



My Voice Matters:

Inclusive Marketing Excellence





Background

This study is the followup from the pilot research the AEF launched called [My Voice Matters](#), which looked to measure inclusion across different dimensions such as business decision-making, company equity, and a sense of belonging in the industry. The My Voice Matters study originated from the [Diversity Disconnect: Charting More Inclusive Pathways](#) study that encouraged the industry to move beyond diversity numbers to measure inclusiveness.

The most salient finding from the pilot study was that there was clear evidence that ethnic minorities did not feel the same level of inclusion as their White counterparts when it came to business decision-making, company career progression, and a sense of belonging to an industry. The data was provocative enough to develop this pilot into a study that could have greater impact on industry diversity and inclusion efforts.

Key Study Enhancements

We fielded this next survey in 2023, with enhancements:

- **More Robust and Qualified Sample:**
We received 377 respondents for this second study as opposed to 268 for the pilot. Other enhancements made to the sample:
 - » **Oversampling for Black Talent:** Out of the 377 respondents, 150 were responses from Black talent. We wanted to understand specifically how Black talent was being affected after the pandemic and the murder of George Floyd.
 - » **B2B Sampling Partner:** We worked with Advertiser Perceptions, a research company that specializes in securing survey data from marketing and advertising professionals. It was crucial for us to have a sample that was truly representative of the industry, which we struggled to reflect in the first study.
 - » **Balanced Ecosystem Sample:** With the pilot study, we did not draw many responses directly from

client-side marketers. For this study, we wanted to have a more balanced sample from marketers and agencies, with the rest coming from nonprofits, startups, and publishers.

- » **Focus on Millennial and Gen Z Cohorts:** This study zeroes in on millennials and generation Zers as opposed to all ages in the pilot study. While we acknowledge that this approach misses an older cohort, we made this decision given our research resource constraints and the level of actionability to recommend changes that affect those who will lead the industry in the future.
- **Partner Coalition:** While the first effort was led by the ANA Educational Foundation (AEF), this followup study was led by a coalition which included the ANA, SeeHer, the Alliance for Inclusive and Multicultural Marketing (AIMM), Center for Positive Marketing at Fordham University, and the 4A's. Broadening this coalition ensured many different perspectives were heard in strengthening the quality of this study and widening its industry impact.
- **Strengthened Methodology:** We strengthened and expanded the question set based on inputs from the partner coalition. The result of these additional inputs is a study methodology that is more comprehensive and inquisitive even as we maintained the anonymity of all respondents. Rather than three areas of focus, we expanded it to six categories when measuring inclusion and continued to include Net Promoter Scores (NPS)¹:
 1. Impact on business decision-making
 2. Equity in career progression
 3. Commitment to and execution of DEI initiatives
 4. Modeling inclusive behavior
 5. Resources for managing conflict
 6. Sense of industry belonging

¹ "An NPS measures customer loyalty by looking at their likelihood of recommending a given business. [Qualtrics](#) (2024)"

Background

Study Framing

There are many factors that drive inclusion. The study measured more than 30 variables seen in the Appendix (Chart 1) in the six categories highlighted in the methodology section. We conducted a factor analysis² to determine how to group these variables more clearly. When evaluating these variables, the factor analysis revealed three major factors that drive inclusion (Charts 2, 3, and 4) and fell into three broad categories:

- **Individual Feels Heard**
- **Company Fosters Diversity**
- **Industry Creates Sense of Belonging**

This analysis suggests that it is the responsibility of everyone — the individual, the company, and the industry — to create an inclusive environment for employees to perform at their best. We then measured what role these factors played in

willingness to recommend different aspects of their work environment:

- **The role**
- **The manager**
- **The company**
- **Senior management**
- **The CEO**
- **The industry**

The chart below captures the statistical impact that these factors play in recommending these aspects. For example, in recommending the company, all three factors — Individual Feels Heard, Company Fosters Diversity, Industry Creates a Sense of Belonging — play a statistically significant role in the NPS. In recommending the industry, only Industry Creates Sense of Belonging plays a statistically significant role.

Aspect	Individual Feels Heard	Company Fosters Diversity	Industry Creates Sense of Belonging
Your Company	✓	✓	✓
Your Manager		✓	✓
Your Role	✓	✓	✓
Senior Leadership	✓	✓	✓
The CEO		✓	✓
The Industry			✓

Key Chart Observations

- **Industry Plays a Significant Role in All Categories:** Industry plays a role in all six categories, suggesting the importance that key trade associations like the Association of National Advertisers (ANA) and the American Association of Advertising Agencies (4A's) play in fostering inclusivity down to the individual level.
- **Company Is an Integral Part of Driving Inclusion:** What companies do to foster inclusion is significant in all categories except for industry. This finding is not surprising, given the role that companies play in hiring talent, defining roles, promoting managers, creating career paths, and appointing leadership, which collectively help to drive the level of inclusion at a given organization.
- **Manager Noticeably Absent from Individual Feeling Heard:** Managers play a significant role in how individuals feel included. According to the Boston Consulting Group, “Employees who feel like they can be their authentic selves at work are happier, more motivated, and nearly 2.4 times less likely to quit.”³ Currently, this survey only has two statements about the impact of managers on inclusion, which likely explains this data point. In the next study, our plan is to add more statements about the impact that the manager has in driving inclusion to home in on the relative importance the manager plays with this aspect.

² “A statistical method aimed at reducing a large number of variables into a smaller set of factors. This technique is valuable for extracting the maximum common variance from all variables, transforming them into a single score for further analysis.” *Comprehensive Guide to Factor Analysis, Complete Dissertations* (2024).

³ “Diversity, Inclusion, and Belonging in the Workplace,” *Boston Consulting Group* (2022). *Comprehensive Guide to Factor Analysis, Complete Dissertations* (2024).

Background

Study Roadmap

The study will use the three major factors — Individual Feels Heard, Company Invests in Diversity, and Industry Creates Sense of Belonging — to look at how different survey demographics responded to this survey.

- **Gender**
- **Race and Ethnicity**
- **Tenure**
- **LGBTQ+**
- **Client Versus Agency**
- **Employee Resource Groups (ERG)**

Each section is divided into the following parts:

- **Mean Score Across Each Factor:**
This will capture the mean score for each of the factors and assess the level of statistical significance in each demographic category.
- **Key Observations:** This section will share observations about the data captured for the analyzed demographic group.
- **Overview:** This section helps bridge the data shared with the action steps provided.
- **Action Steps:** This section will highlight key actions steps that can be taken to drive more equity for each demographic group.

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Gender

Mean Score Across Each Factor

For gender, we measured male, female, and non-binary, but did not have enough sample size to include non-binary in the analysis. We measured the mean score (on a scale of 1 through 5)⁴ of all variables for men versus women against the three factors. There were no statistically significant differences between how men and women rated each factor.

Factor	Mean: Men (N=138)	Mean: Women (N=231)	Statistically Significant?
Company Fosters Diversity	3.61	3.61	No
Sense of Industry Belonging	3.70	3.83	No
Individual Feels Heard	3.64	3.76	No

⁴ All questions were scored on a 1 through 5 Likert scale, with 1 being Strongly Disagree and 5 being Strongly Agree.

Key Observations

While the differences between men and women are not statistically significant in any of the factors, there are areas where women feel more included than men⁵:

- Leaders Who Have Modeled the Way**

Statement	Statistically Significant (Top Box or Top Two Box)
I can identify with senior leadership at my company	Top Box (35% Women vs. 25% Men)
I can identify senior leaders in this industry	Top Box (31% Women vs. 22% Men)
I see people like myself represented in senior leadership positions in this industry	Top Two Box (66% Women vs. 57% Men)
This industry will be able to deliver against my expectation of diversity and inclusion outcomes within the next 10 years	Top Two Box (63% Women vs. 53% Men)

- Clear Career Pathway**

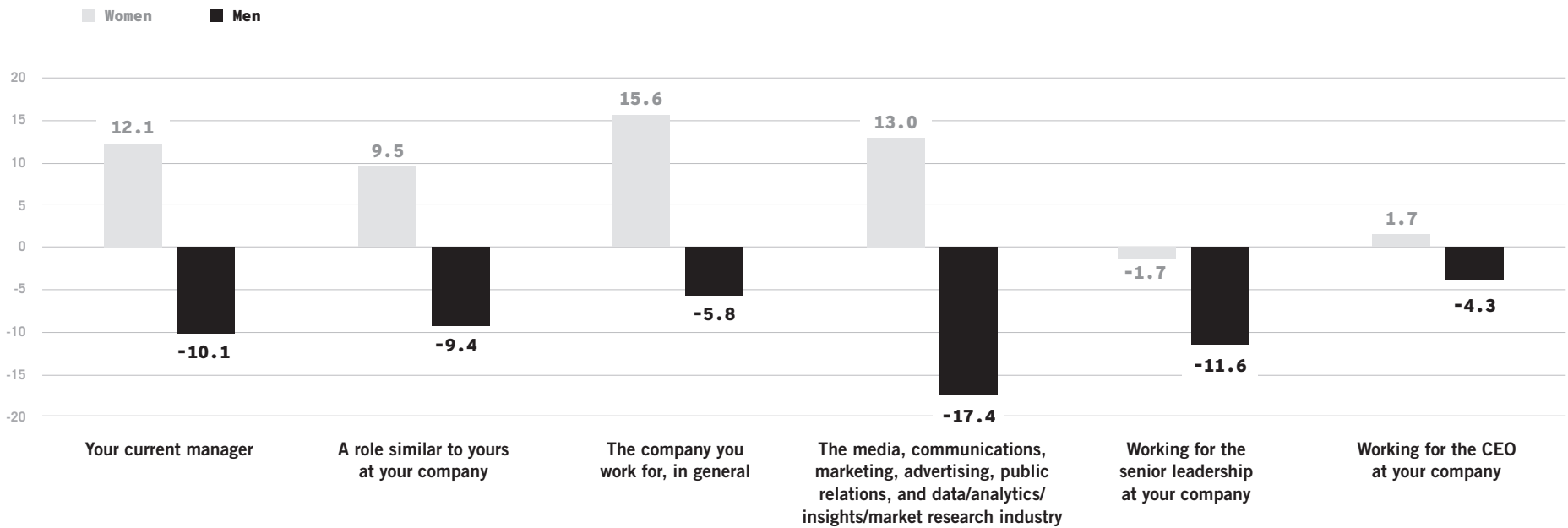
Statement	Statistically Significant (Top Box or Top Two Box)
I see a clear career path for me at my current company	Top Box (34% Women vs. 25% Men)
I can envision myself at my current company for the foreseeable future	Top Box (33% Women vs. 22% Men)

- Strong Peer Collaboration**

Statement	Statistically Significant (Top Box or Top Two Box)
My peers and/or colleagues value hearing my perspective in business decision-making processes	Top Box (43% Women vs. 32% Men)
I have a group of peers at work from whom I can seek advice about how to address a person who has directed a microaggression toward me	Top Two Box (69% Women vs. 60% Men)
My manager exhibits and practices inclusive behavior	Top Two Box (39% Women vs. 29% Men)

⁵ Top Box is Strongly Agree. Top Two Box combined both Strongly Agree and Somewhat Agree.

• **Women Recommend at All Levels at a Higher Level than Their Male Counterparts (FIGURE 1)**



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

- **Female Talent Representation Overindexes in Marketing:**

The chart below reflects female representation in the marketing industry in 89 companies with a sample size of close to 20,000 marketers from the [ANA Diversity Report for the Advertising/Marketing Industry](#) study. These numbers provide some context for how the gender inclusion scores may be interpreted.

Variable	2023	2022	2021	2020
Women	67.2%	67.5%	63.8%	62.9%
Men	32.6%	32.4%	36.1%	37.1%
Non-Binary	0.2%	0.1%	0.1%	N/A

Overview

Women in marketing and advertising report a slightly stronger sense of inclusion compared to their male counterparts, with notable differences in areas such as leadership opportunities, career advancement, and collaborative support. Although these differences may not reach statistical significance overall, they highlight key areas where female professionals feel more supported. However, despite progress in fostering a more inclusive work environment, a persistent disconnect remains in how women are portrayed in advertising. Initiatives like SeeHer are actively working to bridge this gap, aiming to enhance representation and authenticity in brand narratives.

