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**GLOBAL
DIVERSITY
EQUITY &
INCLUSION**
2022 YEAR IN REVIEW

W

CELEBRATING OUR CONSCIOUS INCLUSION PROGRESS



DARYL LEE

Global Chief Executive Officer,
McCann Worldgroup and McCann

Only six months since my return to McCann Worldgroup, and now I have the pleasure of introducing the 2022 global DE&I Year in Review. This is the 4th annual MW publication highlighting the collective action and measurable progress we've made to fully integrate our guiding philosophy and practice of Conscious Inclusion into everything we do as an organization.

Evolving dynamics, cultural shifts and social identity are challenging leaders across the marketing ecosystem to be deeply attuned to the unique lived experiences, and expectations, of consumers that make up an increasingly diverse marketplace. Therefore, as we strive to be the irrefutable leader in the business of creativity, with far-reaching responsibility for influencing and shaping culture, we must continue advancing our DE&I behaviors and practices to drive ever increasing impact and effectiveness.

To that end, I'm pleased to share that our efforts have led to a measurable and significant increase in diverse representation on our teams and in our work.

We also worked together as a community to generate ideas for new programs and actions from our annual Day for Meaning, all of which

reinforce our commitment to daily behaviors that foster equitable and inclusive conditions where *everyone*, from *all* backgrounds thrive. Additionally, we have shared leadership and governance frameworks which provide the systemic accountability measures required for long-lasting change. Furthermore, the integrated DE&I consulting capabilities we have developed for clients are elevating our competitive advantage for building authentic and inclusive brands in the world.

In sum, I'm extremely proud of the level of dedication everyone has put into solidifying McCann Worldgroup as a leader in DE&I in 2022, from both the internal and external perspective. It is up to us to continue to harness our collective power to bring greater equity and inclusivity into the world through the meaningful, market-moving work we deliver for brands.

Looking forward to further accelerating our progress this year.

Enjoy!

CREATING THE CONDITIONS



SINGLETON BEATO

Global EVP, Chief Diversity,
Equity & Inclusion Officer,
McCann Worldgroup

Welcome to the 2022 global DE&I Year in Review (YIR), a high-level summary of the work our leaders, expert practitioners and champions led to advance our strategy and accelerate our vision of becoming the irrefutable leader in the business of creativity.

2022 was a challenging year, with companies around the world initiating a return to the workplace amidst a still unsettled socioeconomic climate, while civil unrest—everywhere—kept the fight for human rights and democracy top of mind. This, along with a destabilized market, challenged business leaders to reorient their priorities and make tough decisions about what level of focus should be placed on DE&I.

Across McCann Worldgroup, we remained steadfast, maintaining the course while continuing to create value for our clients and our employees. Insights from our 2022 global DE&I megatrends report – highlighted throughout the report – share the cultural contexts that fueled our dexterity and responsiveness. Viewing Conscious Inclusion as a unique platform to drive growth, impact and innovation, our governance councils, committees, and leaders across markets and teams continued to integrate and embed DE&I across our talent and business practices. And, with the launch of our DE&I business practice toolkits, designed to help our teams apply an equity lens across the holistic creative process, and introduction of a suite of

DE&I products and services, we unlocked a new competitive advantage for the network.

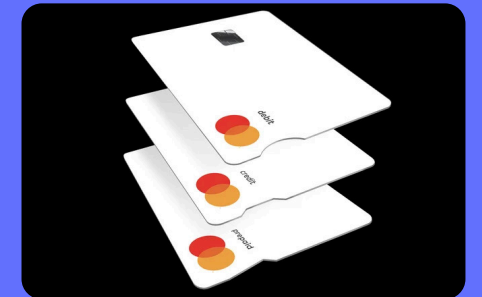
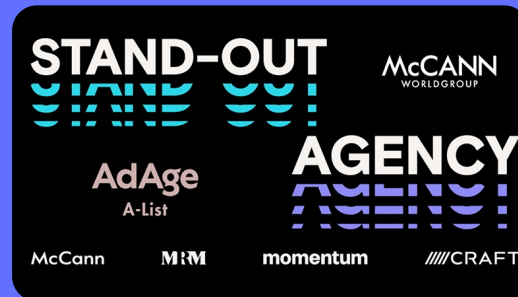
Our collective efforts to produce meaningful, equity focused creative work, which can be viewed throughout the report, reflect how we are internally creating the conditions, where individuals from all backgrounds and identities are compelled to boldly share their unique lived experiences and diverse perspectives. More and more, we're willing to share our multidimensional stories, whether in team meetings, global DE&I virtual events, or digital storytelling campaigns, which has had an exponential impact on expanding our intercultural competency. Further, the extensive participation, discussion and action planning during our 4th annual Day for Meaning reflected the continued commitment of all employees, at all levels, to build more inclusive and equitable environments within MW and in our own communities.

We hope you enjoy this creative and engaging artifact, memorializing the progress made by everyone across our globally connected network, powered by Conscious Inclusion. Let's continue using our influence to usher forth change and earn that meaningful role in people's lives.

