In partnership with:
Universe:
Decision and change makers in organisations with more than five employees that had signed the #SayHisName Open letter.

Sample size:
99 respondents completed an online survey containing closed and open-ended questions regarding the progress of #AdLandCommits changes within their organisations.

Large companies:
We have provided a comparison of large companies (501+ employees) against the total sample. Please view these numbers carefully as the sample size is 15 respondents.

Fieldwork:
The survey ran from 04/09/20 until 25/09/20

About the survey:
#AdlandCommits wasn’t a moment, but a movement - and it still continues with injustice continuing to unfold across the globe.

Over 500+ leaders signed our #SayHisName Open Letter, and committed to actioning specific change within their organisations. We’d like to know how you’re doing, what changes you’ve made and how we can help you make the actionable change you’ve committed to. We know that change doesn’t happen overnight, so we’ll use this survey to track your progress on a quarterly basis over the next 12 months.

Our aims:
1. An aggregated anonymous data set to measure progress over one year.
2. Learn from companies making the change
9 in 10 senior leaders agree that they have started to implement changes in their business to reduce racism.

22% of respondents claim that ethnicity pay gap data is collected within their organisation.

The biggest barriers to diversity and inclusion implementation are other business processes taking priority, and a lack of diversity and inclusion experience within the organisations.

**Action 1 – Leadership empowerment**
Over a third of respondents agree they have implemented changes regarding setting diversity and inclusivity requirements into leadership KPIs and objectives. Intention to act on this point is high, with over a third saying that there is a plan being put into place to implement actions.

**Action 2 – Leadership support**
There is very strong agreement from respondents about leadership teams acknowledging the current social climate around racism, and this extends into organisations holding company-wide meetings to specifically address these issues. However, there is clearly a concern around every member of leadership team using company channels to share resources regarding the situation – currently only 25% report this is happening.
Action 3 – Employee accountability
Two thirds of respondents say that they have implemented something to help employees understand their own privileges, and just over half say that they have implemented something to encourage White employees to be accountable allies. This is another area with strong potential to act, as 71% of those that have not implemented anything say they are confident that they will.

Action 4 – Calling out racism
Three quarters of respondents report having a diversity and inclusion policy. However, some respondents suggest that these have been in place for a while and may need to be updated as they are no longer suitable.

Action 5 – Safe spaces
There is good agreement with the questions asked around provision of safe spaces. The majority of respondents say their business has some type of safe space for employees. The majority of those that do not, say they are working to provide them. Agreement about promoting active advocacy and open dialogue for Black talent and allies is lower, but 57% agree they do this, with a further 28% saying a plan was in place to do so.
Action 6 – Employee resource groups
This action point sees quite a divide between those that have, and have not, actioned something. Very few respondents report that there is a plan in place to carry out either of these provisions regarding employee resource groups. That said, there is strong agreement that forums have been assembled to discuss racism, and two thirds report using existing employee resource to help guide conversation about racism.

Action 7 – Who is present and whose views are missing
Over three quarters of respondents say they have done a composition check on their own circle of friends, and slightly less (71%) say they have done one of their leadership team. Yet, 23% say they have not done one yet, with no intent to do so at this time which may be an area of concern.

Action 8 – Checking in with Black employees
The majority say they are checking in with Black employees, and that line managers are too. However, less than half have organised line manager training around inclusion awareness.
**Action 9 – Elevating Black talent through the supply chain**
There is majority agreement from respondents that their businesses have an inclusive onboarding process and ethnicity goals when hiring. However, there is majority disagreement around action on championing Black talent, providing bespoke mentoring and examining the supply chain for Black-owned businesses.