Action Steps



- **Join the SeeHer Movement:** The ANA's SeeHer division is committed to increasing the representation and accurate portrayal of all women and girls to achieve gender equality and drive business growth in the global marketing and media ecosystem, now and for generations to come. Joining the ANA [SeeHer membership](#) creates an opportunity to foster greater inclusivity and representation for women overall while working on an external goal to embed greater gender equality into the marketing and advertising ecosystem.
- **Accelerate Learning Through ANA SeeHer Research:** SeeHer maintains a [list of resources](#) for ANA members that shows this link between accurate female representation in ads and business growth. Studies include:
 - » [Optimizing the 3Cs: Creative, Content, and Character Portrayals](#)
 - » [Passing the Gender Equality Vibe Check with Gen Z: From Truth to Trust](#)
 - » [Pursuing Equitability in Representation of and Measurement for Women](#)

Race and Ethnicity

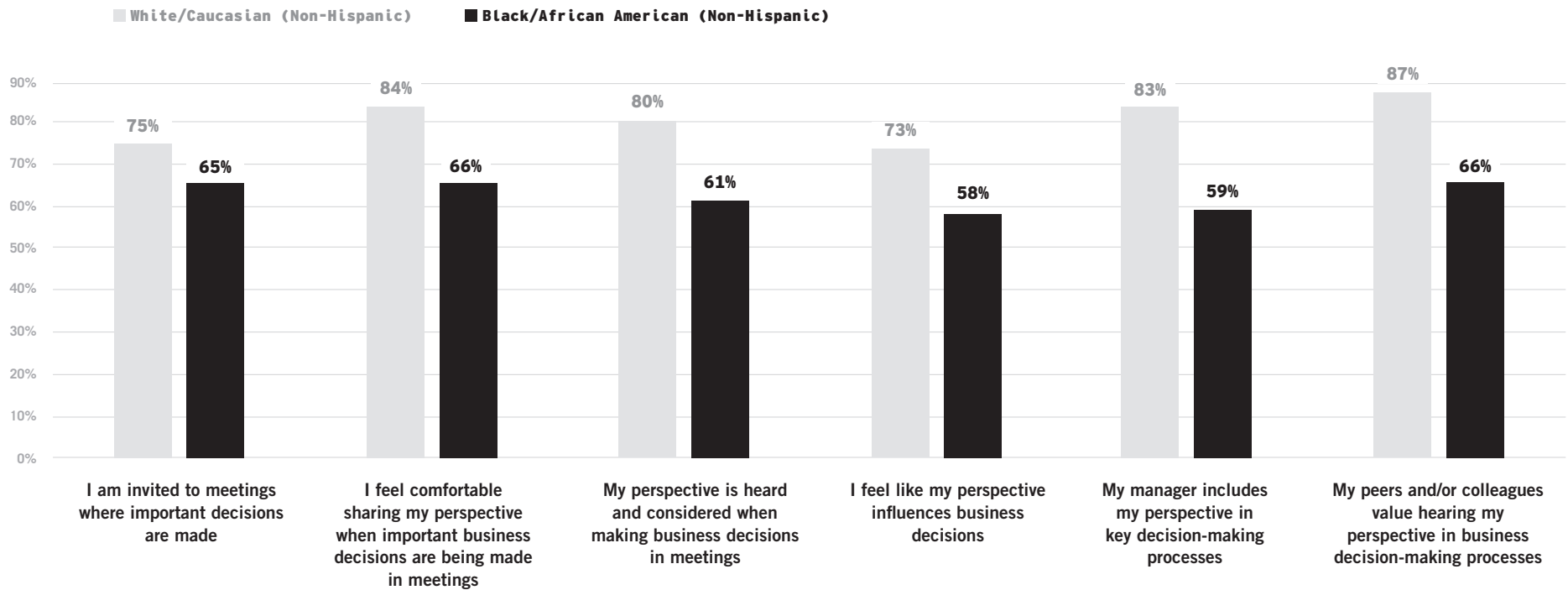
Mean Score Across Each Factor

For race and ethnicity, we oversampled for Black talent so we could get a statistically reliable sample to see how Black respondents compared to White respondents about the key factors. For Asian and Hispanic, the limited sample size (around 30 each) prevented us from running a similar analysis, but these backgrounds are considered in the overall analysis.

Factor	Mean: White (N=139)	Mean: Black (N=146)	Statistically Significant?
Company Fosters Diversity	3.79	3.46	Yes
Sense of Industry Belonging	3.97	3.48	Yes
Individual Feels Heard	4.03	3.55	Yes

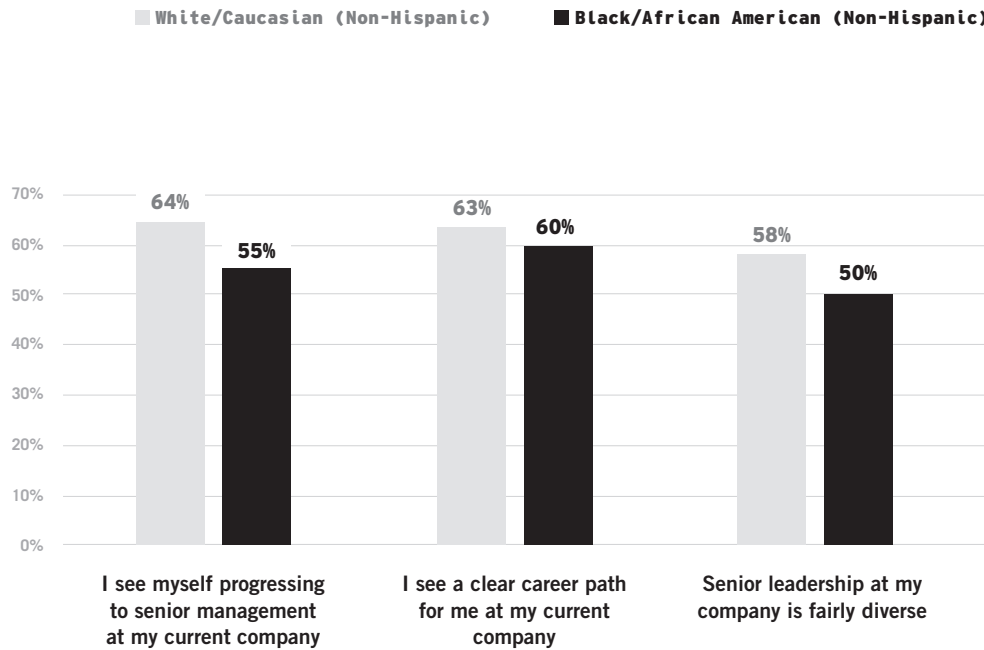
Key Observations

- **Black Talent Feels They Are Not Being Heard as Much as White Counterparts**
(FIGURE 2)



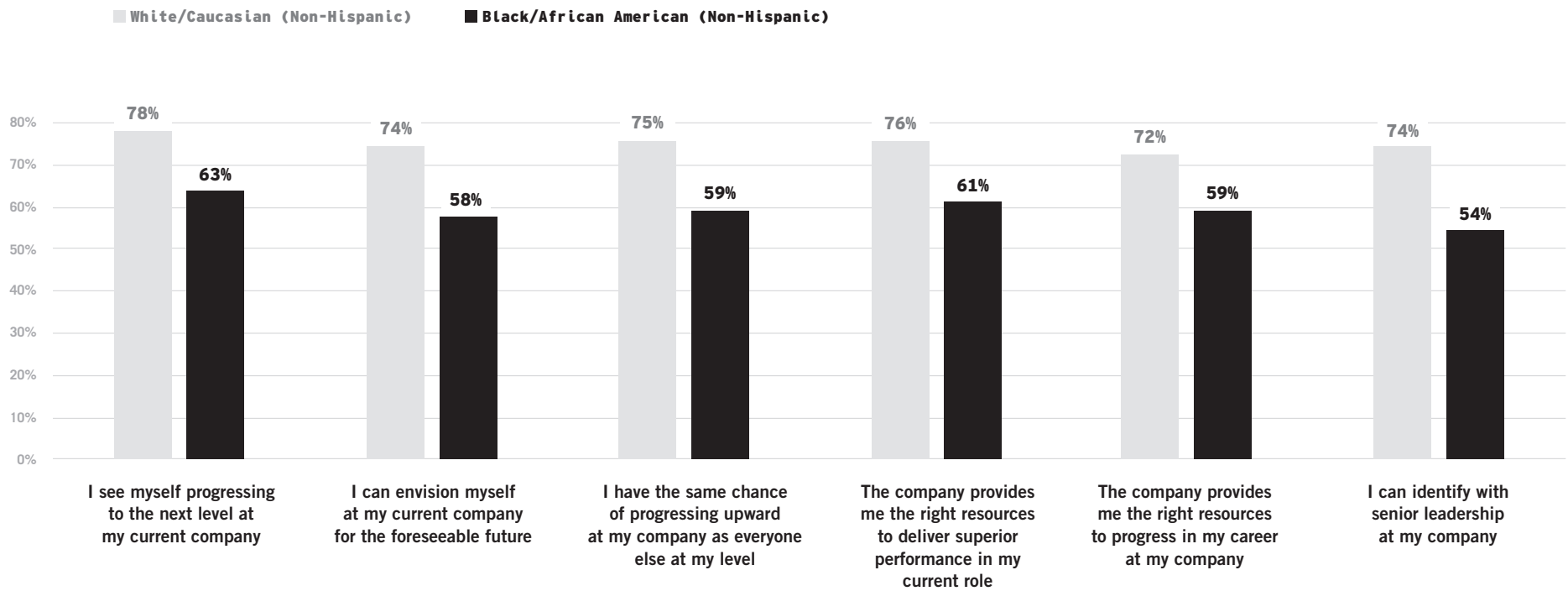
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

- **Vision for Career Growth Is Similar Between White and Black Talent**
(FIGURE 3)



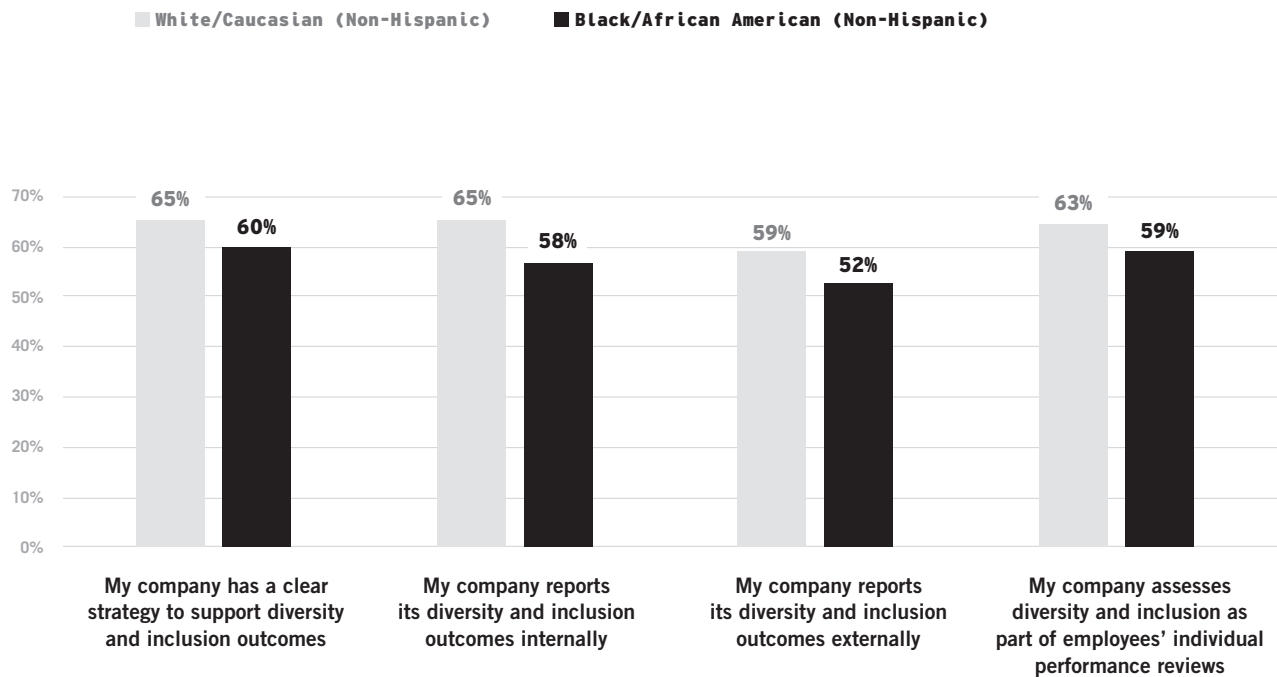
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **The Ability to Secure Resources and Marshal Career Support Differs Considerably**
(FIGURE 4)



