented talent in the industry. We will commit to actively removing structural bias, prejudice or discrimination from our recruitment process.

## Objectives for driving change

20% of our employees are currently BAME, we aim to drive this up to a minimum of 25% by 2022.

12% of our senior leadership roles are currently occupied by BAME employees\*\*, we aim to drive this up to 20% by 2022.

35% of our senior leadership roles are currently held by women, we aim to drive this up to 50% by 2022.

## Actions to get us there

Removal of referral bonus with budget being deferred to new recruitment approaches, as of September 2020.

All staff to have diverse mentors / sponsorship by end of 2021.

Diverse Recruitment Boards in place as of September 2020.

Addition of new PSL & Committing to at least 2 new partnerships with colleges in under privileged areas by end of 2020.

Unconscious Bias and micro-aggressions training compliance mandatory for all recruiting managers as priority (all by end of 2020), then rolling out to all managers by end of 2021).

Trialling “Applied” recruitment platform to remove bias in the application stage, trailing October 2020.

Senior leadership is calculated as Executive Director and above.

\*\* We acknowledge that BAME itself has more than one area of focus, and we will work to recognise the Black, Asian, Oriental and Middle-Eastern breakdown, to set more robust metrics for 2021.



# 02

A commitment to a workplace which is safe and inclusive for all.

We will have **zero tolerance** against any form of discriminatory behaviour towards any employee, client, or partner of OMD. We will make it easy to report discrimination of any kind, confidentially and anonymously, without fear or prejudice.

We will provide safe spaces both online and in person for our employees to share experiences, ideas, and importantly voice concerns. These safe spaces will have direct involvement of the leadership team to ensure those speaking are heard and not just listened to.

We will ensure DI&B permeates all our policies, devising and developing new policies where needed, and ensuring all current processes and policies are reviewed, and where relevant updated, to ensure they are fully inclusive.

## Objectives for driving change

To increase employee survey scores on respect and inclusion to above 90% by the end of 2021

‘I am treated with respect and dignity’  
- Currently 74%

‘Leaders at my agency value different perspectives’  
- Currently 61%

To be placed in the Top 20 most inclusive workplaces to work in at least 2 recognised surveys - Glassdoor, Sunday Times , Stonewall, Great Place to Work Awards, Top Employers Institute for example.

## Actions to get us there

All new employees will have to take part in an inclusiveness onboarding training module, ensuring they are fully briefed on all aspects of process, policy, behaviour expectation and the safe space available to them. For current employees we will run mandatory group sessions to ensure everyone understands what is in place and the responsibility of each one of them in eradicating discrimination.

Champion existing, and set up new ERGs across all minority communities and ensure they each have an LT representative supporting, championing their voices

Include DI&B objectives for all managers and leadership and open up quarterly Leadership meetings to all employees where leadership report and are held to account on all Diversity, Inclusion and Belonging progress and can listen to new ideas.

\* Where necessary we acknowledge the need to bring in third-party representation to work with us on legalities and ensure fair representation.



**A commitment to developing networks that represent the diversity of culture and community across the EMEA region.**

We will formally create communities where they don't already exist within the EMEA network, collaborating with the OMG and Omnicom network.

We will positively contribute to the OMG UK DI&B committee, and commit to 'lifting and shifting' best practice into the OMD EMEA Hub and wider EMEA network.

We will commit to listening (and hearing) these communities regularly at board level and ensuring they have the necessary support to accelerate change where required.

## Objectives for driving change

We will provide the OMD RED approach to every office lead, to use as their DI&B framework and tailored as needed.

A point person for DI&B (ie Head of RED) to be appointed for every market to make-up the regional RED Board.

RED Board to meet on a quarterly basis, and with EMEA HQ bi-annually.

RED Board to submit metrics and objectives on a quarterly basis to EMEA HQ.

RED Board to submit annual KIPs around recruitment, engagement and development.

## Actions to get us there

Each office to set their KPIs based on their priority DI&B area (gender, age, LGBTQIA etc).

A phased roll-out of RED approach will start imminently, with 10 markets being trained per quarter with all offices by end of 2021.

All local market RED Heads will be trained in the RED approach.

RED board meetings to be diarised for 2021 with clear roles for all.

Chief People Officer to sit on OMG UK DI&B committee.



# O4

**A commitment to intentionally create diverse and inclusive work for our clients and the communities they serve.**

We will ground our work in an empathetic understanding of the markets and audiences we work with.

We will embed a way of working that actively seeks out insights that reflect the diversity of the world we operate in .

We will intentionally include diverse media channels and partners in our planning approaches where relevant

We will educate and help our clients recognise the power of a diverse and inclusive media approach.

## Objectives for driving change

100% of client facing and specialist employees to be certified in Intentional Inclusion Planning by 2022

Provide client education sessions to share OMDs commitments to D,I&B and intentional inclusion planning.

Deliver intentionally inclusive recommendations within every client response by 2022.

Increase access to diverse community media partners.

## Actions to get us there

Embed our Intentional Inclusion Planning approach across the business.

Undertake an audit across Europe to capture market composition, data limitations and opportunities, codify the starting point for DI&B in our work.

Identify minority owned/ minority audience publishers with the aim to increase exposure to clients and agency (e.g. Inclusive partner showcases).

# 05

**A commitment to recognising our responsibility for driving a genuinely diverse and inclusive marcomms industry.**

We will have a voice and share our achievements, our learnings and our fails, so our industry can learn as we learn.

We will not criticise, but will champion our competitors on their successes.

We will work closely with our current and new partners to continue to innovate and drive the inclusivity agenda forward.

We will challenge our clients and prospects by having open and frank conversations on the importance of DI&B top-to-top.

## Objectives for driving change

To be seen as an industry leader in this topic, both internally and externally.

To work with like-minded third-party partners to help drive Industry change.

To build a resource of inspirational, industry thought-leaders, to take this topic to the virtual and physical stage, as our OMD champions.

## Actions to get us there

Develop a preferred partnership with Brand Advance (EMEA) and OMG Unite (UK).

Share regular thought-leadership on our learnings, to keep a continuous narrative flowing on this topic, minimum 1 a month.

Speak at a minimum of 6 industry events a year, championing the drive for change.