– Everybody, Everyday... All In

GLOBAL HIGHLIGHTS

Harnessing our creative power to bring greater inclusivity into the world through the meaningful work we deliver for brands and the meaningful experiences we share with each other



CONSCIOUS INCLUSION AS A DRIVER OF CREATIVITY



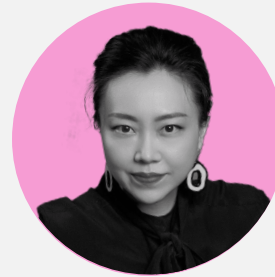
ANDREA COOK
CEO,
Performance Art

When we do Conscious Inclusion right, we invite more engagement, better output, higher productivity, more innovation, greater business impact for our clients, and we derive **more joy from how we get to our work**. It is palpable and contagious. And when we point that potency outward through our creativity, we have **the power to change the world**.



HARJOT SINGH
Global Chief Strategy Officer,
McCann Worldgroup and McCann

The business of creativity is the business of thinking differently, challenging accepted wisdom and provoking new actions and beliefs. It places a premium on uniqueness. **Unique work formed by unique ideas, conjured up by unique minds** – all of which can only manifest in a culture which enables **free and fearless expression of ideas and identities** – every time, everywhere for everyone. This is a culture of Conscious Inclusion.



SUZZANE ZHANG
VP, MW Advisory,
APAC & Head of Strategy, MW China

We believe Conscious Inclusion fosters creativity. It helps brands **to positively influence society through representation**. Our workplace innovations, like **a unique hybrid work model and inclusive restrooms for each floor**, foster connection, belonging and shared purpose for our colleagues. And our transparency with the public through engagements like the Global Inclusion Online Forum and the She-Suite Summit hold us accountable to our progress.



ANDRES JIMENEZ
VP, Business Development,
MW Colombia

Conscious Inclusion is a powerful tool that helps us bring **fresher, more inclusive and bolder views** on how we approach creative solutions to business problems, avoiding unconscious bias in communications for our clients and within McCann. It also gives us the strength to deliver **robust and diverse strategic communication ideas** for the brands we work with, showing their strong commitment to sustainability.

GLOBAL

The world remains in a constant state of flux as we emerge from the Covid-19 global pandemic, which has completely upended our long-held notions of life and work. What was first dubbed “The Great Resignation” has morphed into other trending buzzwords like “quiet quitting” and “moonlighting,” and regardless of the words used, the sentiment remains the same. Many employees, and particularly historically marginalized communities, are reevaluating and recharting their career journeys.

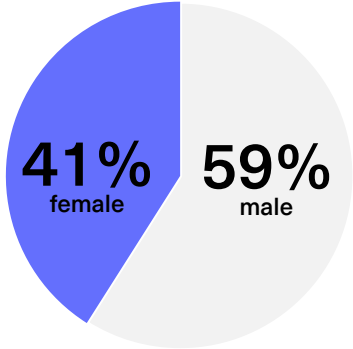
Against all odds, a global workforce study by [Catalyst](#) reports, “The proportion of women in senior management roles globally grew to 31%, the highest number ever recorded.” This number is +2pp

higher than the previous two years, a promising achievement in the collective progress toward gender parity at work.

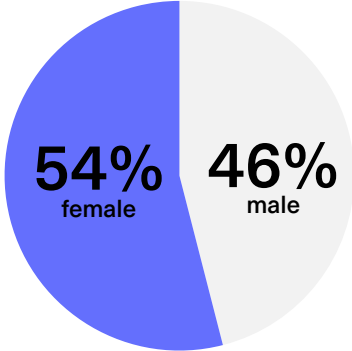
We are proud to report that the MW network continues to significantly outpace global representation with the percentage of women in senior-level roles at 41%. Additionally, year over year, our employee base continues to be gender diverse, with 54% of employees identifying as women in 2022.

Moving into 2023, our global community will remain steadfast in our commitment to gender inclusivity and equity in the workplace.

SENIOR LEVEL*



ALL EMPLOYEES



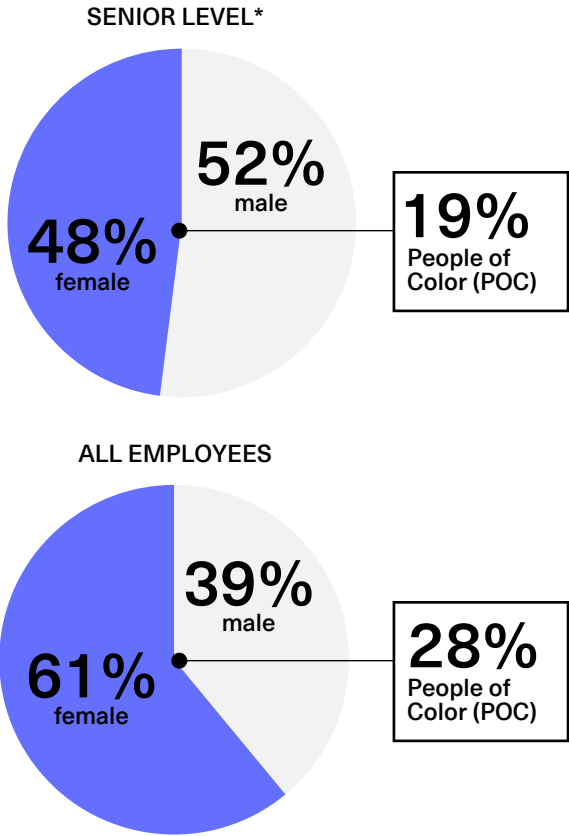
*Based on EEO-1 category – Executive / Senior Level Officials and Managers.
Data as of 12/31/2022 and rounded to nearest whole number, provided by HRIS.