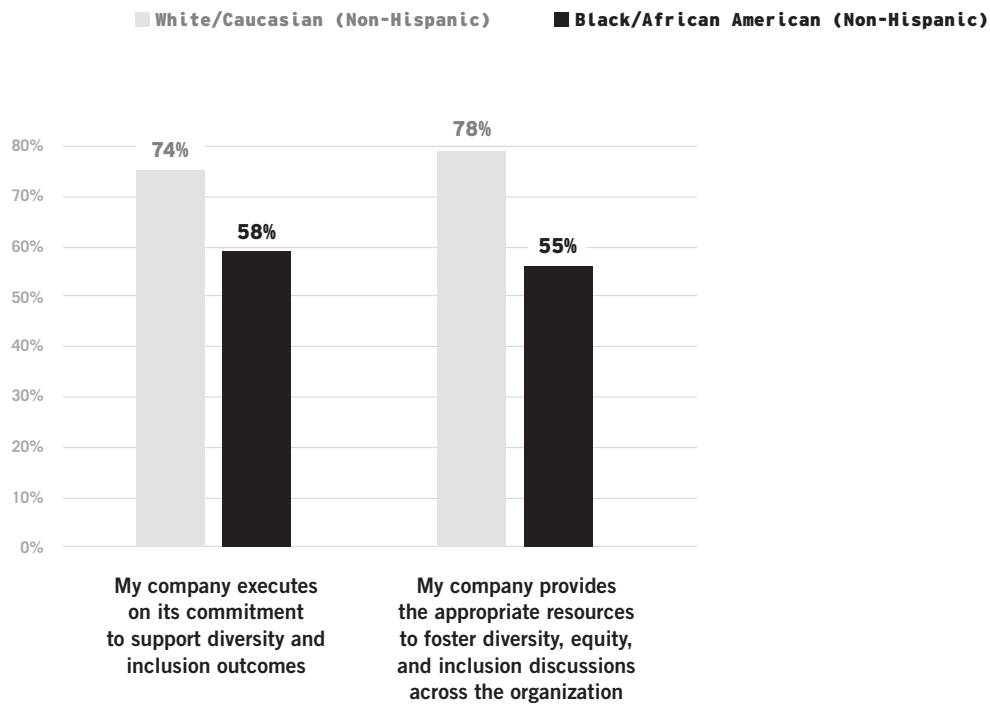
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

- **Less of a Perception Gap in Corporate Intent Around Diversity and Inclusion**
(FIGURE 5)



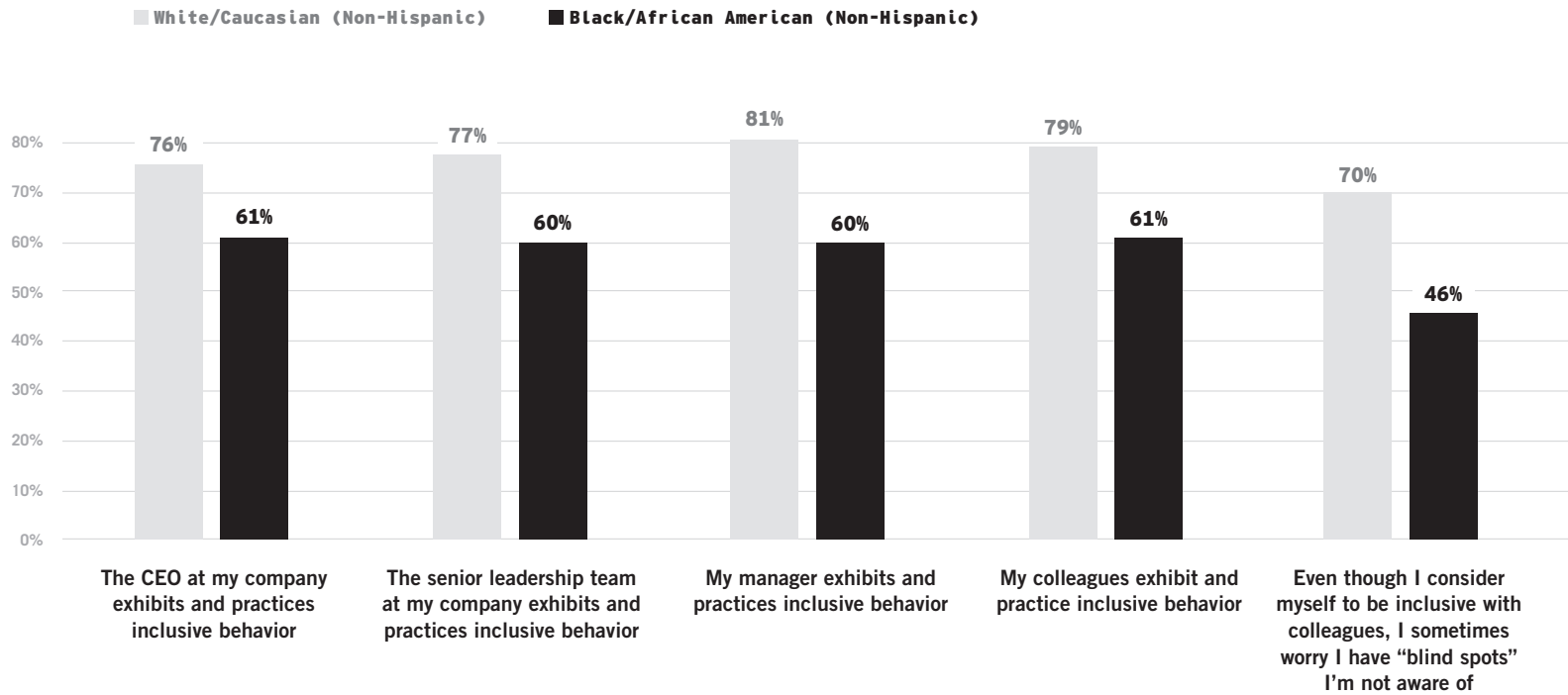
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

- **The Perception Gap Around How the Company Achieves Diversity and Inclusion Goals Is Wide (FIGURE 6)**



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

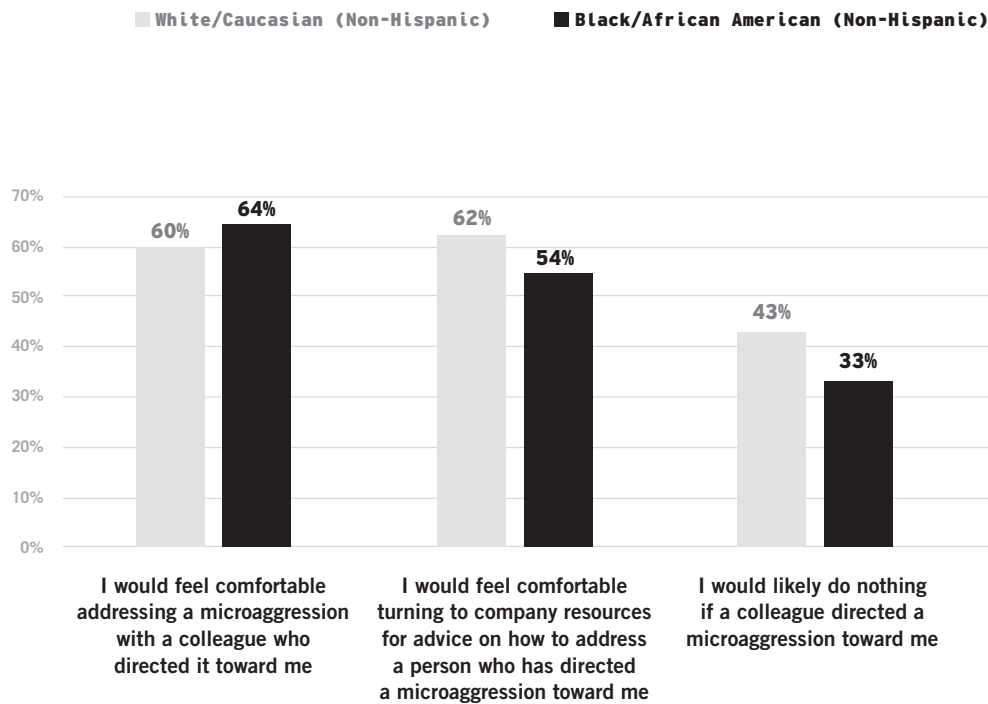
- Significant Difference in Perception About Inclusive Behavior Across All Levels
(FIGURE 7)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

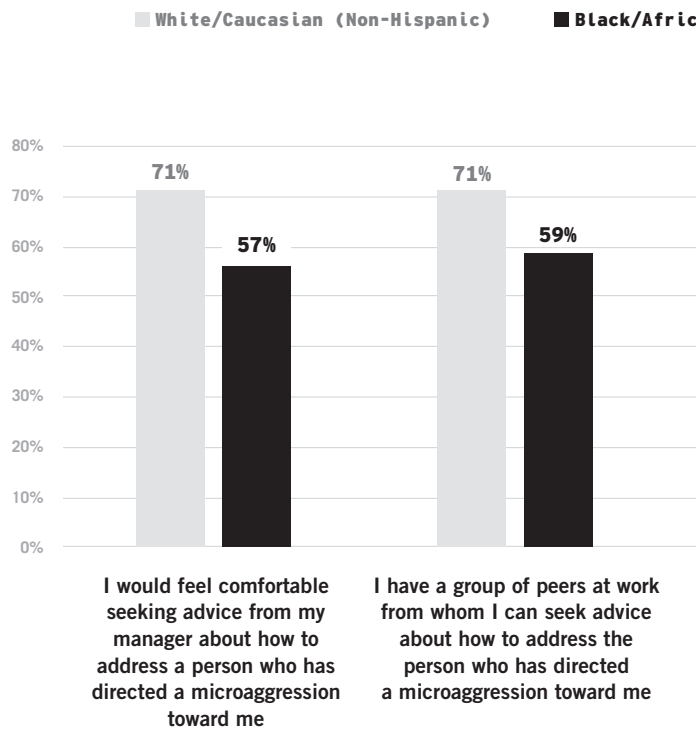
- **Addressing Microaggressions:** Black talent is slightly more comfortable in addressing a microaggression than their White counterparts, and less likely to do nothing about a microaggression at all. In seeking out resources to address a microaggression, White talent feels more comfortable in doing so than Black talent but not at a statistically significant level.