**Action 10 – Preferred suppliers list**
This action point has the lowest agreement scores of the 10. It also scores lowest for confidence that these changes around these points will be implemented in future. The only statement to have majority agreement is regarding having a diverse portrayal in their own marketing work. There is majority disagreement regarding actions around examining ad placement, traceability, accountability and key word audits.
The Respondents

**Their role**

- CEO: 46%
- MD: 19%
- Director: 11%
- Head of: 8%
- Other c-suite: 7%
  - President/VP: 4%
  - Founder: 4%

**Their organisation size**

- 6-50: 32%
- 51-100: 24%
- 101-500: 28%
- 501-1000: 8%
- 1001+: 7%

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99
9 in 10 respondents agree that they have started to implement changes in their business to reduce racism

% Agreement with #AdLandCommits statements

- I have started introducing changes within my business specifically to reduce racism
  - Strongly Disagree: 6%
  - Disagree: 57%
  - Neither agree nor disagree: 36%

- I know how to create an inclusive culture in my business
  - Strongly Disagree: 7%
  - Disagree: 9%
  - Neither agree nor disagree: 74%
  - Agree: 9%

- I know what actions I need to take to tackle systemic inequalities in my business
  - Strongly Disagree: 5%
  - Disagree: 22%
  - Neither agree nor disagree: 68%
  - Agree: 5%

- I am confident leading conversations around being anti-racist
  - Strongly Disagree: 9%
  - Disagree: 18%
  - Neither agree nor disagree: 56%
  - Agree: 17%

- I have seen a change in the culture of my business since I signed the Open Letter
  - Strongly Disagree: 4%
  - Disagree: 35%
  - Neither agree nor disagree: 51%
  - Agree: 10%

- Our clients have asked to know our stance on the Black Lives Matter movement
  - Strongly Disagree: 20%
  - Disagree: 28%
  - Neither agree nor disagree: 22%
  - Agree: 21%
  - Strongly Agree: 8%

- We have completed an audit of which supplier partners we work with since signing the Open Letter
  - Strongly Disagree: 8%
  - Disagree: 38%
  - Neither agree nor disagree: 34%
  - Agree: 17%
  - Strongly Agree: 2%

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99
Black and non-White employees are under-represented at senior levels compared to the rest of the workforce.

Percentage of organisation workforce that are Black:
- Mean: 6.3%
- Median: 5.0%

Percentage of organisation workforce that are non-White:
- Mean: 18.5%
- Median: 16.0%

Percentage of C-suite/Senior Leadership Team that are Black:
- Mean: 3.2%
- Median: 0.0%

Percentage of C-suite/Senior Leadership Team that are non-White:
- Mean: 11.3%
- Median: 10.0%

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 83
One fifth of respondents say that ethnicity pay gap data is collected within their organisation.

Do you collect ethnicity pay gap data?

22% Yes

78% No

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99
Over a third say that there are explicit diversity requirements in their leadership team’s KPIs and objectives

% Taking action regarding leadership empowerment

<table>
<thead>
<tr>
<th>Question</th>
<th>No</th>
<th>In the process of updating</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your leadership team’s KPIs and objectives have explicit diverse representation and inclusivity requirements?</td>
<td>18%</td>
<td>43%</td>
<td>38%</td>
</tr>
<tr>
<td>Have you communicated these D&amp;I KPIs/objectives to your leadership team, and the wider business?</td>
<td>20%</td>
<td>37%</td>
<td>42%</td>
</tr>
<tr>
<td>Are you actively measuring data based on the KPIs?</td>
<td>23%</td>
<td>39%</td>
<td>37%</td>
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76%* are confident/very confident that they will be able implement the changes above

*of those that are in progress or haven’t yet implemented changes
Source: AdLandCommits CEO Survey, Sep 2020; Total sample size: 99, Large companies sample size: 15
The biggest barriers to D&I implementation are other business processes taking priority and a lack of D&I experience within the organisation.

Q. What barriers, if any, have you experienced when implementing these changes to ensure your organisation is more inclusive?

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99

Comments made by respondents point to several areas that are getting in the way of D&I progress:

- Covid-19 diverting focus and resources
- Lack of diverse talent to lead internal efforts
- Other forms of diversity taking preference (eg: gender)
- Difficulty collecting data from staff and data privacy concerns
- Small companies lacking formal structures
Acknowledgement of the current social climate regarding racism is strong, however senior action through company channels is much lower.

66%* are confident/very confident that they will be able implement the changes above.