# OMD EMEA DI&B

## Strategy & Plan

### Accelerating change 2020 and beyond

- Build a strong inclusive culture making equality a reality.
- Embrace our diversity as a strength for our people, clients and wider society.
- Educate all our people promoting respect and non-discriminatory behaviour at every touchpoint of the employee lifecycle.
- Use data and insight to hold us accountable, by measuring and tracking our progress.

R

Attracting, recruiting and promoting a diverse workforce

E

Raise our engagement and understanding within the agency on the challenges each community faces

D

Utilising our relationship with our partners to advance our training initiatives and develop our people

	Ethnicity	Gender	LGBTQIA	Mental Health & Well-Being	Socio-economic status	Age	Disability	Parenting & Carers
OBJECTIVES	<p>Increase BAME representation and opportunities across the agency, removing barriers and obstacles to career progression.</p> <p>Become an industry role model leading the charge to improve the DI&amp;B agenda in our sector.</p>	<p>Build equality for all genders in the agency promoting equal opportunity regardless of gender identity.</p>	<p>Continue to encourage everyone to be themselves, promoting respect and LGBTQIA equality.</p>	<p>Continue to support and promote well-being and good mental health, encouraging a positive and transparent environment .</p>	<p>Provide opportunities for people from all sectors of society and particularly those from challenging and/or deprived backgrounds.</p>	<p>Encourage and build a multi-generaltional agency, captialising on the experiences, knowledge and skills that all generations can bring.</p>	<p>Promote a safe and inclusive environment where everyone has access to opportunities regardless of any disability.</p> <p>Foster great mental health and well-being through internal and external support, actions and activities.</p>	<p>Enable those with parenting and/or carer responsibility to balance family responsibilities and work through increased flexible working.</p>
AMBITION	<p>Increase BAME employee representation from 20% BAME 30% by 2022.</p> <p>Increase senior leadership roles from 12% to 20% by 2022.</p> <p>Produce ethnicity pay gap report.</p>	<p>Increase senior leadership roles held by women from 35% to 50% by 2022.</p> <p>Improve on GPG report.</p>	<p>Educate on LGBTQIA challenges.</p> <p>Partner appropriate bodies e.g. stonewall implementing inclusive best practice approaches.</p> <p>Attend Open Pride, Group and other annual events.</p>	<p>Update and include mental health and well being in induction and quarterly CC's.</p> <p>Provide further support via speakers,MHFA blogs, links to other support bodies, info sheets. team talks and other internal comms.</p> <p>Hold other well-being/ MH events.</p>	<p>Enhance and increase our agency outreach programme, promoting careers in our sector to diverse communities.</p> <p>Develop ready for work skills.</p> <p>Increase apprenticeships, internship</p>	<p>Encourage older workers to apply for roles, build into D&amp;I aspects of interviewing process.</p> <p>Carry out a more in-depth survey to under stand age challenges.</p>	<p>Gain next level disability confident and build on approaches including valuable 500 accreditation.</p> <p>Promote and increase job opportunities.</p> <p>Ensure policies and practices support accessibility for all.</p>	<p>Analyse and better understand the needs of carers.</p> <p>Revise and improve flexible working practices &amp; associated policies.</p> <p>Monitor the effectiveness of policies.</p>



How we are working with our clients to reach inclusive audience clusters.

“Diversity is being invited to the party; inclusion is being asked to dance.”

– Verna Myers

# From diverse audience planning to Intentional Inclusion planning



**Francesca Hill**  
Founder of  
Craft@OMD EMEA



**Leah Levenson**  
Founder of  
Craft@OMD EMEA

Diversity and inclusion may be talked about in media but actually making it happen has been elusive, especially when it comes to maximising brand and client value. At OMD EMEA we set out to change this. In 2018 we began working with a small number of clients on diversifying their communication, and today we are shifting from diverse planning to Intentional Inclusion through our OMD Design process. We know there has always been a business case. Consumers who perceive ads as relevant to them are 2.7 times more likely to purchase for the first

time, 50% more likely to repurchase from a brand they bought in the past and add a whopping 40% more to their basket at checkout.

What is also clear is having a business case is not enough to change behaviour. Many DI&B initiatives don't work in the long term; people adopt behaviour because they are told to but backslide once the focus is off or the sponsor moves on.



## So what should you do?

We looked at the research, particularly in behavioural science, and it's clear when the focus is on inclusion, not just diversity, there's more chance of obtaining the business value but also being considered an authentic brand. It's also evident that when you nudge people towards the right behaviour rather than telling them what to do, there is more long-term success. People begin to adopt new capabilities which stick when they are part of the way we work, not an add on.

Following the science, we've set to elevate those elements in our OMD Design process to diversify our media planning and to nudge inclusive behaviour at every stage from insight and strategy, through planning, activation, creation and measurement, moving us on from diverse planning to Intentional Inclusion. This meant reassessing existing audiences to identify our growth audience. We then ran stronger and better represented empathy workshops to draw out real and inclusive consumer insights for our new audience. Once we had our insights, we were able to move to a more inclusive planning approach - using more diverse titles and media touchpoints as well as working with publishers to unblock safe sites and create more relevant content. This process is a step change in the way we view our end-to-end planning process. With this shift, we helped one of our lead clients move from a broad and subsequently diverse audience to a more relevant and inclusive one. This approach led to a 21% increase in growth opportunity,

which in turn helped them surpass business objectives that quarter. At each stage, our design process uses identified capabilities to tease out the right inclusive approach for the client.

Having run this since 2018, we've learnt a lot and continue to tweak the process and capabilities as we learn. For example, we have appointed champions for each stage who monitor our learning, share best practice, train others and nudge the right behaviour across teams. We don't want to stop here, as an agency we have committed to continuously advance and strengthen our Intentional Inclusion efforts through our empathy program; commissioning new research and working with partners to better our consumer understanding which falls at the heart of our craft.

This is just the latest step in the agency's commitment to put inclusivity and belonging at the heart of its business through the steering group, OMD RED. Established in 2018 by Chief People Officer, Gina Ramson-Williams, OMD RED is a way to anchor Inclusion & Belonging efforts within recruitment, engagement & development for all staff. Initiatives such as diverse interviewing panels, educative webinars and micro-aggression training, are examples of steps being taken within this space, to ensure inclusivity is felt at every stage of the employee experience. Craft@OMD RED is the next iteration that takes our passion for inclusivity into the work we are doing for our clients.