(FIGURE 8)



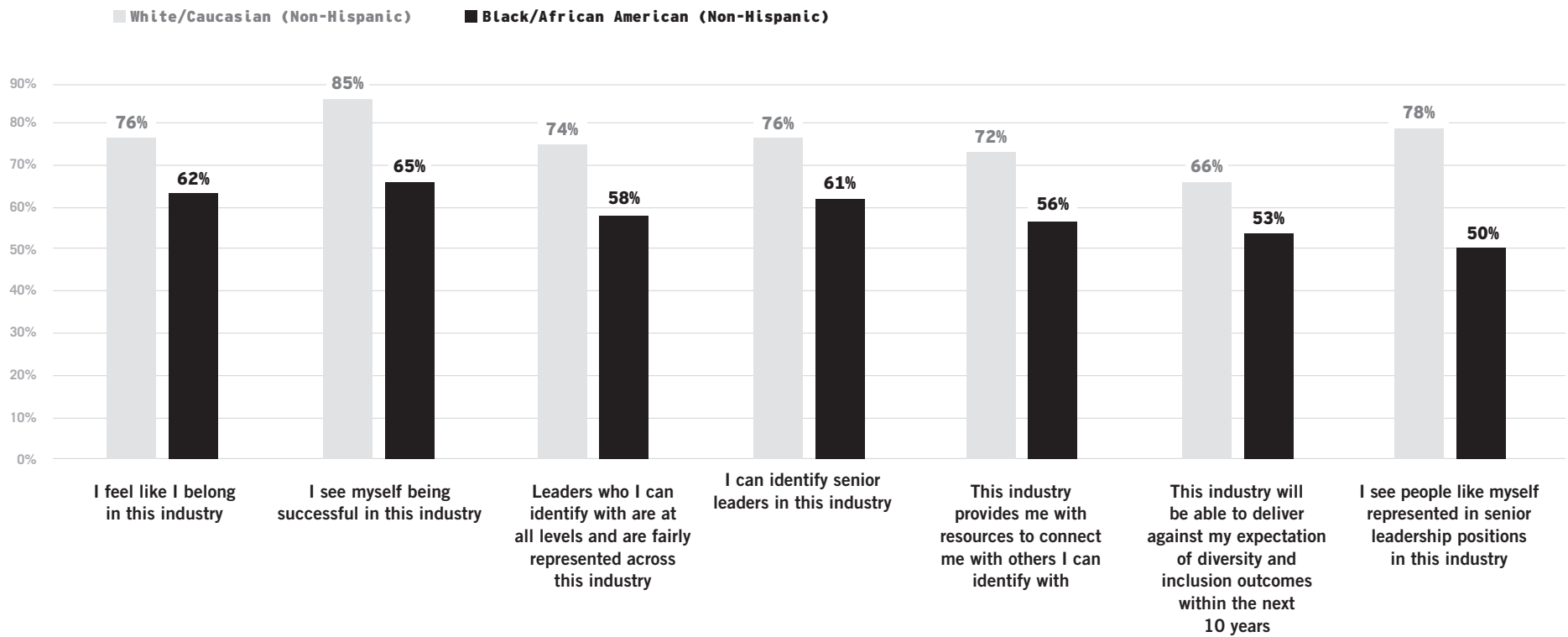
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

- **Black Talent Is Less Willing to Seek Out Resources to Provide Support When Faced with Microaggressions**
(FIGURE 9)



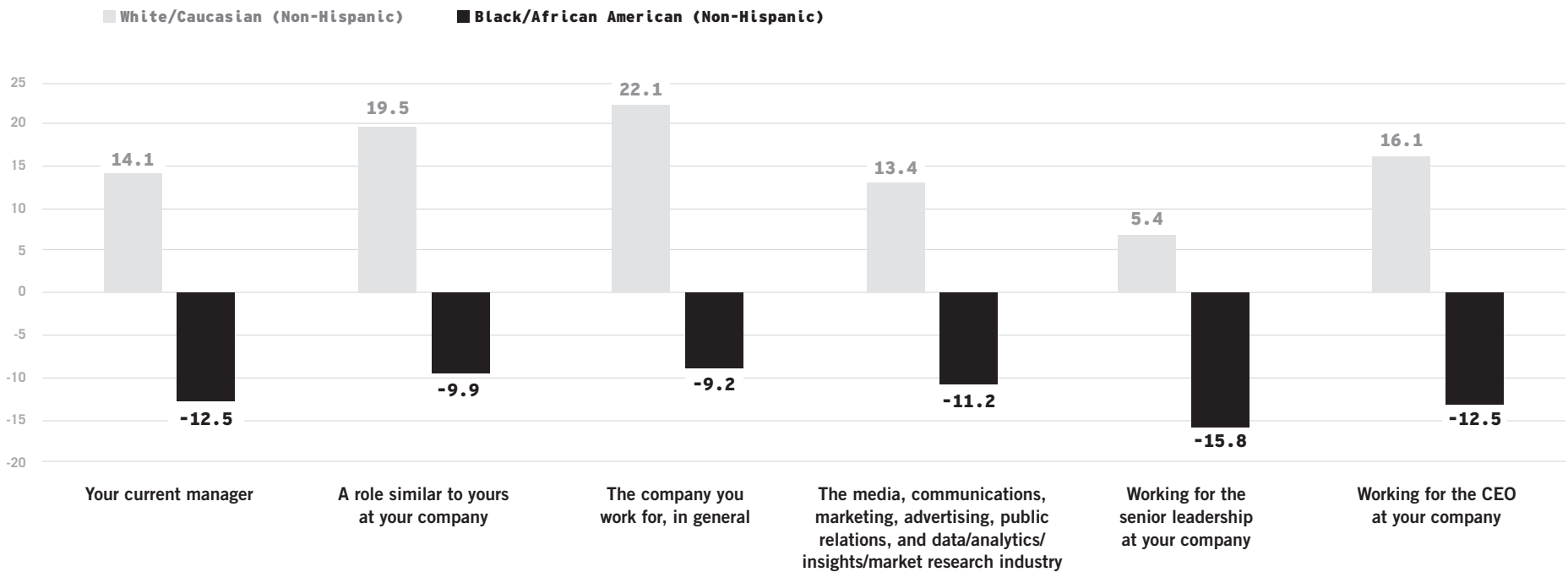
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **Black Talent Has a Much Lower Sense of Industry Belonging**
(FIGURE 10)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

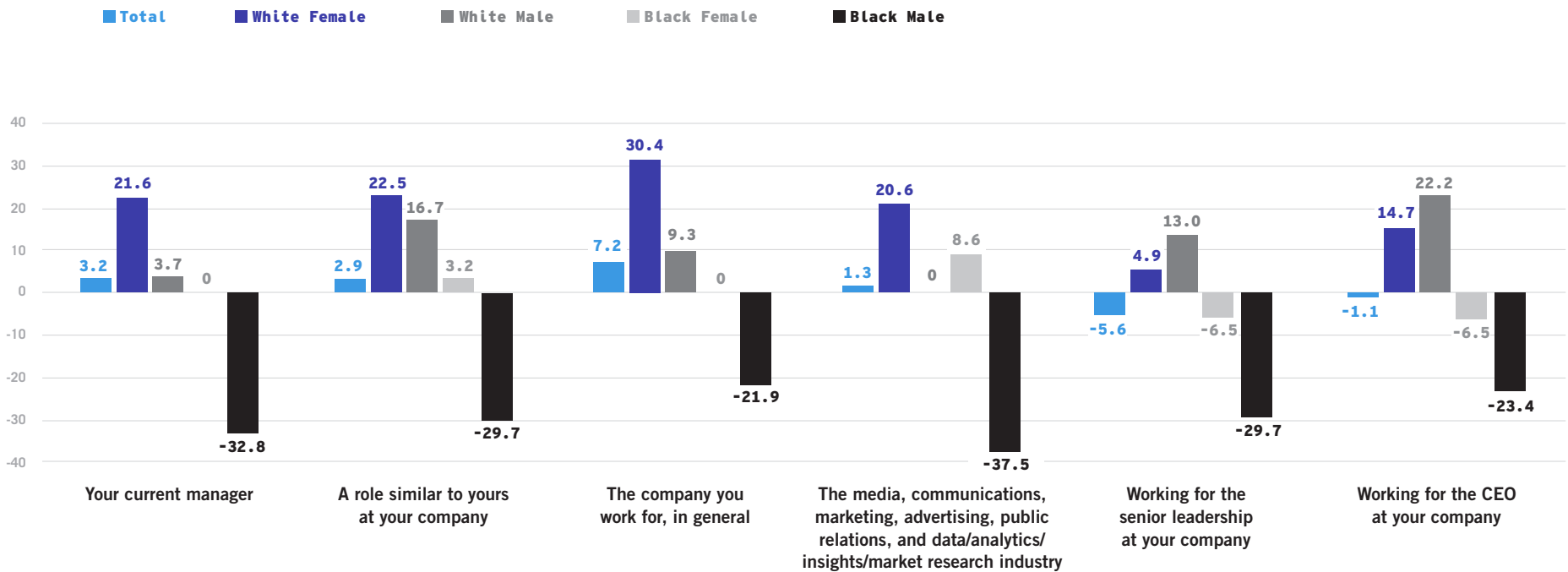
- Overall, Black Talent Is Less Likely to Recommend this Industry Compared to White Talent (FIGURE 11)



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

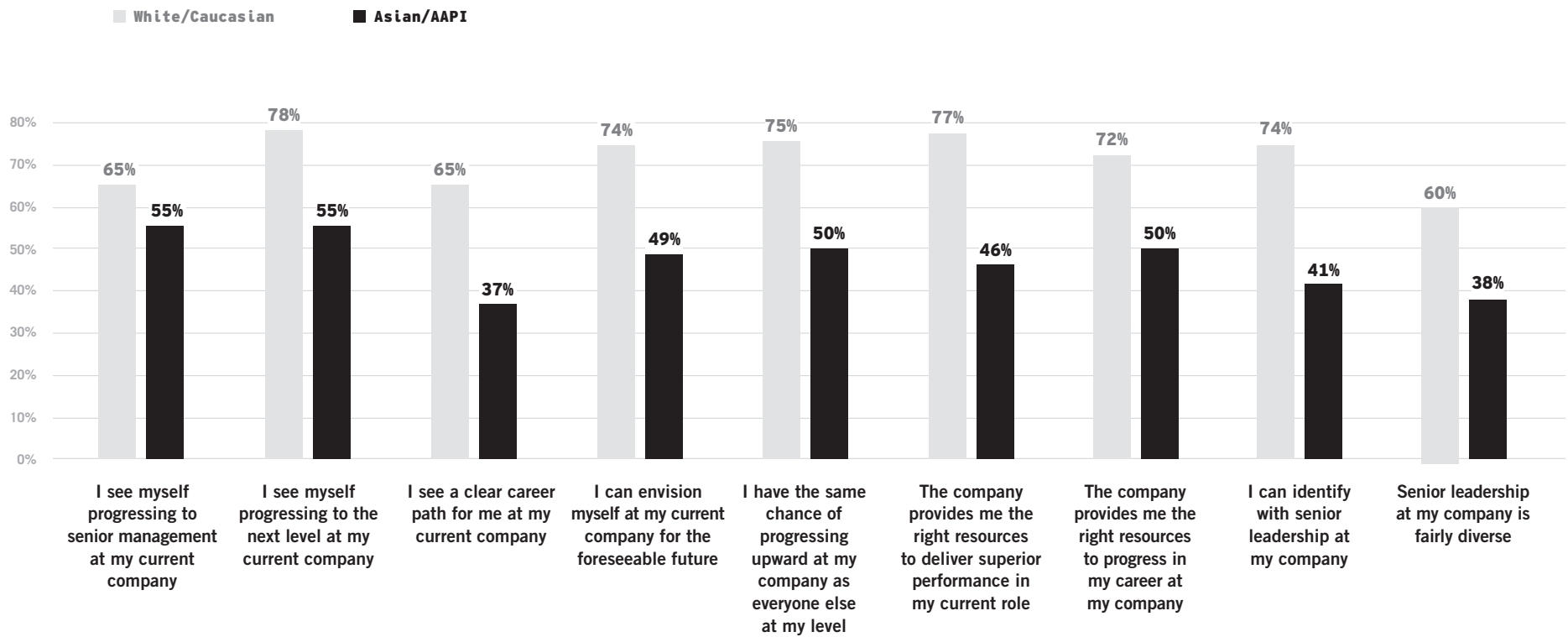
- **Specifically, Black Men Are the Group Who Least Recommend:** To break down the data further, Black men — as opposed to Black women (and also White men and White women) — are driving the recommendation scores down.