UNITED STATES

McKinsey & Company, in partnership with Lean In, released its [Women in the Workplace 2022 study](#), unpacking the state of women in corporate America. While women make up 47% of the entry-level pipeline, they represent only 40% of managers, and only 1 in 4 are C-suite executives. Representation at this level decreases even further to 1 in 20 for women of color.

When turning inward, our U.S. agencies have continued making strides, with 48% of senior-level positions held by women, and 19% held by People of Color. Further, when disaggregating the data, we’ve seen an increase of AANHPI, Black, and Hispanic/Latino executives.

Compared to the [U.S. Bureau of Labor Statistics](#), we are outpacing the labor market by +5pp with 28% of employees identifying as a Person of Color, a +1pp increase from 2021.



*Based on EEO-1 category – Executive / Senior Level Officials and Managers.
Data as of 12/31/2022 and rounded to nearest whole number, provided by HRIS.

U.S. TRENDS

	Black/African American			Hispanic/Latino			Asian, Native Hawaiian Pacific Islander			White		
	Sector	2021	2022	Sector	2021	2022	Sector	2021	2022	Sector	2021	2022
Executive	2.4%	3.1%	3.7%	3.6%	3.7%	4.3%	10.1%	7.0%	7.7%	82.5%	82.3%	80.3%
First/Mid	4.8%	5.0%	5.0%	5.4%	7.7%	7.7%	15.2%	8.4%	8.4%	72.5%	76.7%	76.7%
Professional	6.7%	8.0%	10.4%	6.3%	9.1%	9.4%	18%	11.6%	10.7%	66.4%	67.8%	66.6%

EEO-1 Sector Data 2018 vs. McCann Worldgroup U.S. Representation

Sector data is for the Professional, Scientific, and Technical Services category which includes advertising as well as professional services such as law firms, accounting firms, tech firms, and management consultants, and is the most recent data available from the EEOC.

CONSCIOUS INCLUSION AS A DRIVER OF INNOVATION



LAUREN CURLER

**VP Director of Product Innovation,
MRM New York**

In an industry that incentivizes us to get to the “right” answer quickly, and individual contributions accelerate careers, it’s not surprising that we inadvertently prioritize our own viewpoints **to the detriment of welcoming all voices**. Innovation itself must be tasked with **opening our minds and workspaces** to include more points of view, one of the key goals of the new app we are developing with the Global DE&I team.



TOM GHIDEN

**Joint Head of Business Leadership,
McCann London**

We **eat, sleep and breathe our mantra, Truth Well Told**, and we’ve proven it builds brands and effectively drives innovation. Truth means honest representation. Whether it’s in the work or in the teams, Conscious Inclusion is the only way we can **represent the world as it is and continues to become**. Epitomizing the diverse world we live in is a fundamental tool to bringing truth into the world.



MARIANA SA

**VP de Criação / Creative VP,
WMcCann Sao Paulo**

Choosing to be consciously inclusive is **game changing for any industry**. When we are around people who are different from us, we think in more creative ways; plus, we work smarter. Diverse teams are proven to be **more innovative problem solvers**, and, as a result, can come up with a wider set of solutions to existing problems and develop innovative products or services that drive impact and growth.



RONALD NG

**EVP, Global Chief Creative Officer,
MRM**

Verna Myers said, “Diversity is being invited to the party; inclusion is being invited to dance.” When people feel like they belong at a party, they dance. And when they dance, they bring out their best selves. Similarly, when every person in an organization is respected and confident that they belong, a **culture of unlimited creativity and innovation** is guaranteed, and we will be **unstoppable**.