“As two of the champions of this initiative across the agency we couldn't be more excited to see this type of work really take off in 2020. Having started these conversations in 2018 with a small number of clients we're seeing more and more of the right questions being asked across both our clients and the talent in our business. It's great to see and we hope to keep up the momentum in 2021,” commented Francesca Hills, Managing Partner and Leah Levenson, Account Director at OMD EMEA and founding members of Craft@OMDRed

And for our clients, we've been able to build new audiences and developed innovative media craft to help target them. We've been working on this initiative with a number of our clients, big and small, local and global and we've set ourselves a target to diversify all our clients' communication to be Intentionally Inclusive by 2021. There has never been a more important time, both culturally and financially, to be delivering inclusive communication across all sectors.



# Our DI&B agenda in action



**Team RED**



**Recruitment**



**Development**



**RED Focus areas**



**One combined team**



**Meet team RED**



**Engagement**



**ERGs**



**RED Gateway**



**Education, learning and development are key for inclusive cultures to thrive**



**Microaggressions training**



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# Team



The story behind the launch of our steering group.



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**Established two years ago, we are responsible for developing the road map, to drive and deliver Diversity, Inclusion and Belonging (DI&B) strategies and plans**

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**We're a team of diverse individuals drawn from the Senior Leadership team, People Team, New Business & Marketing and Client team**

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**Driven by passion, powered by social conscience – we make actionable change a reality**

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**We're the conduit for management, employee resources groups and the wider agency**

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**We focus on core pillars of recruitment, engagement and development**

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**We meet, discuss, debate our progress on a fortnightly basis**

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**We change direction if we need to and are not afraid of challenging ourselves**

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**We seize opportunities to partner, collaborate, guide and learn**

# RED Focus areas

The pillars behind our strategy to drive inclusivity and belonging within the whole OMD employee life-cycle.



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## Recruitment

Raise our game in attracting, recruiting and promoting a diverse workforce

## Engagement

Improve our engagement and understanding within the agency on the challenges each community faces

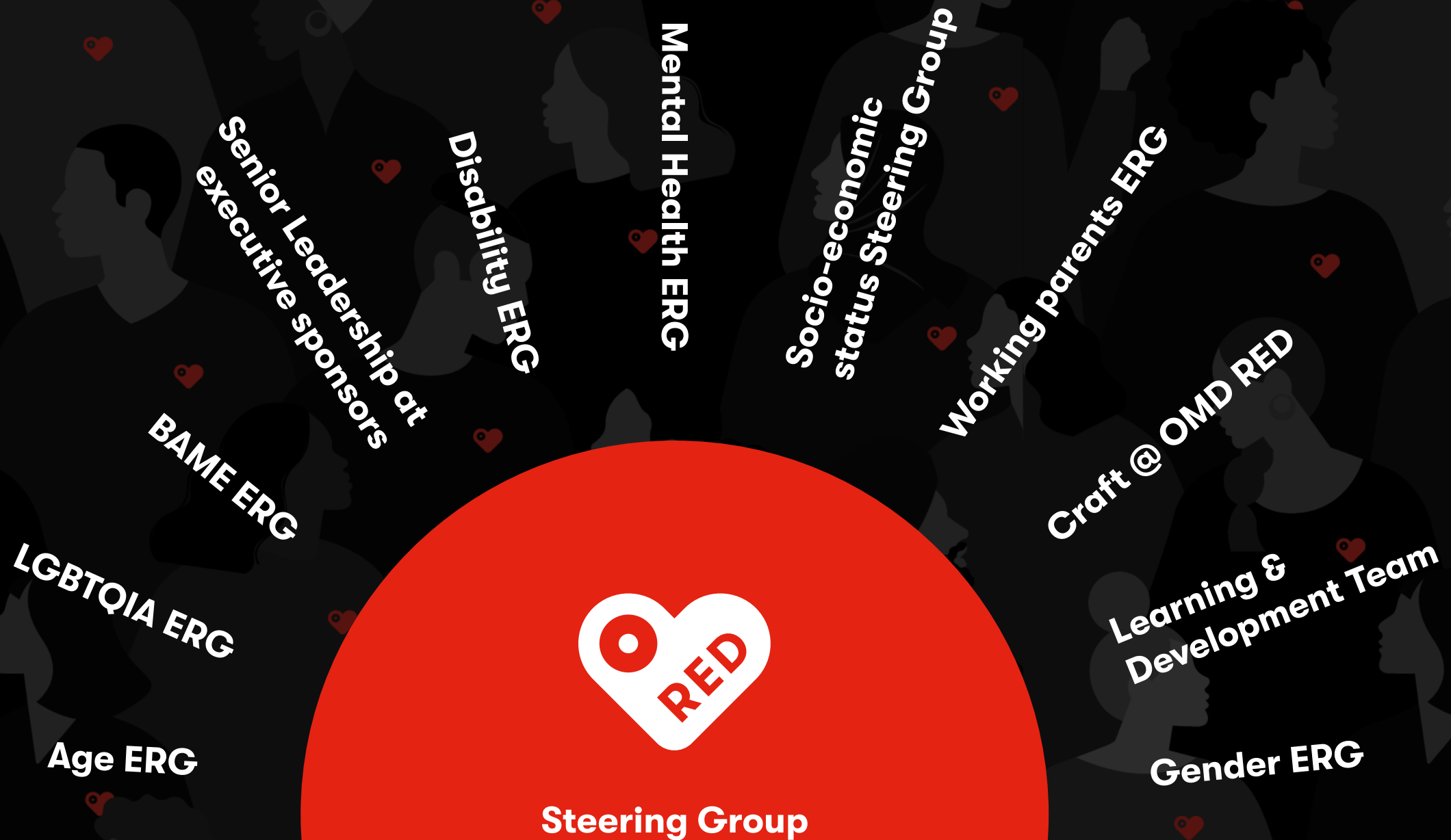
## Development

Provide learning and development interventions to upskill our people using a blended learning approach





# One combined team



# Meet team



**Gina Ramson-Williams**  
Founder of OMD RED

## **Why did you join OMD RED?**

OMD RED was formed because I think it's essential for us to have a dedicated team on DI&B that drives real, demonstrable change, that sets what our priorities and plans are going to be, a team that bring people together from across the agency who are equally as passionate about delivering DI&B as us and, to continuously monitor how effective we are at making change happen.