(FIGURE 12)



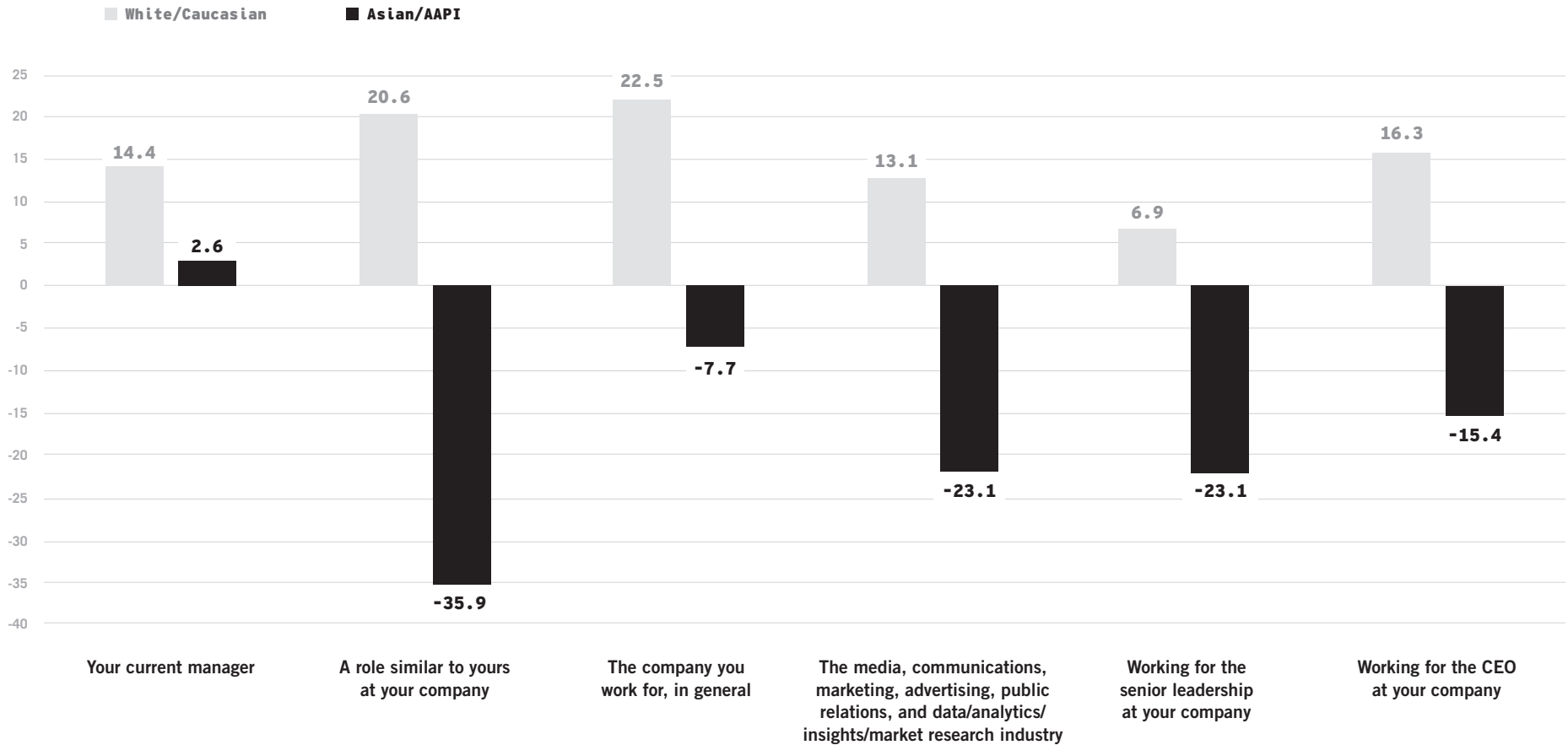
Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

• Other Groups, Such as Asian American Pacific Islander (AAPI), Struggle with Career Progression
(FIGURE 13)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

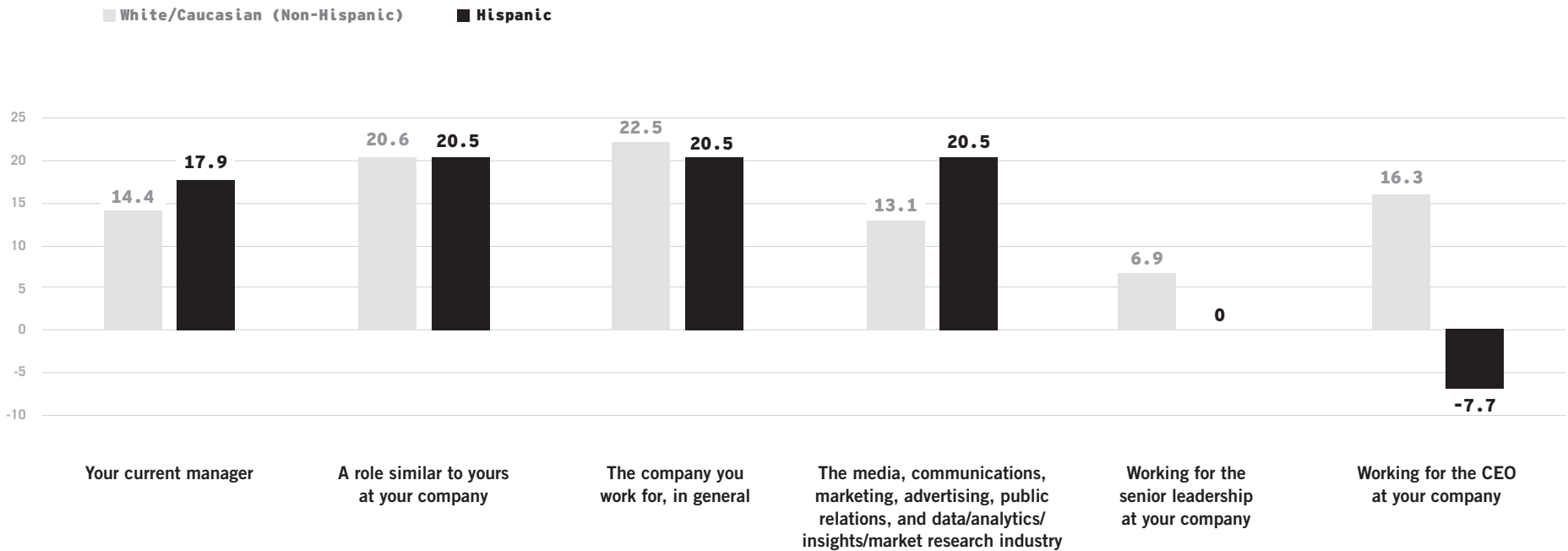
- Asian Talent Doesn't Recommend Many Aspects of the Marketing and Advertising Industry (FIGURE 14)



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

- Hispanic Talent Recommends Many Aspects of the Industry:** Conversely, Hispanic talent significantly recommends four of the six aspects. The biggest NPS gap between Hispanic and White talent is working for the CEO.

(FIGURE 15)



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

Overview

The data highlights a significant inclusion gap between White and Black professionals, with Black males reporting the most pronounced sense of exclusion. Asian professionals also noted a disconnect, primarily concerning career advancement opportunities. For Hispanic talent, the study found no noticeable inclusion differences; however, future research will aim to increase sample sizes to capture any potential disparities. Not surprisingly, these internal inclusion gaps mirror a broader trend, as marketers consistently underinvest in external initiatives aimed at these communities, thereby missing opportunities to engage segments with considerable growth potential. Industry organizations, such as the Alliance for Inclusive and Multicultural Marketing (AIMM), are actively working to foster greater cultural inclusion across the marketing landscape.

Action Steps



- **Join the ANA Alliance for Inclusive and Multicultural Marketing (AIMM):** AIMM's mission is to be a powerful force prioritizing diverse consumers and advancing inclusive and multicultural marketing to achieve business growth and equity for all. AIMM's #SeeALL is an industry-wide movement to drive increased accurate representation of multicultural and inclusive segments in ads, and programming that empowers and connects with diverse and inclusive segments. AIMM also promotes organizations that provide equal opportunities for diverse talent in front of and behind the camera. Becoming part of this organization can help start to address these systemic issues across all races and ethnicities. More details can be found on the [ANA AIMM website](#).
- **Join the ANA HBCU Campus Connect Committee:** The ANA HBCU Campus Connect Committee brings the marketing and advertising industry together to work on improving workforce inclusivity while deepening the understanding of how marketers can engage with Black consumers more effectively. More details can be found on the [ANA Committees page](#).

Tenure

Mean Score Across Each Factor

For tenure, we had four major categories: 0–3 years, 3–7 years, 7–10 years, and 10–14 years. Based on our research resource capacity, we capped the age limit at 40 years old. The breakdown of each segment:

Factor	Mean: Less than 1 Year (N=34)	Mean: 1-3 Years (N=96)	Mean: 3-7 Years (N=133)	Mean: 7-10 Years (N=55)	Mean: 10-14 Years (N=35)
Company Fosters Diversity	3.47	3.25	3.73	3.91	3.83
Sense of Industry Belonging	3.59	3.53	3.73	3.91	3.92
Individual Feels Heard	4.54	3.43	3.89	4.05	4.07

Key Observations

- **Not Involved in Decision-Making:** Much of the younger talent coming in is not involved in decision-making as compared to their more tenured peers.

(FIGURE 16)

Business Decision-Making (Top-2 Box)	Less than 3 years	3 to less than 7 years	7 to less than 10 years	10 to 14 years
I am invited to meetings where important decisions are made	62%	75%	71%	73%
I feel comfortable sharing my perspective when important business decisions are being made in meetings	59%	79%	82%	85%
My perspective is heard and considered when making business decisions in meetings	57%	71%	75%	81%
I feel like my perspective influences business decisions	57%	68%	75%	73%
My manager includes my perspective in key decision-making processes	54%	74%	81%	86%
My peers and/or colleagues value hearing my perspective in business decision-making processes	70%	75%	80%	90%

- **Less Optimistic About Their Career Progression:** Those tenured less than three years are less optimistic than their more tenured counterparts.

(FIGURE 17)

Career Progression (Top-2 Box)	Less than 3 years	3 to less than 7 years	7 to less than 10 years	10 to 14 years
I see myself progressing to senior management at my current company	48%	64%	70%	64%
I see myself progressing to the next level at my current company	63%	70%	78%	71%
I see a clear career path for me at my current company	52%	64%	67%	56%
I can envision myself at my current company for the foreseeable future	49%	72%	73%	73%
I have the same chance of progressing upward at my company as everyone else at my level	59%	68%	70%	69%
The company provides me the right resources to deliver superior performance in my current role	59%	72%	73%	68%
The company provides me the right resources to progress in my career at my company	60%	67%	65%	66%
I can identify with senior leadership at my company	54%	64%	65%	71%
Senior leadership at my company is fairly diverse	41%	60%	56%	63%

Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).


Tenure

- **Perception Gap in Diversity and Inclusion Strategy and Execution:** There is a significant gap between how those tenured less than three years and those with longer tenure see organizational progress with diversity and inclusion strategy and execution.

(FIGURE 18)

Diversity and Inclusion Outcomes (Top-2 Box)	Less than 3 years	3 to less than 7 years	7 to less than 10 years	10 to 14 years
My company has a clear strategy to support diversity and inclusion outcomes	52%	67%	65%	70%
My company executes on its commitment to support diversity and inclusion outcomes	54%	68%	74%	72%
My company reports its diversity and inclusion outcomes internally	48%	65%	74%	70%
My company reports its diversity and inclusion outcomes externally	36%	60%	67%	61%
My company assesses diversity and inclusion as part of employees' individual performance reviews	47%	64%	75%	61%
My company provides the appropriate resources to foster diversity, equity, and inclusion discussions across the organization	56%	70%	72%	75%

- **Perception Gap About Inclusive Behavior:** Respondents with less than three years of tenure do not perceive CEOs, senior leadership, or their managers as modeling inclusive behavior compared to those who are more tenured. Respondents with three to seven years of tenure feel the same way about their managers as their less tenured counterparts.