GLOBAL GOVERNANCE

Reinforcing Collective Accountability for Conscious Inclusion

Executive DE&I Governance Council

DE&I Creative Leadership Roundtable

Equitable Production Practices Committee

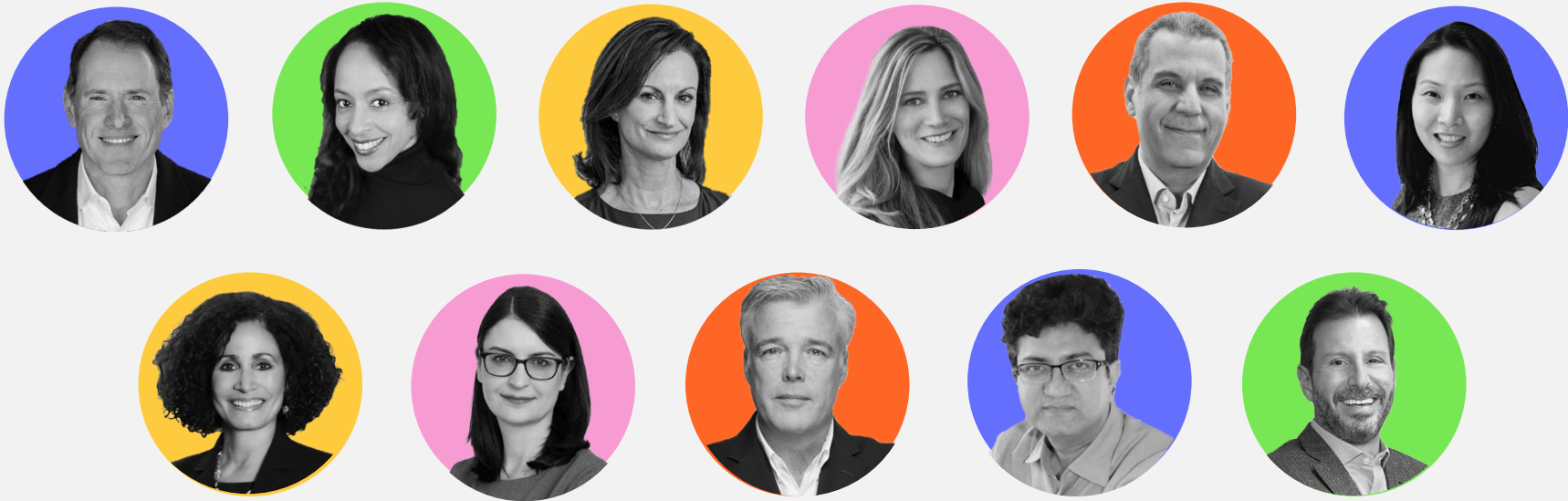
Global Diversity Coalition



EXECUTIVE DE&I GOVERNANCE COUNCIL

The 2022 Global Executive DE&I Governance Council (GEGC), comprised of our **senior-most executives**, was established in 2021 to create a more aligned and connected approach to operationalizing key elements of the global MW DE&I strategy in each market. This Council meets three times per year to report on progress against our goals and to bring new ideas to the forefront.

In 2022, each member of the GEGC **invested approximately 15 hours** solely to building inclusive leadership competencies using **The Inclusive Leader™ model in partnership with Korn Ferry**. This year-long personal investment included individual assessments and one-on-one executive coaching sessions, as well as individual and group multimodal learning journeys.



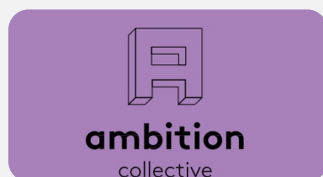
DE&I CREATIVE LEADERSHIP ROUNDTABLE

The DE&I Creative Leadership Roundtable was established in 2020 and seeks to **ignite the creative passion and powerful storytelling** for a broader spectrum of talent. In 2022, this group comprised of 20 creative leaders who developed and serve as network stewards of three global initiatives for underrepresented mid-to-senior level creative talent.



A 12-month accelerator program to promote our high-potential underrepresented creatives.

20+ TEAMS IN 2022



A year-round support system to provide advice to, and advocate for, female creative rising stars.

**EUROPE PILOT
LAUNCHED FEBRUARY 2023**



A repository of inspiration, shared by diverse voices within the creative community.

12+ COMMS IN 2022



Praseon Joshi

CEO & CCO, MW India &
Chairman, McCann APAC

“When unique and multiple contexts are tapped on, the stories will be as diverse and authentic. The more varied the storytellers, the more powerful and connected will be the stories. We’re calling for all creatives to genuinely collaborate and visibly engage in driving this deep change. To take personal accountability and propel an evocative shift for the network. To be shapers of a renewed culture with both meaning and nuance. We are proud to lead these initiatives and, in doing so, strengthen the innovative work and solutions we create for our client partners.”

EQUITABLE PRODUCTION PRACTICES COMMITTEE

Established in 2021 to lead the way to **greater accountability and equitable partnerships**. It comprises leaders responsible for guiding and enforcing equitable production practices, including our supplier diversity commitment.

CODIFYING OUR SUPPLIER DIVERSITY COMMITMENT

1. ACCESS

Provide access to the McCann Worldgroup network of agencies.

2. ENGAGEMENT

Build strong relationships with diverse businesses across all disciplines to increase collaboration and utilization within the creative process and agency operations.

3. SUPPORT

Nurture relationships and advocate for continued economic growth and development of the diverse business community.