*of those that are in progress or haven’t yet implemented changes

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99, Large companies sample size: 15
Two thirds of respondents say that they have implemented something to help employees understand their own privileges

<table>
<thead>
<tr>
<th>% Taking action regarding employee accountability</th>
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<tbody>
<tr>
<td>Have you implemented anything to help your employees understand their own privileges and biases?</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>No, but there is a plan in place</td>
</tr>
<tr>
<td>Have you implemented anything to encourage your White employees to become accountable allies?</td>
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<tr>
<td>No</td>
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</tbody>
</table>

71%* are confident/very confident that they will be able implement the changes above

*of those that are in progress or haven’t yet implemented changes
Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99, Large companies sample size: 15
Respondents claim they are calling out racism when they see it.

Since signing the Open Letter, have you called out racism when you’ve witnessed it?

- 38% say Yes
- 59% say No
- 3% say they have a plan to actively call out incidents of racism
- 0% say they had not actively called racism out when they had seen it

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99
A third of respondents say they do not currently have an incident management system for discrimination events in place.

56%* are confident/very confident that they will be able implement the changes above.

*of those that are in progress or haven’t yet implemented changes

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99, Large companies sample size: 15
The majority of respondents claim that there are safe and inclusive opportunities within their businesses to discuss racism

<table>
<thead>
<tr>
<th>Are there safe and inclusive opportunities within your business to have conversations about racism?</th>
<th>Are you promoting active advocacy and open dialogue for both Black talent and allies within your organisation?</th>
</tr>
</thead>
<tbody>
<tr>
<td>48%</td>
<td>57%</td>
</tr>
<tr>
<td>Yes, we provide several different touch points/moments that allow our employees to discuss racism (in groups, 1 on 1, and anonymously)</td>
<td>Yes, we have</td>
</tr>
<tr>
<td>29%</td>
<td>28%</td>
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<tr>
<td>Yes, but we have only one or two methods for our employees to discuss racism</td>
<td>No, but we have a plan in progress to ensure we do</td>
</tr>
<tr>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>Not yet, but we're working on a plan to introduce ways to have safe and inclusive conversations about racism</td>
<td>No, we have not</td>
</tr>
<tr>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>No, there aren’t any safe or inclusive opportunities to discuss racism with my business</td>
<td></td>
</tr>
</tbody>
</table>

64%* are confident/very confident that they will be able implement the changes above

*of those that are in progress or haven’t yet implemented changes

Source: AdLandCommits CEO Survey, Sep 2020; Total sample size: 99
Respondents are more likely to say they are using forums to guide conversations around racism rather than existing employee resource groups.

56%* are confident/very confident that they will be able implement the changes above.

*of those that are in progress or haven’t yet implemented changes
Source: AdLandCommits CEO Survey, Sep 2020; Total sample size: 99, Large companies sample size: 15
A quarter have yet to do a composition check of their leadership team. Of those that are in progress or haven’t yet implemented changes, 64%* are confident/very confident that they will be able implement the changes above.

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99, Large companies sample size: 15

- Have you done a composition check of those in your own circle of friends/peers? 17% No, 6% No, but there is a plan in place, 78% Yes.
- Have you done a composition check of your leadership team? 23% No, 6% No, but there is a plan in place, 71% Yes.
- Have you explored ways to add additional diverse viewpoints to your leadership team? 15% No, 24% No, but there is a plan in place, 61% Yes.

*of those that are in progress or haven’t yet implemented changes.
While three quarters say their line managers are checking in with Black employees, less than half have implemented training for them.

### % Taking action regarding checking-in with Black employees

<table>
<thead>
<tr>
<th>Question</th>
<th>No</th>
<th>No, but there is a plan in place</th>
<th>Yes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have you personally checked in with your Black employees?</td>
<td>21%</td>
<td>9%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Are your line managers checking in with their Black employees?</td>
<td>11%</td>
<td>14%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Have you implemented guidelines/support/training for your line managers become inclusive?</td>
<td>14%</td>
<td>38%</td>
<td>48%</td>
<td></td>
</tr>
</tbody>
</table>

67%* are confident/very confident that they will be able implement the changes above.