## **Have you faced adversity in the workplace?**

I have, unfortunately far too many to mention throughout my career. To me, what's most important is how I've chosen to deal with adversity and keep pushing through. In a nutshell, I treat it as a challenge to overcome.

## **Do you have any advice for anyone experiencing similar challenges?**

My advice, find a way to reflect and mentally/emotionally process the situation, use it as an opportunity for growth and learning, have courage and take action, look back at what you've achieved so far and believe in yourself, surround yourself with positive supporters - and finally, keep hopeful.

## **What are you most proud of, in terms of OMD RED accomplishments?**

Everything so far! From our leadership commitment and buy-in, the formation of the RED committee, OMD Voices, celebrating our diversity through Black History Month, PRIDE, International Men's & Women's Day, Mental Health Week. Establishing employee working groups e.g. the BAME community, L&D programmes, inspirational speakers, setting up partnerships and outreach with Camden STEAM & ReachOut... - I could go on!

## **What is your pledge in the I&B space?**

To never give up!



**Vicky Bloyce**  
Lead of OMD RED

## **Why did you join OMD RED?**

Working in communications means I have a direct link to the company culture and messaging we are sharing. I've always wanted to ensure everything we communicate is relevant to anyone and everyone, and that they can see themselves reflected in the teams at OMD EMEA.

## **Have you faced adversity in the workplace?**

I have been turned down for jobs due to the fact I am a married woman without children, and there was an assumption I would want children and take maternity leave shortly after joining, so it was deemed "safest" to not offer me the roles.

## **Do you have any advice for anyone experiencing similar challenges?**

I think of myself as having a lucky escape. If those companies were so closed minded that they couldn't offer me an opportunity based on their assumptions and biases, they weren't the right places for me. It's not always easy but I try to live by the motto that everything really does happen for a reason, and you must believe if one door closes, it's because a better door will open.

## **What are you most proud of, in terms of OMD RED accomplishments?**

We have done so much this year! From launching our first ERGs, to the webinar series and I am so proud and excited to be building and imminently launching our RED Gateway. There are so many ways we are trying to educate our fellow OMDers, so everyone can feel a sense of true belonging and empathy, which is our aim!

## **What is your pledge in the I&B space?**

To be the best ally I can be. I hope that people will know they can come to me with any questions, or challenges, and I will do my best to help them and rectify situations, so they don't occur again.

# Meet team



Owen Lee  
Lead of OMD RED

## Why did you join OMD RED?

I had got to a place where I was comfortable and confident enough with myself to want to help change things for other people. Also realising my ignorance and unconscious bias, I wanted to learn to be a better ally across the DI&B spectrum.

## Have you faced adversity in the workplace?

Unfortunately, yes. With regards to DI&B, it was around mental disability, my partner, and LGBTQ+. Too long a story for here, but I ultimately experienced and witnessed discrimination from senior people and colleagues that held me back personally and professionally (not at OMD I should add!!).

## Do you have any advice for anyone experiencing similar challenges?

Each person's experience of discrimination is personal to them; however, some thoughts would be: 1. Do not feel embarrassed or guilty of your feelings, or that you should just accept negative behaviours because 'that's just the way it is'. 2. Your friends, family and people at OMD are there to support you and help with the adversity you're facing. 3. Never be ashamed to be yourself. 4. Slightly separate, but always try to support others as you would wish to be supported.

## What are you most proud of, in terms of OMD RED accomplishments?

What's been great is just getting more people talking. Mass change starts at an individual level, and through having more open and honest discussions it feels more of us are better understanding the challenges others are facing. Through that, as individuals we can realise our own impact in exacerbating or alleviating those issues, and how we can help make things better personally and collectively.

## What is your pledge in the I&B space?

I pledge to continue to educate myself and improve as an ally and advocate for positive change....and to learn to make a rainbow cake.



Nimi Ladwa  
Lead of OMD RED

## Why did you join OMD RED?

To be part of a team that can make a real difference to the entire agency and educate myself on how we can be more diverse and inclusive.

## Have you faced adversity in the workplace?

No, and maybe because I am quite a forward person so I do stand up for myself, but I like to educate and build relationships with people so they can understand my points.

## Do you have any advice for anyone experiencing similar challenges?

I always say, "respect everyone and always do what you believe is right". Massive believer in karma!

## What are you most proud of, in terms of OMD RED accomplishments?

I have loved not only working with so many different people, but also really being able to add value by encouraging people of all backgrounds to want to work at OMD EMEA. Whether that is by placing job adverts on diverse websites, engaging everyone to educate themselves in this area and exploring new training programmes. Proudest achievement has to be signing up to the Valuable500 pledge in order to implement actions around disability and mentoring young people through ReachOut.

## What is your pledge in the I&B space?

My pledge is to MAKE IT HAPPEN. I do not just want to list actions, I want to ensure we follow through in all areas!



# Recruitment



In 2020 we re-wrote the rulebook on how we are recruiting new team members into OMD EMEA.

Since 2019, all recruiting managers have been mandated to have completed Unconscious Bias training, and all of our job adverts and descriptions have included our inclusivity messaging;

“Here at OMG our ambition is that we Reflect Real Britain in both our workforce and our work. We want to welcome remarkable people from a broad range of backgrounds who bring their diverse attitudes, opinions and beliefs into a culture where you are treated with respect and can be comfortable at work just being you. Embracing our differences results in a stimulating and inspiring environment where Reflecting Real Britain will lead to everyone viewing the world, our work and each other with fresh eyes.”

In 2020 we have taken the next steps into recruiting in a truly inclusive and unbiased way. We want to have teams of mixed experiences, backgrounds, cultures and talent. All interviews are now conducted by a panel of 4 diverse members of the team.

Each candidate is assessed and scored against competency and behaviourally based questions to give a more rounded picture of each candidate and a fairer way of comparing each applicant. Scores are then shared and second interviews are conducted based on these.

Every person entering OMD EMEA will do so based on merit and their competency in doing the job at hand. Their background, gender, ethnicity or how they identify will not play a part. Our opportunities are open to everyone, it's plain and simple.