4. ACCOUNTABILITY

Ensure fair and equal procedures are embedded within every discipline and stage of our procurement process.



Simon Sikorski
CEO, Craft Worldwide

“DE&I is about creating an environment where ideas can flourish. We want to be in a place where anyone working at the shoot, regardless of their role, can say, ‘That doesn't match my experience or perspective. What if we take a different approach?’ How amazing is it that we have diverse people and ideas to inform everything we produce and ultimately make it stronger? **It has completely transformed the way we approach the production process.**”

GLOBAL DIVERSITY COALITION

175+
CHAMPIONS

25
COUNTRIES

5
REGIONS

A globally integrated community of diversity champions that operationalize equity and inclusion through initiatives that affirm culture and inclusion as key drivers of creativity and innovation.

Engagement

Connecting employees of diverse backgrounds and identities to increase cultural fluency

Community

Galvanizing our network by building cross-functional teams that deploy progressive methods to empower our people and drive market- leading creative work

Leadership

Ensuring that culturally relevant guidance is delivered to influence the most resonant and innovative solutions for Clients

Committees

Business Practices

Disability +
Neurodiversity
Inclusion

Inclusive
Communications

Thought
Leadership

CONSCIOUS INCLUSION AS A DRIVER OF GROWTH



MARINA SPECHT
CEO,
MW Spain

Consumers today say they won't buy or engage with brands that don't have a **true purpose driving their actions and behaviors**. To earn a meaningful role in people's lives, you must be a consciously inclusive brand. It drives diversity of backgrounds, POVs, ages, genders, beliefs...and diversity, in turn, drives innovation and creativity, which is **at the core of who we are and what we're here to do**.



MICHELLE TANG
Chief Growth Officer,
McCann North America

Our intentional actions to not just say, but **to show, our commitment** to Conscious Inclusion make an immense impact on our ability to win new clients. It is our firm belief that Conscious Inclusion isn't just a cornerstone of our own culture, but of the work we create, better positioning us to drive impact in culture overall – **continuing to deliver on Truth Well Told**.



JAN BINAR
CEO,
McCann Prague

Good marketing is here **to help people live better lives, to create healthier societies and a better world** for us and future generations. Our clients are **looking to us for inspiration**; we are here to help them move forward. Diversity – of people, of ideas and points of view – provokes innovation. Innovation inspires and induces growth. Conscious Inclusion helps us evolve and make an impact in the world.

