



TORONTO CONGRESS 2022

May 25 - 27

Connect, Celebrate and Elevate the World of Out of Home

Let's Dance

A large, circular image of the Earth as seen from space, showing the blue oceans and white clouds against the black background of space. The Earth is the central focus of the slide.

Making Equity, Inclusivity & Diversity Happen



Annie Rickard
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OOH Capital



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**“ An equal, diverse and inclusive
workplace is a key driver of resilience
and recover ”**

United Nations/ILO April 2022

Reasons To Believe



Boston Consulting, McKinsey etc demonstrate that diversity leads to improved financial performance



47% of working millennials say that a diverse and inclusive workplace is important



Risk of shrinking candidate pool, reduced market share and lost profitability



Increasing number of laws and requirements to support greater diversity



Ad budgets increasingly require ethnically diverse suppliers

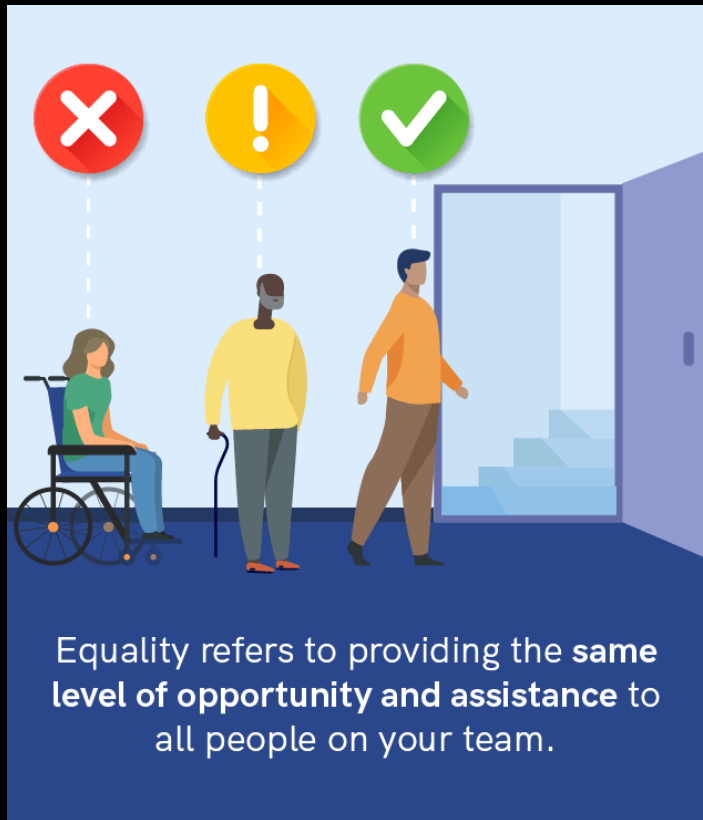
Why It's Not Easy

- It takes a long time to change a culture
- If a business is doing well, a leader may not be incentivised to invest in D & I
- It can mean difficult and sensitive conversations
- There is a lack of understanding about privilege and intersectionality
- Subconscious bias



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

Verna Myers



Equality

v



Equity

What We Have Learnt

- Compulsory diversity training doesn't work
- Hiring tests do not help diversity; neither do Performance Ratings
- Trying to force change can be detrimental

What We Have Learnt



Engaging Managers



Special Task Forces



Social accountability 'the
desire to be seen as fair'

A Learning-Oriented Culture Is The Way Forward

- Make Diversity, Equity and Inclusion as important as Profitability and Growth
- Lead by example, be open to ideas, to feedback and to failure
- Understand your metrics, study the evidence, and develop strategies for change, repeat
- Leaders should hold one another accountable.

Gender

‘A male dominated management model is due an overhaul – and this time it is companies that need to adapt to womens needs rather than vice versa’





global


Global's Diversity & Inclusion Journey



WORLD
OUT OF HOME
ORGANIZATION

About Global

- Global is Europe's largest radio company and home to the UK's best-loved radio stations
- They are the leading outdoor media company in the UK and one of the largest in Europe, with an extensive portfolio of over 253,000 assets
- Global's DAX (Digital Ad Exchange) is a pioneering digital advertising exchange for radio and outdoor
- Global's charitable function Global Goodness supports small charities across the UK and is home to the Global Academy, a unique school which encourages and attracts socio-economic diversity into the Media industry



“ It has yet to develop comprehensive and targeted new initiatives to promote diversity and inclusion. Of the three main broadcasters, Global has more to do and we look forward to clear improvements over the coming year. ”

**Ofcom's response to Global's Diversity Strategy
31 July 2019**

Creating a more diverse business

- Commitment from the Board to improve diversity & inclusion from the top
- Setting up Group D&I Committee, which saw the appointment of two external consultants to help deliver the D&I agenda
- Appointing the role of Head Of Diversity & Inclusion
- Building An Inclusive Workplace training for all Global staff
- The adoption of a vigorous approach to understanding the metrics via data collection and analysis to better understand the make up of employees
- Establishing five key D&I networks to promote, educate and celebrate specific areas of D&I around gender, sexual orientation, ethnicity, disability and parents with dependents.

Global D&I Goals

- Create a more inclusive culture where all Globallers feel they can belong.
- Create a workplace that is representative of our customers and audiences.



Global's Action Plan

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- Understand and measure the D and I profile of Globalers across Gender, Ethnicity, Age, Sexual Orientation and Disability
- Review and amend hiring, promotion and pay review processes to promote fairness and increase diverse hires.
- Board Sponsor allocated to each employee network
- Regular detailed D & I reports prepared for the Board to ensure it remains a “top table” issue
- Quarterly meetings with external advisors and Board representation to review employee break downs including joiners and leavers, promotions and functional breakdowns by key characteristics
- Action plans following staff check in points, surveys and quarterly reviews

Progress in January 2022

*Compared to January 2020

Ethnicity
16%

+4%

LGBTQ+
8%

+2%

Disability
5%

+2%

Where Are You Now?



Understand the profile of your business and carry out a belonging audit

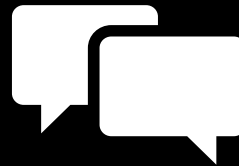


What is the make up of your organisation compared to your community, your customers and your audience

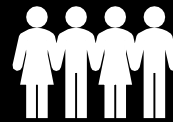
What Do I Do Next?

- Design a D & I plan; identify key success metrics
- Measure, measure, measure
- Engagement not enforcement
- Set up, support and engage with Employee Resource Groups
- Get expert help

How Do I Keep Going?



Ensure regular feedback for improvement



Ensure everyone is included

Resources



McKinsey
& Company



**Harvard
Business
Review**

Why diversity programs fail



**Harvard
Business
Review**

What inclusive companies have
in common

Now Is the Moment
Let's Get Ahead On This
Goal #1 for D, E & I in Media
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