The next step we are planning to take this year is to advertise all roles via Applied. Applied uses algorithms to access candidates, again based on set questions. OMD does not see a CV, photo, or personal details. The best candidates are selected for us, based on their answers to our set questions.

“Our new inclusive recruitment structure is a huge step forward in ensuring competency-based success, and true diversity of candidates. Historically we have heard too much feedback around candidates “fitting” in with the team, but we all know diversity breeds creativity and new ways of thinking and working. The new way of “fitting in” is by celebrating everyone’s uniqueness and learning from skills candidates can bring to the role, and cultures they can share with their team members.”



**Jamie White**  
Recruitment Partner, OMG UK



# Engagement

Ensuring our employees feel safe, engaged and have a sense of belonging is critical to us. We understand that people feel included when they belong, and that education is key to understanding what others are experiencing and how they may be feeling. At OMD EMEA, empathy is the structure/thread/link through how we work, communicate and behave towards each other.

In 2021 and beyond we will:

**Continue to build a nurturing, people-centred culture**

**Raise awareness and deepen our understanding of other cultures**

**Address challenges, issues and blind spots**

**Promoting balance and flexibility – home+work**

**Look after physical & mental health and well-being**

**Create career paths for every member of OMD EMEA**





# This is why we are establishing ERGs



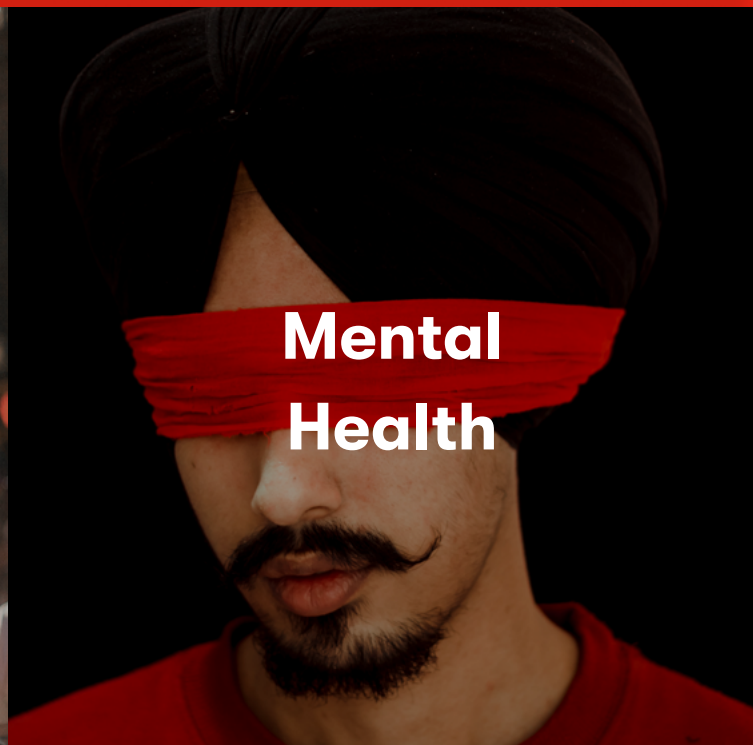
**Ethnicity**



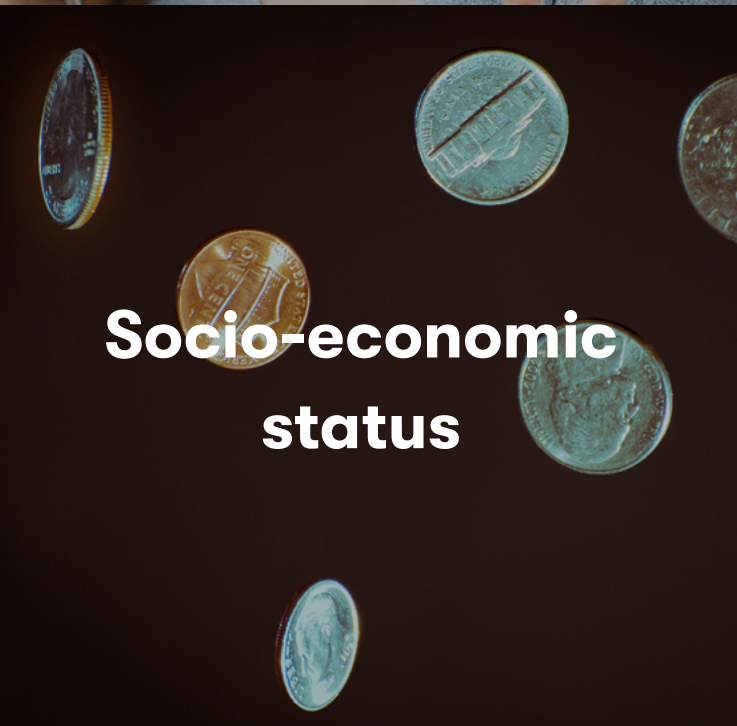
**Gender**



**LGBTQIA**



**Mental  
Health**



**Socio-economic  
status**



**Age**



**Disability**



**Parenting**





# A focus on **BAME**

OMD EMEA's area of focus for 2020 was BAME. Bringing together our first ERG and rolling out initiatives to drive education and awareness in this focus group.



# Ethnicity Our ERG model

OMD RED supports the ethnicity employee resource group in the role of allies, supporting, mentoring, and working with the team to help bring ideas to life

## Meet the team



**Femi Taiwo**

Director, Marketing Intelligence,  
Data & Technology



**Natalie Fernandes**

Senior Manager



**Tobiloba Fanikayode**

Senior executive,  
Client Services



**Olson Aguirre**

Marketing Intelligence,  
Platform Utilisation



**Afsar Ali**

Senior Manager,  
Social Advertising



# A focus on well-being



Mental Health  
Foundation  
Scotland

# MENTAL HEALTH AWARENESS WEEK



18-24 MAY

2020



**My Whole Self**

Supporting your mental health  
while working from home

INTERNATIONAL  
**MENSDAY**  
November 19

Q&A me

We have recognised the pressures placed on all our people due to the prolonged remote working caused by the pandemic. Now more than ever, the mental health and well-being of everyone in our agency is top of our agenda especially our duty of care in providing support, advice and guidance to help our people with healthier lives. Our Mental Health and Well-Being ERG, led by our People Team focusses on providing a range of activities and events to help promote positivity, greater social connection and a comprehensive wellness programme to encourage self-care.