*of those that are in progress or haven’t yet implemented changes

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99, Large companies sample size: 15
Respondents are more likely to disagree that their businesses have a way to champion and mentor Black talent

<table>
<thead>
<tr>
<th>% Taking action regarding elevating Black talent through the supply chain</th>
<th>No</th>
<th>No, but there is a plan in place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have an onboarding process that is inclusive?</td>
<td>17%</td>
<td>49%</td>
</tr>
<tr>
<td>Does your business have a sponsorship programme to champion your Black talent?</td>
<td>49%</td>
<td>30%</td>
</tr>
<tr>
<td>Does your business have a bespoke mentoring programme for your talent?</td>
<td>47%</td>
<td>23%</td>
</tr>
<tr>
<td>Do your recruitment partners (or in-house HR team) have ethnicity goals when supplying long/short lists of potential candidates?</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>Have you examined your supply chain to understand which businesses are Black owned?</td>
<td>51%</td>
<td>37%</td>
</tr>
</tbody>
</table>

*of those that are in progress or haven’t yet implemented changes

Source: #AdLandCommits CEO Survey, Sep 2020; Total sample size: 99, Large companies sample size: 15
There are gaps in action around examining ad placement, traceability, accountability and key word audits.

% Taking action regarding preferred suppliers list

- Have you examined your suppliers list to understand which businesses are Black-owned? 49% Yes, 38% Yes, but there is a plan in place, 13% No.
- Have you examined diverse portrayal in your own marketing work? 14% Yes, 17% Yes, but there is a plan in place, 69% No.
- Do you actively champion your Black-owned business partners throughout your supply chain? 39% Yes, 44% Yes, but there is a plan in place, 16% No.
- Have you conducted a full audit of your ad placements to ensure you are not funding companies that do not hold Black-owned businesses above others? 53% Yes, 17% Yes, but there is a plan in place, 30% No.
- Have you requested improved ad traceability and accountability from your advertising partners? 59% Yes, 17% Yes, but there is a plan in place, 24% No.
- Have you conducted a key word audit with your media and content verification partners? 65% Yes, 13% Yes, but there is a plan in place, 22% No.

47%* are confident/very confident that they will be able implement the changes above.

*of those that are in progress or haven’t yet implemented changes
Source: #AdLandCommits CEO Survey, Sep 2020, Total sample size: 99, Large companies sample size: 15
1. Public reporting of EPG. 22% of respondents claim that ethnicity pay gap data is collected within their organisation. Those business’ need to publish them. The remaining 78% need to start collecting

2. Addressing barriers - including how to prioritise I&D, how to embed inclusion into the business so it becomes part of the culture not an add on.

**Action 1 – Leadership empowerment**
Only 1/3 are embedding I&D into KPIs and SLT objectives. How can we create a template for what this looks like – to support 2021?

**Action 2 – Leadership support**
Only 25% report that every member of the SLT are using company channels to share resources on racism and I&D. How can we engage the SLT so they know they are responsible for this, and for role modelling inclusive behaviours?

**Action 3 – Employee accountability**
71% of those that have not implemented anything say they are confident that they will. Why have they not acted on this – what is stopping them?? How can we embed active allyship training for White employees?

**Action 4 – Calling out racism**
Only 3% have a plan in place to actively call out racism. How can we create a plan to support organisations with this?
Opportunities

Action 5 – Safe spaces
1 in 5 have not created a space for black talent to speak openly – they’re working on a plan. This needs to be the number 1 priority. What can you do today to implement one of these?

Action 6 – Employee resource groups
How can we help business’ activate these so they’re productive for both Black talent and ladder into business objectives.

Action 7 – Who is present and whose views are missing
23% say they have not evaluated the diversity composition of their SLT and with no intent to do so. What is stopping people do this?

Action 8 – Checking in with Black employees
Less than half have organised line manager training around inclusion awareness. How can we open source this learning / provide resources for learning

Action 9 – Elevating Black talent through the supply chain
47% don’t have a mentoring or sponsor programme for diverse talent. How can we provide learnings on how to do this? 51% haven’t examined their supply chain for Black-owned businesses. How can we help them do this?

Action 10 – Preferred suppliers list
Leaders need help on this area in terms of action now and future intent. Our next webinar should focus on this with CAN educating on inclusive programmatic media practises.
#AdLandCommits CEO Survey

CREATIVE EQUALS

hello@creativeequals.org | www.creativeequals.org