(FIGURE 19)

Modeling Inclusive Behavior (Top-2 Box)	Less than 3 years	3 to less than 7 years	7 to less than 10 years	10 to 14 years
The CEO at my company exhibits and practices inclusive behavior	55%	68%	76%	79%
The senior leadership team at my company exhibits and practices inclusive behavior	60%	68%	80%	71%
My manager exhibits and practices inclusive behavior	63%	64%	81%	83%
My colleagues exhibit and practice inclusive behavior	65%	69%	75%	76%
Even though I consider myself to be inclusive with colleagues, I sometimes worry I have "blind spots" I'm not aware of	46%	62%	73%	76%

Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).


Tenure

- **Not Comfortable Identifying Resources for Support with Difficult Situations:** Less tenured talent does not feel as comfortable identifying resources and asking for support when confronted with conflict as their more tenured colleagues do. **(FIGURE 20)**

Handling Conflict (Top-2 Box)	Less than 3 years	3 to less than 7 years	7 to less than 10 years	10 to 14 years
I would feel comfortable addressing a microaggression with a colleague who directed it toward me	57%	66%	65%	58%
I would feel comfortable seeking advice from my manager about how to address a person who has directed a microaggression toward me	57%	65%	81%	67%
I have a group of peers at work from whom I can seek advice about how to address the person who has directed a microaggression toward me	59%	69%	65%	74%
I would feel comfortable turning to company resources for advice on how to address a person who has directed a microaggression toward me	49%	59%	64%	66%
I would likely do nothing if a colleague directed a microaggression toward me	30%	39%	37%	51%

- **Sense of Industry Belonging Still Strong:** Despite some of the individual and company disconnects, less tenured talent still has a sense that they do belong in this industry. While the numbers may not be as high as their more tenured counterparts, the gap is not as significant as some of the previous tables. **(FIGURE 21)**

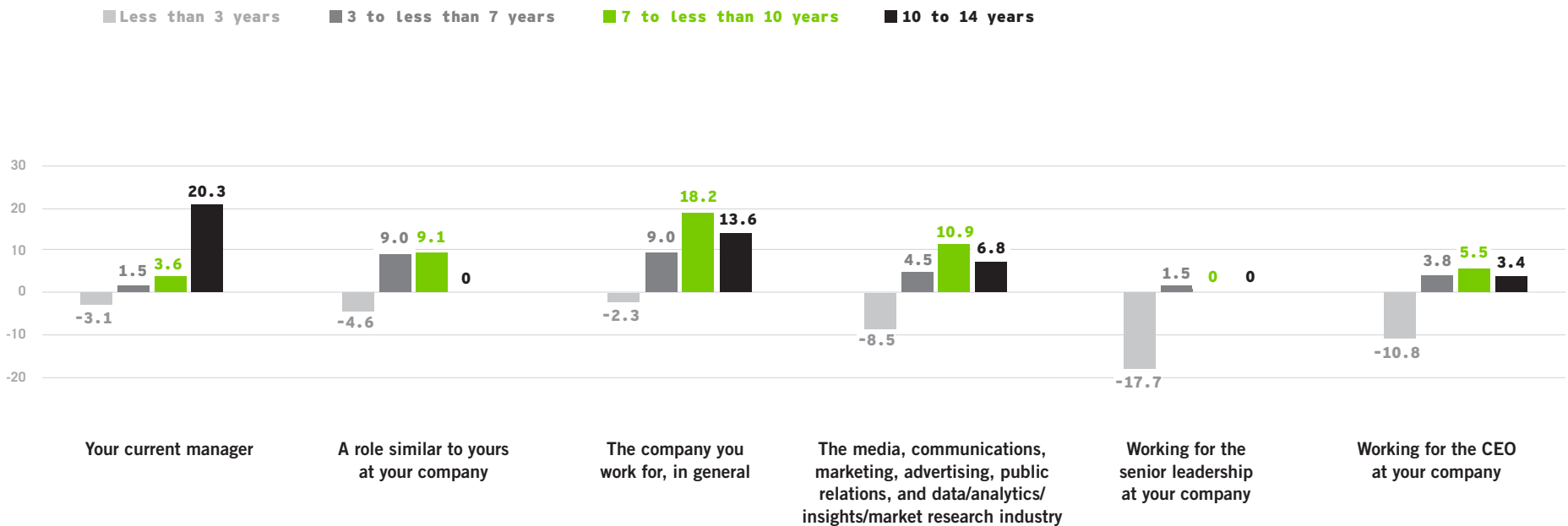
Sense of Belonging (Top-2 Box)	Less than 3 years	3 to less than 7 years	7 to less than 10 years	10 to 14 years
I feel like I belong in this industry	65%	67%	73%	76%
I see myself being successful in this industry	69%	74%	78%	83%
Leaders who I can identify with are at all levels and are fairly represented across this industry	56%	66%	69%	66%
I can identify senior leaders in this industry	61%	68%	67%	73%
This industry provides me with resources to connect me with others I can identify with	63%	60%	73%	66%
This industry will be able to deliver against my expectation of diversity and inclusion outcomes within the next 10 years	54%	59%	59%	64%
I see people like myself represented in senior leadership positions in this industry	57%	61%	67%	75%

Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **Less Tenured Talent Is Not Recommending the Marketing and Advertising Industry:**

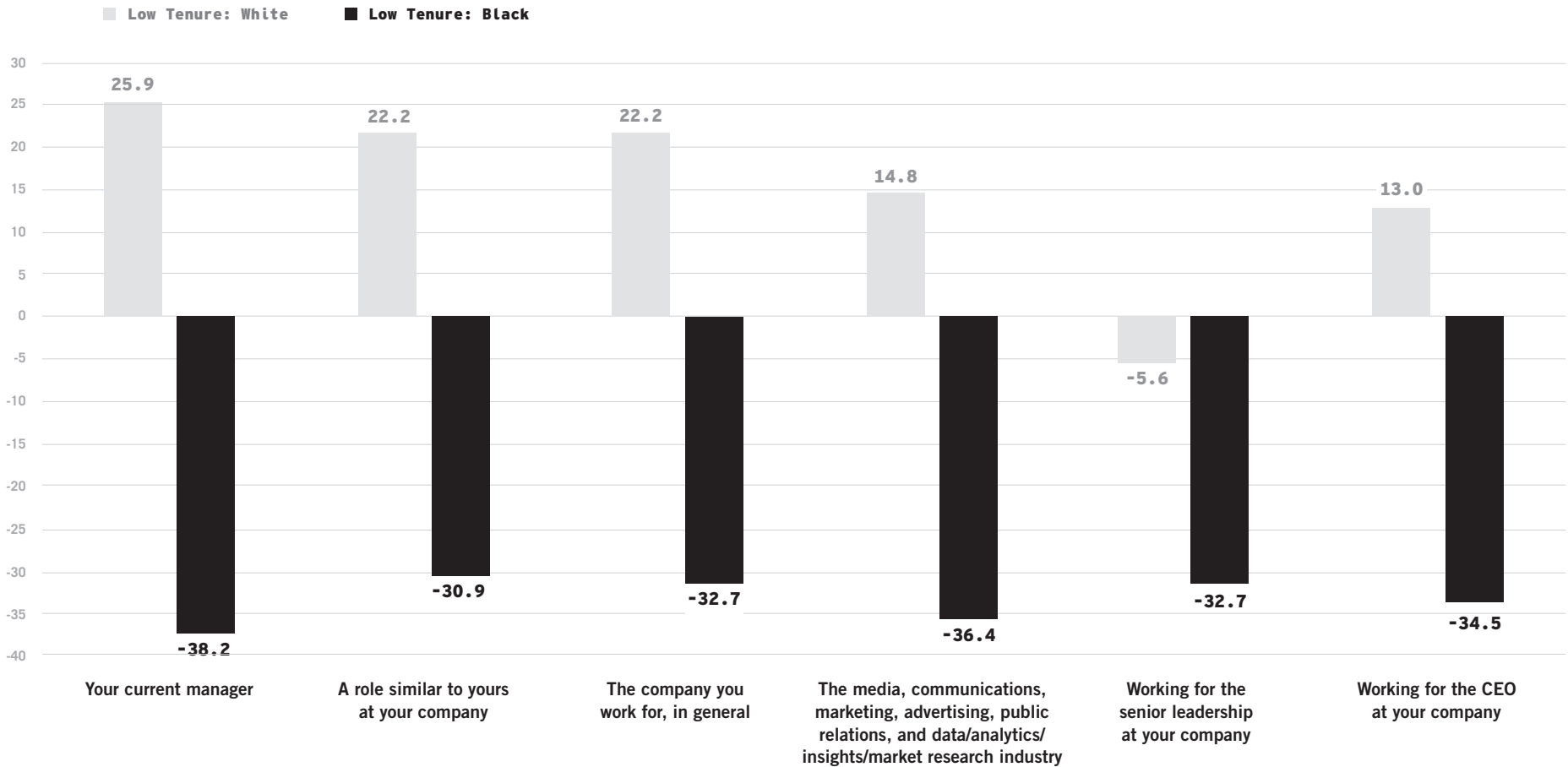
The most negative feeling from less-tenured talent is toward senior management. As talent becomes more tenured, the NPSes increase and inch into positive territory, but not at levels where talent is recommending the industry to others in glowing terms.

(FIGURE 22)



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

• Specifically, Less Tenured Black Talent Drove the Negative NPS (FIGURE 23)



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

Overview

The next generation of talent often faces challenges in finding their footing as they transition from student life to professional roles. While this shift presents inherent obstacles, both individual companies and trade associations have a unique opportunity to support young professionals in developing into future leaders. Emphasizing the importance of these formative early years opens the door for strategic initiatives that promote long-term career success. Partnerships with organizations such as the ANA Educational Foundation and the 4A's Foundation provide young talent with invaluable opportunities to network, connect with mentors, and build a supportive community.

Action Steps



- **Engage with the ANA Educational Foundation (AEF):** The AEF serves as the bridge between industry and academia to inspire and educate the next generation of talent. The AEF works to support those who enter the industry and prepare them for a career in marketing and advertising. Programs for you to get involved in include:
 - » **HBCU Campus Connect:** The AEF has developed a program called HBCU Campus Connect that connects industry directly to the HBCU community through its programming efforts. There are two tentpole student marketing conferences, one per semester, where the AEF mobilizes the industry to convene on an HBCU campus to showcase career paths in marketing and create pathways to drive internship and entry-level job opportunities. Other components of HBCU Campus Connect:
 - » **Campus Speakers Program:** This program sends industry professionals to a college campus to speak about industry topics requested by professors and students and offer their career advice.
 - » **MADE Mentorship:** The AEF pairs mentors directly with younger professionals to offer their advice and their network in providing these graduates with a strong foundation to start their marketing and advertising career journey.
 - » **University Membership Donation:** More than 75 companies have donated over 100 ANA memberships to universities as a vehicle to forge a bridge between industry and academia. Of those memberships, close to half are given to HBCUs. The access to ANA content has enhanced the teaching material, so students can become more prepared for the challenges the marketing and advertising industry faces.