We know that Mental Health well-being is integral to our emotional, psychological, and social well-being. It is the ability to cope with the day-to-day stresses of life, work productively, interact positively with others and realise our own potential. With one in four of us in the UK experiencing mental health of some kind each year, and with the impacts of the pandemic affecting people in different ways mentally, we provide guidance, expert knowledge and key resources to help people manage their wellbeing. We need to break the stigma around mental wellbeing and by educating and training our people, we are providing a platform for honest conversations to take place so everyone can contribute to helping each other.

**Over the course  
of the year some  
examples include:**

**Resource packs  
that included  
for example:**

**‘Let’s talk about Mental Wellbeing’** was a Red half hour panel discussion. This launched a week of content in recognition of World Mental Health Day. Experts in the fields of wellbeing, including sleep, nutrition, breath work and yoga spoke about how to improve our mental health by sharing practical advice and top tips.

**International Men’s Day** was celebrated with a week of activities including an UNUM hosted Webinar focused on gender related issues at work.

**Mental Health First aiders** – We have trained 9 people to be the Agency’s MHFA which allows an open and confidential platform for people to express their concerns and seek advice. We want more of our people to understand the importance of mental wellbeing and through this training we are upskilling our MHFA’s to support other employees with their mental health.

**Employee Assistance Programme (EAP)** provided by UNUM, is a free, confidential advice line to support employees, and their immediate family, through any difficulties they may be having. This includes a variety of resources such as telephone counselling, online CBT, legal and personal support, as well as educational resources.

Our purpose

To enable  
all employees  
to thrive



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# Pillars of focus to achieve our Purpose



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## Development

To enable all employees to develop and progress through training and support

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## Accessibility

To increase accessibility to opportunities and provide the right support, development, knowledge and experience

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## Discussion and Education

To openly discuss different perspectives around ethnicity, educating and improving the understanding of different cultures

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## Representation

To ensure that diversity is represented at all levels of the agency through actions, activities and outcomes





# ERG Set up

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Teams dedicated to work with us on understanding the particular challenges and issues faced by employees in our agency, so we can create action plans for change.

A **steering group** where membership will rotate but will include other volunteers and champions from across the agency to help drive change.

# Aims & objectives



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## Learn and feed into next phase

Assess measurement and learnings and feed into goals

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## Identify goals

To formulate and prioritise goals in the short, medium and long-term

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## Identify barriers

Identify what the current issues are and how to remove, overcome or bypass them

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## Activate

Connect, collaborate with the ERGs and OMD EMEA to activate initiatives

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## Build action plan

Build process for initiative deployment and accrue necessary resources to activate

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## Identify opportunities and solutions

Build actionable solutions that are measurable and trackable, rooted in RED pillars

# The RED Half-hour

We have launched monthly discussions to educate in all areas of DI&B with external panellists and opinions being openly and honestly shared.

August	September	October	November
The importance of racial equality led by our first ERG Ethnicity community	Let's talk about mental health	Black History Month	International Men's Day





# *Discussion, education & empathy* are key to breaking down barriers and creating a truly inclusive workforce

As published in The Drum



Thursday 20 August saw OMD EMEA's first "RED Half-hour", an all-agency initiative for the company's 300+ employees, designed as a forum for sharing and discussion on the topic of inclusivity in the workplace.

Since the tragic death of George Floyd on 25 May 2020 and the subsequent Black Lives Matter movement and Juneteenth day of reflection, agencies have been speaking out on the ways in which they are tackling diversity and inclusion in the workplace. It is evident from the 200+ leaders, including ourselves and our UK agencies, who signed the pledge to address implications for the industry that the majority are trying to educate themselves, talk more, collaborate more and take strides towards making change.

The RED steering group at OMD EMEA was established in 2018, as a way to anchor Diversity & Inclusion efforts within recruitment, engagement & development for all staff. To date, the group has worked on initiatives such as mandatory unconscious bias training for all recruiting managers to celebrations of International Women's Day, Black History Month, Diwali and more, through to resources to educate staff for Juneteenth.

Along with the rest of the industry, the events of 25th May drove a resounding appreciation, understanding and urgency on what needed to change, and quickly.

We all acknowledge that having a diverse workforce is plain and simply, the right thing to do. Benefits include more engaged teams, more empathy towards individuals and enhanced feelings of inclusion and

collaboration. From a business point-of-view, we know having diverse teams improves a company's bottom line and breeds creativity and innovation, ultimately driving business success.

But did you know that according to Nasdaq; Guyana, Ethiopia, Rwanda, Bangladesh and India represent the fastest growing economies, which will have a profound impact on the way we do business in those markets. As OMD's EMEA hub, with offices in over 60 countries across the region, information such as this offers invaluable insight for future business planning for our clients. Ensuring we are working with emerging markets to support and capitalise on opportunities is imperative for future success. Furthermore, according to a Fastcompany article, a recent study by Catalyst demonstrated that companies with more women in leadership positions consistently outperform companies with less than half of their leadership positions filled by women, delivering 34% greater returns. And although only 5% of Fortune 1000 companies have a female CEO, they generate 7% of the Fortune 1000's total revenue and outperform the S&P 500 index during the course of their respective tenures.

Moreso, diversity in business ownership, particularly among women of colour, is key to moving the economy forward. In the US diverse business owners help boost employment and growth for the American economy with women of colour owning 1.9 million firms. These businesses generate \$165 billion in revenue annually and employ 1.2 million people. Latina-owned businesses, in particular, have total receipts of \$55.7 billion since 2002.



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“we need to acknowledge that we are different and that we need to accept everyone for who they are”

One of the first things OMD did, alongside re-writing the recruitment process and developing platforms for safe knowledge-sharing, was create Employee Resource Groups. With a clear focus on engagement, to promote continuous dialogue and open, honest & conversations, the BAME community worked with the core RED team to present the agency’s first RED Half-hour, entitled “Why is diversity the hot topic?”

Moderated by OMD EMEA’s Jenny Charles-Okwulu, the panel comprised Jemilla Olufeko a lawyer experienced in advising global media, technology and consumer-facing companies on commercial matters who currently works for BBC Global News, Inam Mahmood who serves as the UK managing director, global business solutions for TikTok, and OMD EMEA’s Olson Aguirre.