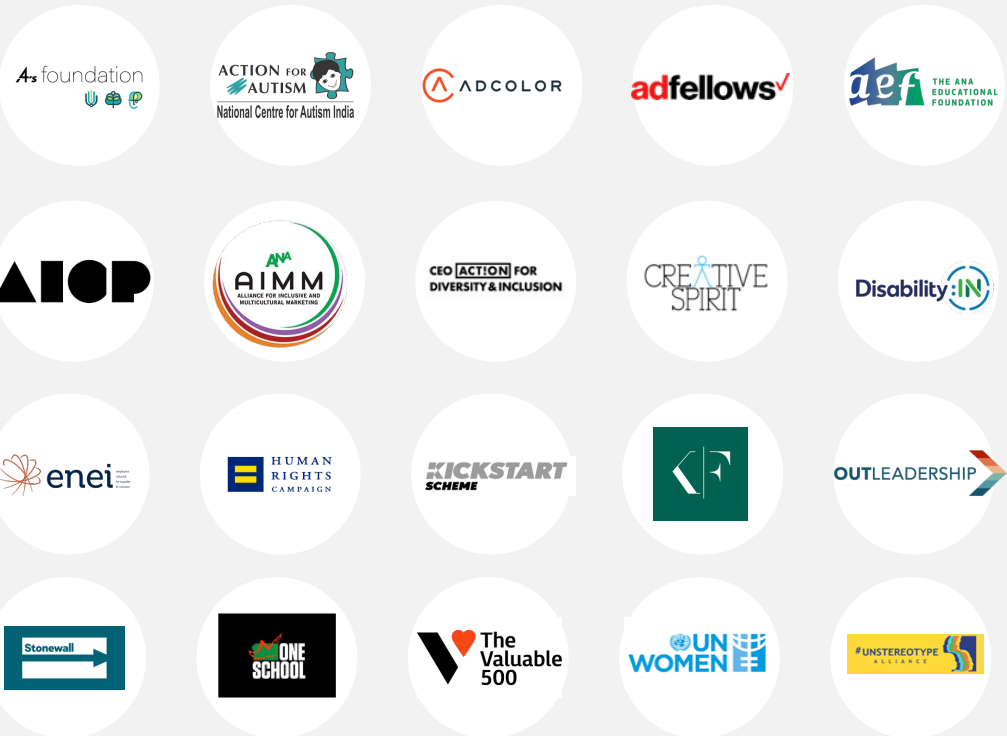


MONICA TAILOR
Global Head of Live,
McCann

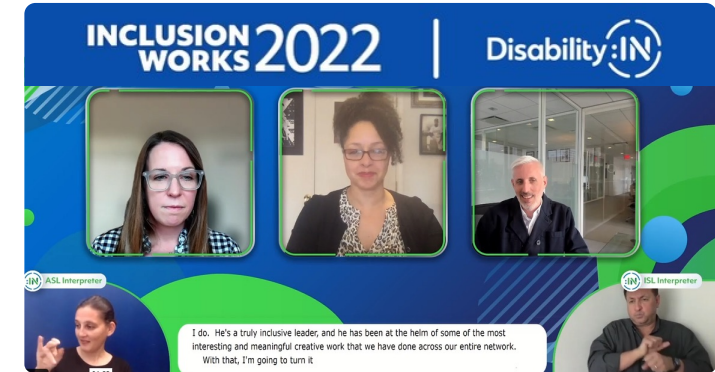
Conscious Inclusion means taking deliberate steps to **change the way we work, breaking out of the "normal."** Being more inclusive enables us to create new ideas, new ways of working and new points of view that are inclusive of everyone because they were built by everyone. New – innovation – that reaches a wider audience – impact – fuels growth for our clients and us. **It's simple, really.**

STRATEGIC PARTNERSHIPS

For the past 40 years, McCann Worldgroup has partnered with non-profit and public service organizations to not only pipeline diverse talent from marginalized communities into our industry, but to also equip our network with access to best practices, resources and communities – all while driving influence, expertise and brand reputation across industries.



4A's Foundation
Billy Davis Award powered by MW



Disability:IN's Inclusion Works Session



Out Leadership CMO Summits, NY & London
Hosted by MW

VIRTUAL PROGRAMMING

Global virtual DE&I programming fosters connection, belonging and shared purpose for our internal community, increasing our collective understanding of how identities and lived experiences shape creativity and worldviews. Through dynamic, candid conversations, these sessions highlight the multi-dimensionality of our colleagues who boldly participate and share, resulting in common ground understanding and heightened cultural fluency.

12 SESSIONS

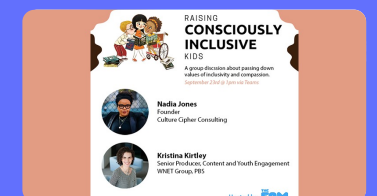
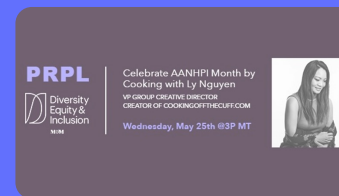
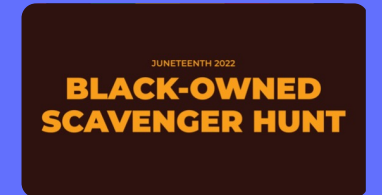
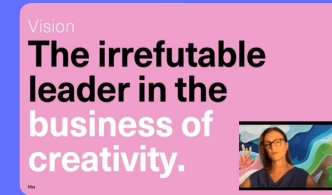
5 CULTURAL OBSERVANCES

44 SPEAKERS

33 EXTERNAL PARTNERS

3,500
LIVE VIEWS

AVAILABLE ON-DEMAND TO
15,000
GLOBAL EMPLOYEES VIA SPARK
POWERED BY DEGREEED



Day For Meaningⁱ

Our 4th annual Day for Meaning focused on the third core tenet of our MW DE&I philosophy, [Shared Purpose](#), providing a direct link between Conscious Inclusion and our global vision to become the irrefutable leader in the business of creativity. Our Shared Purpose is creative excellence and growth through Conscious Inclusion, and accelerating our DE&I journey truly takes **Everybody, Every Day – All In.**



Rodney Collins, PhD
EVP, Global Head of Human
Sciences, McCann

In 2022 and in observance of Day for Meaning 4.0, the ideas and actions generated from teams around the world evidenced a greater sense of ownership of the responsibility and the commitment to inclusivity as integral to fostering connection, belonging and shared purpose. I am proud to be a contributor, a partner, an advocate and a student of our philosophy of Conscious Inclusion.

200
LEADERS

12,000+
PARTICIPANTS

1078
MODERATORS

940
GROUPS

45+
COUNTRIES

110
OFFICES

85+
ACTIVATION PLANS

CONSCIOUS INCLUSION AS A DRIVER OF IMPACT



RAUL CASTRO

Chairman & CEO,
MW Philippines

A nuanced consciously inclusive environment **allows for psychological safety** – the basic condition for bringing our authentic selves and articulating our best ideas. It is also the gateway to true high employee engagement, which motivates us to expend discretionary effort. The **best ideas + going above and beyond** creates the perfect environment for high-impact innovations, ultimately driving growth and success both for the individual and the organization.