- **Engage with the 4A's Foundation:** The 4A's Foundation exists to advocate for and connect diverse talent to the marketing industry, having given \$3.5 million in awards, grants, and scholarships.
 - » **Multicultural Advertising Intern Program (MAIP):** For over four decades, MAIP has been the industry leader in accomplishing this mission. Unmatched in size and scale, MAIP has evolved into a professional development program and network. The program affects the lives of over 4,400 professionals by providing the platform to launch and sustain their careers.
 - » **MAIP Alumni Association:** Includes over 4,500 professionals with diverse backgrounds in advertising, media, and marketing who have successfully completed the MAIP Program.
 - » **VANGUARD:** Designed to provide a framework for the industry to ensure more diverse and inclusive leadership in the future. The program addresses professional, organizational, cultural, and personal needs of Black talent (Fellows), their leaders, and organizations. VANGUARD centers fellowship, sponsorship, coaching, mentorship, and organizational learning to elevate Black talent.
 - » **Spotify Pulse Fellowship:** The Spotify Pulse Fellowship is a one-year creative development program for Black professionals interested in shifting culture by showcasing Black creativity, innovation, and excellence. The program is slated for Black creatives with two to three years of professional experience who are alumni of MAIP, The Marcus Graham Project, The One School, D&AD, or BLAC. Spotify Pulse is designed to continue to amplify Black voices in the creative industry. The intention of Spotify Pulse is to create a pipeline for Black creatives to bridge the achievement and pay equity gap.

LGBTQ+

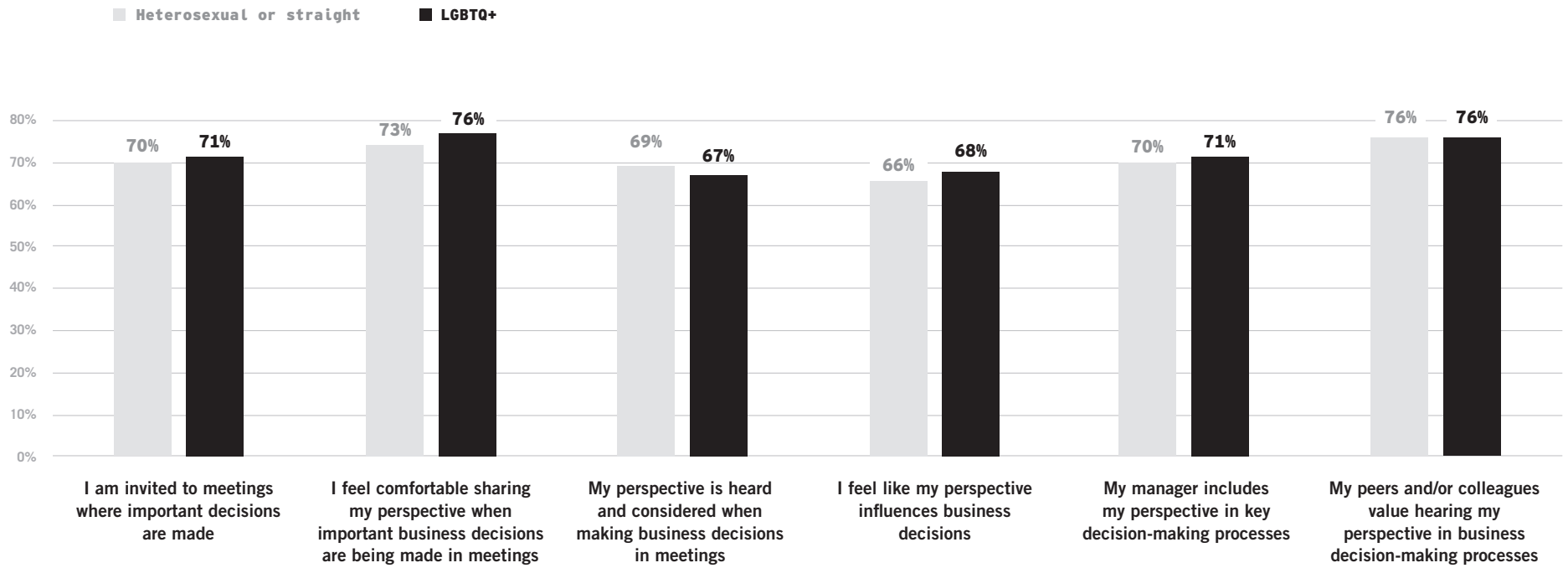
Mean Score Across Each Factor

We asked participants to identify as either heterosexual or in the LGBTQ+ community. How each segment scored these three factors:

Factor	Mean: LGBTQ+ (N=63)	Mean: Straight (N=314)	Statistically Significant?
Company Fosters Diversity	3.75	3.58	No
Sense of Industry Belonging	3.69	3.72	No
Individual Feels Heard	3.87	3.77	No

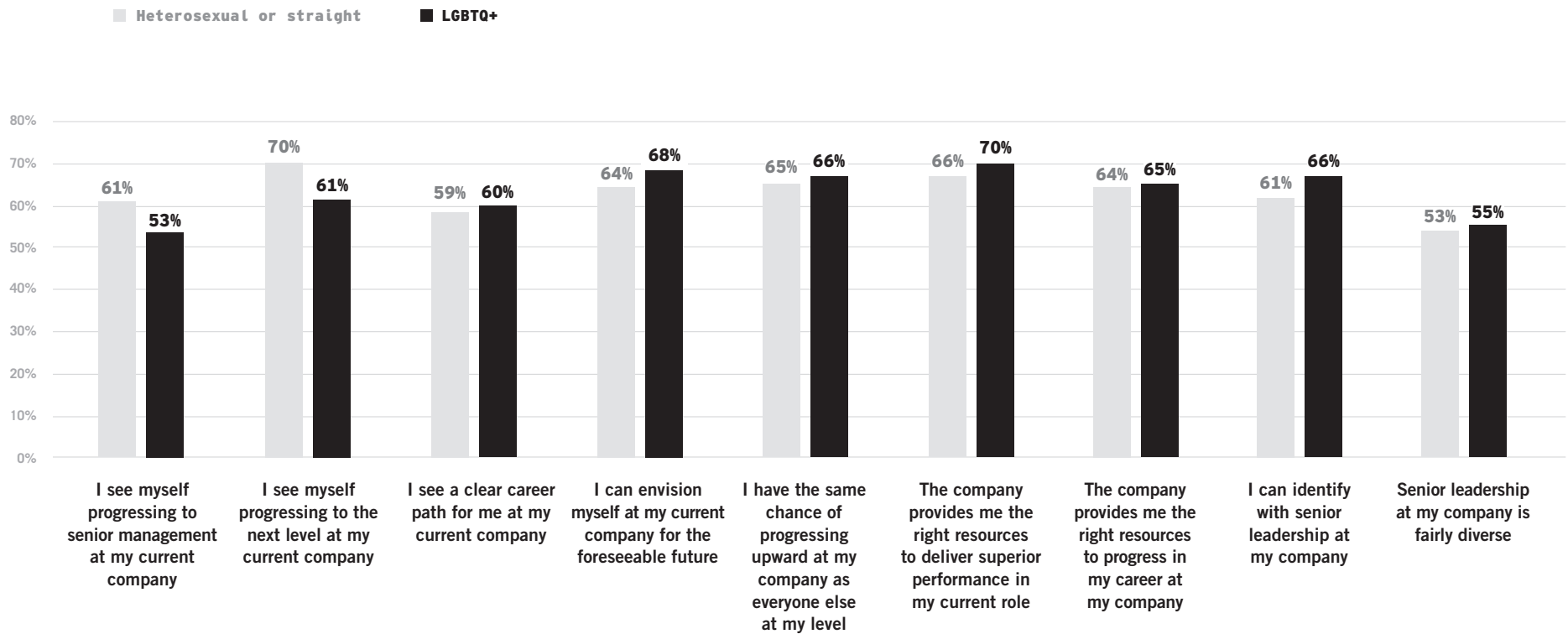
Key Observations

- Minimal Difference on Business Decision-Making Impact
(FIGURE 24)



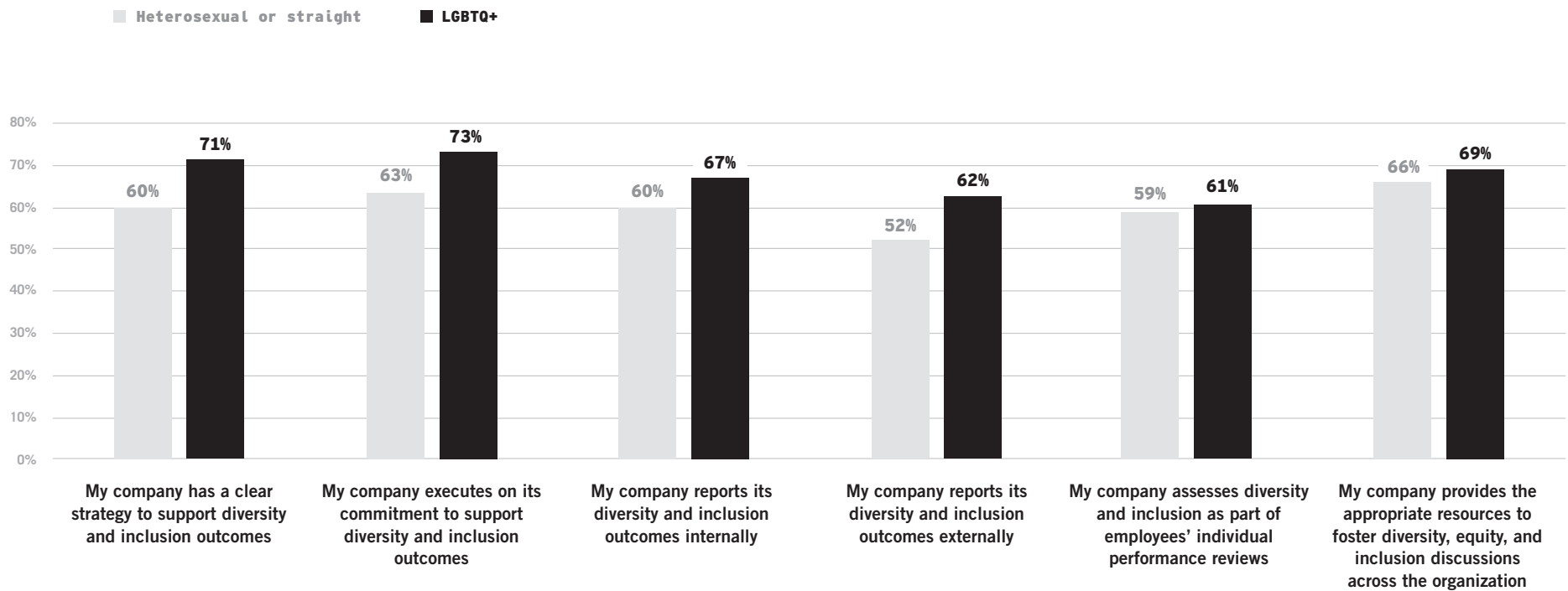
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **Minimal Difference with Career Progression Opportunities**
 (FIGURE 25)