A core theme that came out of the panel discussion, was that around ‘acceptance’ with Aguirre explaining; “we need to acknowledge that we are different and that we need to accept everyone for who they are.”

Working across various parts of our industry, there was also the acknowledgement and understanding that when speaking to consumers, subscribers, followers, we need to ensure we are understanding local nuances, and speaking in an inclusive tone. “When offering global solutions, we have to add some flexibility for local adaptation”, Aguirre said. Olufeko agreed “Working for BBC Global News, the clue is in the title, we want

to be able to reflect our audiences from a news perspective, tell the stories that they want to hear, need to hear, in an authentic way, with people who look like them. And from a commercial side, delivering ad campaigns that are relevant to that audience as well.”

On how to truly start to drive change within your organisation, Mahmood suggested; “don’t be afraid to discuss topics you aren’t comfortable with, educate yourself about things you might not know by asking questions in a compassionate way and showing empathy.” Olufeko agreed “Inam hit it on the head with starting with open, honest, discussions to learn from other people, as if you are not in that marginalised group, you might not know what a microaggression is or how to identify it.”

For Olufeko personally, she has been making it a point to understand issues that the LGBTQIA group are facing and to see how she can be a better ally for that group. “Discuss inclusion as part of diversity, metrics are one way to quantify diversity, but without the inclusion part, those metrics don’t really mean anything as you are not going to get that retention of talent if people don’t feel comfortable being a part of that organisation. Or that they fit in if you have a monoculture that only really celebrates one kind of person, then it’s hard for other people to thrive.”



Empathy plays a crucial part in ensuring an inclusive workforce. “Listen without judgement and strive to empathise with those around you”, says Mahmood. Empathy is a core part of OMD’s DNA. The agency operationalised empathy into its media planning process at scale back in 2018, and connected insights to actions with a specificity that has not been done before. The process of putting empathy at the core of not only consumer interactions, but at the heart of DIB strategies, career conversations, and communications, is fundamental to how OMD operates. You can sharpen your empathic abilities by widening your social circles and having conversations with individuals who aren’t like you.

On speaking on the BBC’s director of creative diversity, June Sarpong, Olufeko says Sarpong recommends: “looking at social circle says a lot about who you are as a person, if you invite people into your life who disrupt your thoughts and status quo, that’s different to someone who has the same kind of people. You can link that to social media as well, diversify your feed, if you are someone who looks at the same content, whether that’s on TikTok or otherwise, then I think it’s important to recognise that as then you won’t be able to accept change or different points-of-view in the workplace. It is important, it starts with the individual.”



# *Introducing* **the RED Book Club**

The RED Book Club is an OMD initiative aimed to connect those who are interested in reading, learning and discussing literary work (and other media). This is a great opportunity to share ideas, express opinions, discover new meaning to literature and connect with new people.





# How does it work?



# RED Book Club

## *Bi-Monthly Agenda*

- 01** Sign up with RED Book Club
- 02** A book/media will be selected bi-monthly
- 03** Two months to read the book
- 04** Attend RED Book Club bi-monthly discussion
- 05** We will have different moderators each meeting

- 01** Welcome
- 02** Rules & Updates
- 03** Moderated Questions
- 04** Open Discussion, discuss how we can implement learnings in the workplace
- 05** Final thoughts, share meaningful actions to implement as a business