ANDREA ROSSELLO

Managing Director,
McCann Peru

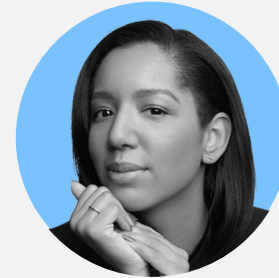
By integrating all types of profiles, we allow ourselves to see the “bigger picture.” In a commercial context, this helps us to get rid of a partial view and to **explore the entire universe of opportunities and solutions**, having a **direct and positive impact in the business**. In fact, various sources indicate that the most diverse companies will outperform their peers by up to 40% in profitability.



MARIO MORBY

Head of Strategic Planning,
FP7McCann Dubai

The power of creativity is originality. Originality moves people, business and culture; it's what fuels innovation and drives growth. But originality can only take form in places full of new and fresh perspectives, spaces that are filled with inclusive and diverse teams. Conscious Inclusion is about **smashing those barriers and biases** that can hold back original thinking and limit creativity.



EMELY PEREZ

Design Director,
McCann New York

Leading with Conscious Inclusion requires casting a wider lens on the teams we build and the voices we acknowledge. In this process, we begin **considering unexpected angles** from which to approach client challenges and leverage a wider range of insights in our work. Naturally, we become **more open-minded and more thorough in our craft**. We become better overall.

A Snapshot of Regional Activations & Engagements

Cultivating a Sense of Connection, Belonging, and Shared Purpose

McCann Worldgroup continues to intentionally create the conditions – from day one – to introduce and reinforce our shared philosophy of Conscious Inclusion.

Across regions, agencies leveraged the brilliant ideas that came from a Day for Meaning (DFM) 3.0 to build mechanisms for greater inclusion. **MW Germany's** “Show Your Sh*t Show” provided a vehicle for employees to share their humanity and vulnerability; a 2022 holiday event featured new participants and questions. In **Asia Pacific**, agencies introduced “Truth About Us” sessions to increase collaboration and belonging. Further, through the Culture Committee Calendar, show-and-tell sessions and recognition programs, **Middle East Communications Network's (MCN)** DFM activations cultivated a deeper sense connection, unearthing the unique lived experiences and perspectives.

To foster holistic wellbeing, **McCann London** and **Craft** partnered with MyndUp to provide wellbeing services like career and life coaching, counseling and therapy and meditation and mindfulness.



A Snapshot of Regional Activations & Engagements

Deepening Our Intercultural Competency through Meaningful Conversations and Experiences

In 2022, we took steps to more deeply understand the unique lived experience and perspectives of communities across the world to build common ground understanding and elevate our cultural fluency.

This included recognizing global cultural observances, like International Women's Day (IWD), Global Pride, and International Day of Persons with Disabilities. To commemorate IWD, agencies in **China, Costa Rica, Japan, India, the Philippines, Romania, Thailand, the U.K., the U.S.,** and more, hosted virtual events, workshops and activations that shared practical ways to #BreaktheBias based on leaders' lived experiences. For Global Pride, in addition to a global conference series, local markets, including **Japan, Hong Kong, and Singapore**, celebrated in meaningful, impactful ways through a series of events, featuring external subject-matter experts, such as Tokyo Rainbow Pride and Out Leadership; a LGBTQ+ movie screening and discussion; and more.

In the **U.S.** and **Canada**, agencies brought in external subject-matter experts, like Culture Cipher, to deliver customized DE&I learning experiences and workshops, elevating our cultural fluency. Complementing these learning experiences, U.S. employee resource groups, including Feast, The Cookout, The Agenda, Somos, and BEN, harnessed their collective energy to create meaningful programming, recognizing important cultural observances.

In the **U.K.**, our Manchester office launched a dynamic podcast, born out of Day for Meaning, to percolate meaningful conversations around DE&I in the advertising industry, featuring guests from Outvertsing and the International Paralympic Committee.



A Snapshot of Regional Activations & Engagements

Turning a Critical Eye Inward to Focus on our Business and Talent Practices

Agencies across **Argentina, Chile, Colombia, Mexico** and **Peru** jointly opened a review process of inclusive practices in the workplace, allowing them to participate in the Aequales Ranking PAR program.

Across **North America**, we conducted an inclusive talent management audit, in partnership with Korn Ferry, to investigate our existing systems and processes, ensuring that they are fair, equitable and inclusive for all. Further, we introduced structural and system-wide interventions to drive organizational change.

Commonwealth//McCann initiated Impact Hours, an idea out of Day for Meaning 3.0 that requires all employees to contribute a minimum of 10 hours to external and internal DE&I efforts with flexibility as to when, where and how they invest their time. **MRM North America** went beyond adding pronouns to their email signatures; they piloted adding pronouns to Microsoft Teams profiles, a feature that was not yet released by Microsoft to all clients.

When exploring how we can use more inclusive language, **MW Spain** piloted Inclusion Check, which allows us to systematically check if the copy we use in a variety of documents is inclusive, recommending alternative words if not.

To facilitate greater work flexibility, **MCN** introduced an approval-based one-week work-from-anywhere option for all employees during the Summer Holiday months, complementing the one-day option to work from home aligning to the shift in weekends in the region.

The logo for Aequales, featuring the word "AEQUALES" in a bold, sans-serif font. The "AE" is enclosed in a purple square, and the "U" is purple, while the remaining letters are dark blue.A graphic for the "Everyone's Truth" campaign. It features the words "EVERYONE'S TRUTH" in a bold, red, sans-serif font. Below the text, it says "Embrace diversity, create the difference." in a smaller, white, sans-serif font. The background is a dark blue and teal abstract design with a white stylized "M" logo in the bottom right corner.

EVERYONE'S
TRUTH

Embrace diversity,
create the difference.

A Snapshot of Regional Activations & Engagements

Continuing to Integrate DE&I Across our Business Practices

Created by our Global Diversity Coalition, we launched our DE&I focused Business Practices Toolkits, which provide pragmatic guidance for applying key principles of DE&I across each touchpoint of the holistic creative process to mitigate bias. In addition to these dynamic toolkits, below are a few examples of actions taken at the local and regional level:

- **McCann North America's** Cultural Resonance Committee, a creative- and strategy-led resource, continued to ensure the work we create for our clients is culturally resonant, respectful and authentically connects with consumers.
- **McCann Lima** explored intentional ways to provide access and opportunity through the briefing process. It introduced an integral question into its consideration set, asking, "Who from the agency can we add to this project?" based on their expertise or life story.
- **FP7McCann Dubai** featured multidimensional identities to unlock unexpected connections and collaborations and to spark new ways to tackle a creative client brief.
- **MW Japan** hosted a workshop for the Unstereotype Alliance's national chapter that focused on deepening the understanding and encouraging daily application of the unstereotype principles in the creative product. Participants included representatives from Nikkei Inc., the Japan Association of Advertisers, UN Women and the Unstereotype Alliance.



A Snapshot of Regional Activations & Engagements

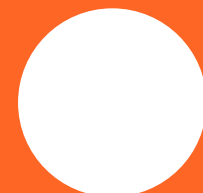
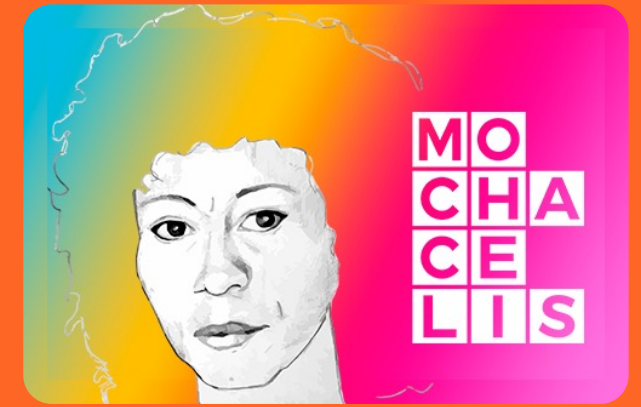
Developing Meaningful Relationships to Accelerate Progress

Agencies across **Latin America** strengthened relationships with strategic partners to fortify our diverse talent pipeline, yielding impressive results, while creating meaningful opportunities for historically marginalized communities. In **Argentina**, we partnered with the City of Buenos Aires and Mocha Celís to source under-represented talent through dedicated job portals. **WMcCann**, Google and Potencias Negras collaborated on the BlackChain Talent Fair, increasing underrepresented entry-level talent at Brazil agencies by +9pp. Further, the agency launched a mentoring program for Black employees, born out of Projeto Goma.

Similarly in **North America**, we continued our longstanding partnerships with organizations, like the 4A's Foundation MAIP and Creative Spirit, while curating bespoke programs, including an engagement with a local Canadian school to introduce students to the advertising industry.

Turning to **Europe**, our agencies in the **UK** continued to participate in the UK's Kickstart Scheme and our **Manchester** office partnered with UA92 to provide historically marginalized students interested in a career in advertising with mentors, as well as the opportunity to visit the agency and learn from guest lectures. In **France**, along with L'Oréal and Club Landoy, we committed to multiple engagements to enhance the workplace for people over the age of 50.

Partnering with a global client and a NGO, our agencies in **China** continued to build its career capital for people with disabilities and neurodiversity, participating in multiple job fairs and more. Additionally, our agencies in **India** made a concerted effort to hire candidates who identify as neurodiverse, as well as provided training for leaders and teams to foster inclusivity.



A Snapshot of Regional Activations & Engagements

As a result of these efforts, agencies across the network have been honored, including, but not limited to:

- **McCann Buenos Aires** was recognized by the city government for the agency's commitment to gender equality in the labor market and dedication to accelerating change and reducing gender employment gaps. And, **MW Mexico** was certified for the fourth time as a Best Place to Work for LGBTQ+ Equality by the [HRC Equidad MX: Global Workplace Equality Program](#).
- In the **Middle East, North Africa and Turkey**, multiple **MCN** agencies were certified as a *Great Place to Work*, based on direct feedback from employees, provided as part of an extensive and anonymous survey about the workplace experience. This is a testament to their work in creating a culture of connection, belonging and shared purpose.



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