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# OMD Voices

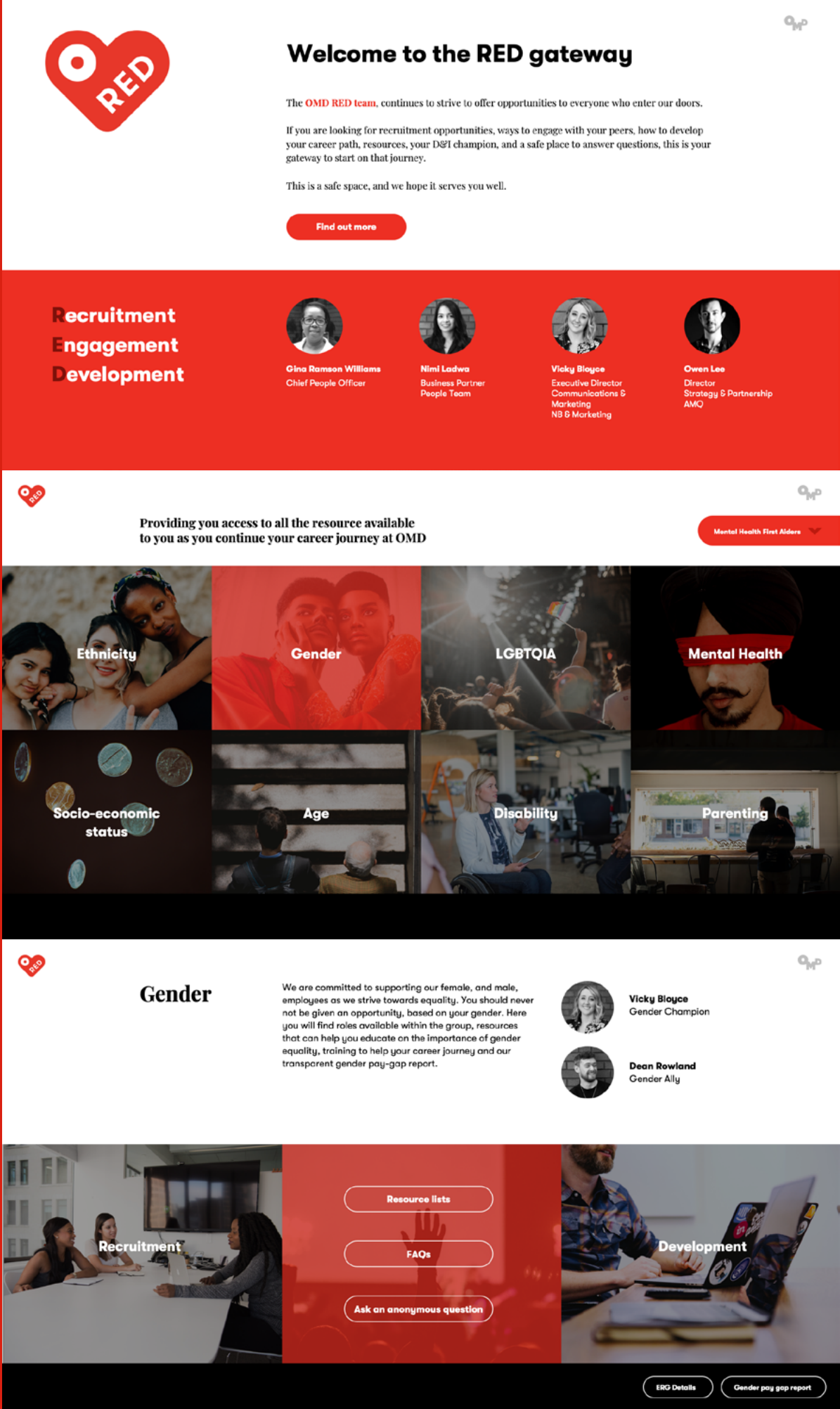


Our voices are our most important asset for sharing information. OMD Voices ensures everyone as the opportunity to be heard, and can share experiences on their backgrounds, education, upbringing, work and how they have thrived in the face of adversity. By talking, sharing & educating, we hope to support anyone going through similar experiences and offer them an ally to talk to when needed.

*You can view all our OMD Voices on [omd.com/emea](https://omd.com/emea)*

# The RED Gateway

Launched as a safe space to find champions and allies, employee resource groups, resource lists, help in crisis, recruitment opportunities and to ask anonymous questions in a safe and open forum.





# Development

We are committed to offering learning & development opportunities to everyone at OMD EMEA.

Our training programme offers a blended learning approach including 101 training on all core media skills such as strategy, programmatic and paid search & social, and specialist business unit upskilling.

The latest addition is the training on Intentional Inclusion Planning (see pg XX), putting inclusivity at the heart of our clients business planning through our end-to-end planning system, OMD Design.

In 2020 we ditched the annual appraisal and relaunched our scheme as “Career Conversations”, offering every member of OMD EMEA, the opportunity to speak to their managers on a monthly basis, to ensure they are achieving their career path, and have open and honest dialogues about their progress on a quarterly basis.

“Whilst working in very different conditions, mainly at home, we needed to adapt our learning to ensure everyone had the chance to develop and progress in their own time and in isolation mainly. The 101’s were an ideal starting point to our learning platform, called My OMD Learning. These were the

basics that all departments could take part in which were run by our own internal leads. This gave it a personal touch but also provided the relevance of understanding all department to better work together. We like to build one big community where everyone learns about everyone’s differences and skills gaps so we can all help develop each other, emphasising our value of connected diversity . This is why the 101’s worked so well, integrating all departments including specialists and people management.

The relaunch of our appraisals was a significant and integral part of an individuals development. It was important for us to provide more regular conversations with line managers and ensure everyone had the opportunity to build stronger relationships with their line managers but also freely express their career path and goals. Having more regular conversations enables actions to be consistent and relevant with personal development as well as the needs of the business. This should be an integral part of the working relationship and ease future development.



**Nimisham Ladwa**  
People Partner & Lead of OMD RED,  
OMD EMEA





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*Education, learning & development* are key for inclusive cultures to thrive

So far this year, we have upskilled OMDers in:

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**Unconscious Bias training with Facebook**

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**Disability Training with Stacey Stockwell**

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**iAmRemarkable by Google**

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**Omnicom's Open UK+ Allies initiatives**

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**STEAM School presentation – teaching the students about our industry and OMD Life.**

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**Microaggressions training**







We will shortly be adding another area of development to our training roster:



# Mentoring

Our diverse mentoring programme is open to all employees, to ensure we all hear from different perspectives, and continue to grow in empathy and understanding.

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# Appendix

How OMD EMEA Hub are driving success by having a dedicated DI&B team – OMD RED



# The OMD RED Framework



Create their own version of RED for example we'd recommend:

**A Leadership/Executive sponsor** - of sufficient seniority to be able to make decisions, clear roadblocks and marshal resources.

**A people team member or designated people champion/advocate** - a professionally trained and experience HR lead or your designated people lead for your office where there isn't a dedicated HR resource.

**Marketing/comms expert** - to help develop content using the RED template for guidance, publishing and promoting the markets actions, activities and events internally and externally - company website/social media platforms

**Enthusiastic volunteers from that office** - people who are "doers" that will actively work to implement actions and activities as members of the various ERGs.

Focus on your priority area to change and build an ERG, education pieces, celebrations and safe spaces to talk about it.

**Devise and action plan that is agreed by your SLT** - ensure regular progress updates are provided to leadership, management and your office.



# Culture Club

Celebrating and championing key cultural events throughout the year. An example calendar could be:

PILLAR	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Ethnic & Events	Happy New Year Takeover	Valentines Takeover	Takeover	Takeover	Cinco de Mayo Takeover	EID Takeover	Agency Day	Notting Hill Carnival Takeover	Rosh Hashanah Takeover	Day of the Dead Takeover	Diwali Takeover	Christmas Takeover
		Valentines choc	Easter Eggs	Passover	Ramadan		Wimbledon Takeover		Al-Hijra celebration	Halloween	Remembrance Day	Christmas stocking filler
		Chinese New Year	International Women’s Day				Pride launch / celebration		Courtyard Cinema	Durga Puja	International Men’s Day	Chanukah celebration
		Winter Olympics					Courtyard Cinema			Black History Month	Thanksgiving	Kids of Omnicom Christmas Party
Diversity Inclusion & Belonging		LGBT+ history month	International Women’s Day	Stress awareness month	Mental Health Awareness month	LGBT+	LGBT+	Black Business month		Black History Month	International Men’s Day	Human Rights month
Wellbeing	Nimi to confirm full year plan				Body Stats	Glucose. Wellbeing & Resilience			Wellbeing & Resilience. Cholesterol	Sleep Coaching	Body Stats	
Omniwomen	Basecamp		Summit	Basecamp	Basecamp	Basecamp	Basecamp		Basecamp		Basecamp	





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For more information

Fo talk about career opportunities, contact:

[Jamie.white@omnicommediagroup.com](mailto:Jamie.white@omnicommediagroup.com)

To find our more about Intentional Inclusive Planning, contact:

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