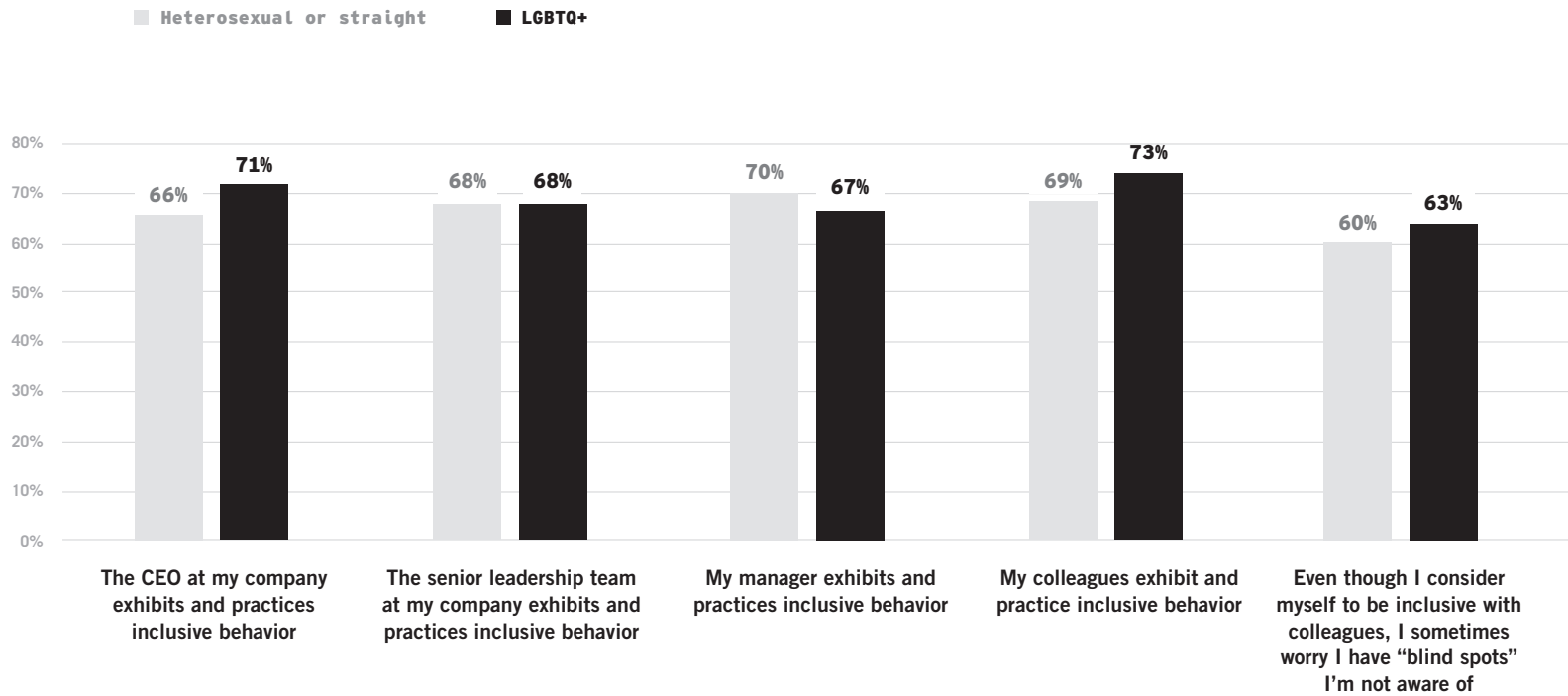
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **LGBTQ+ Talent Slightly More Optimistic with Progress in Diversity and Inclusion Outcomes:**
(FIGURE 26)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

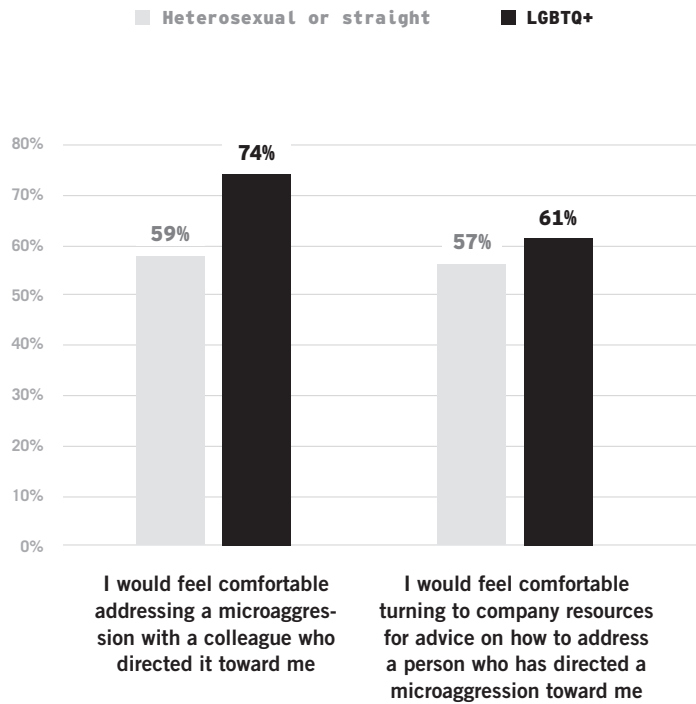
• **Minimal Difference in Perception About Inclusive Behavior**
(FIGURE 27)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

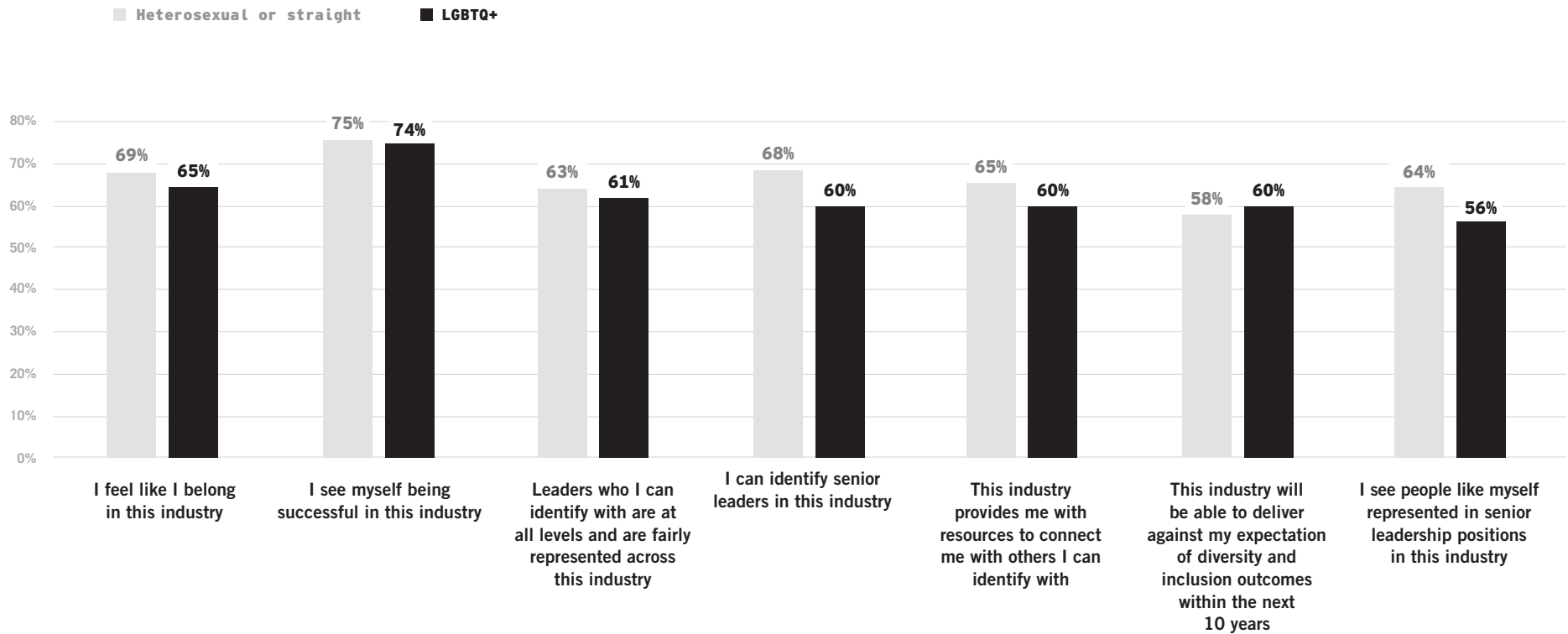
- **Addressing Microaggressions and Securing Resources:** When addressing a microaggression and then securing resources, LGBTQ+ talent would confront the conflict and seek out resources more than their straight counterparts.

(FIGURE 28)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

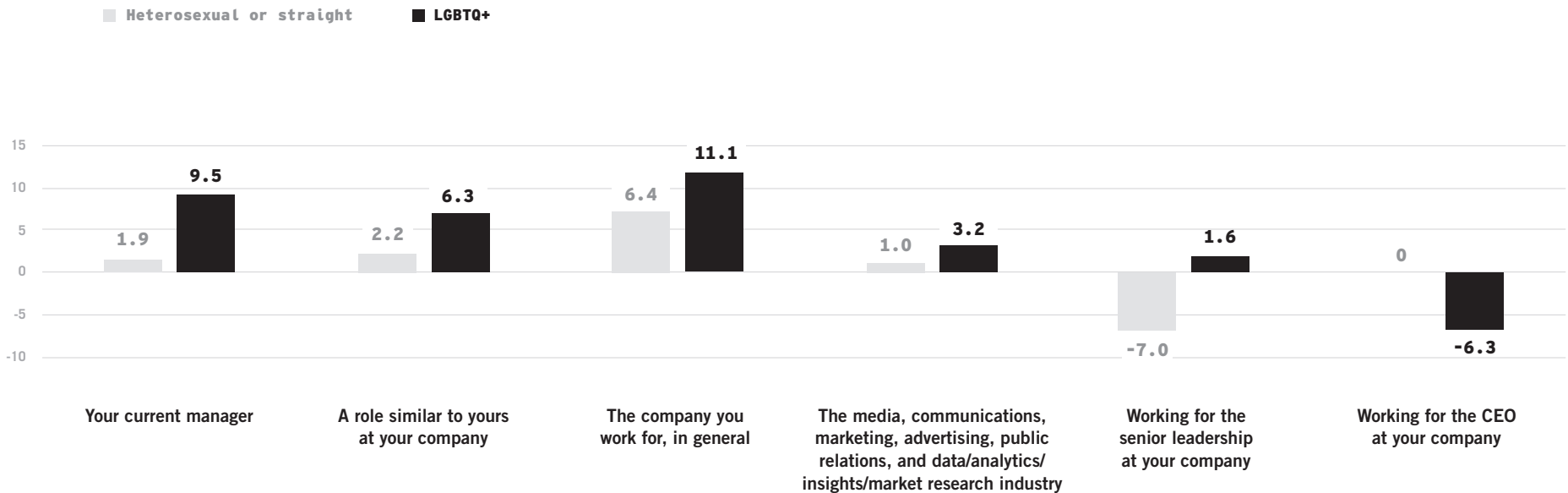
• **Sense of Industry Belonging Is Similar**
(FIGURE 29)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

- LGBTQ+ NPS Higher than Those of Straight Counterparts:** Across five of six variables measured, LGBTQ+ talent recommends the marketing and advertising industry at a higher level than their straight counterparts. While the absolute levels may not be high, it is notable that there is a positive score for most variables that are also higher than their straight counterparts. The one exception was the CEO. Straight respondents felt neutral, but LGBTQ+ respondents were significantly negative — the only negative response, in fact.

(FIGURE 30)



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

Overview

The data indicates that LGBTQ+ individuals recommend careers in the industry at a slightly higher rate than their heterosexual peers, suggesting a relative sense of workplace parity. Despite this positive sentiment, there remains a significant underinvestment in year-round marketing initiatives aimed at LGBTQ+ audiences, even though research consistently highlights this community’s substantial purchasing power. Engaging with the ANA’s LGBTQ+ Forum can help drive sustained efforts to effectively reach and resonate with LGBTQ+ consumers beyond Pride month.

Action Steps

- **Join the ANA LGBTQ+ Forum:** The ANA forum exists to educate marketers on best practices for inclusion of LGBTQ+ people in advertising, provide support for LGBTQ+ marketers, and drive more meaningful community/brand connections. The forum collaborates with AIMM as a way to further inclusivity and understanding of the LGBTQ+ segment.
- **Continue to Participate in the ANA Diversity Talent Study:** Each year, the ANA conducts a [Diversity Study](#) capturing both gender and racial and ethnic backgrounds of its membership. The study also tracks two other areas where we recommend those who join the ANA to continue to participate in:
 - » **Sexual Orientation Composition of the ANA Membership:** This is measured on the ANA website when a user finishes a profile and can self-identify in the following way:

	Heterosexual	Gay/Lesbian	Bisexual	Other
2023	91.0%	4.6%	2.6%	1.8%
2022	92.6%	4.4%	2.0%	1.0%
2021	94.7%	4.0%	1.2%	0.1%

- » **ANA Member Companies Reporting the Ability to Self-Identify:** In this study, the ANA also asks companies (N=89) that provide its marketing composition data to see if they give employees the opportunity to self-identify:

	2023	2022	2021	2020
LGBTQ+	73%	62%	56%	50%

Client Versus Agency

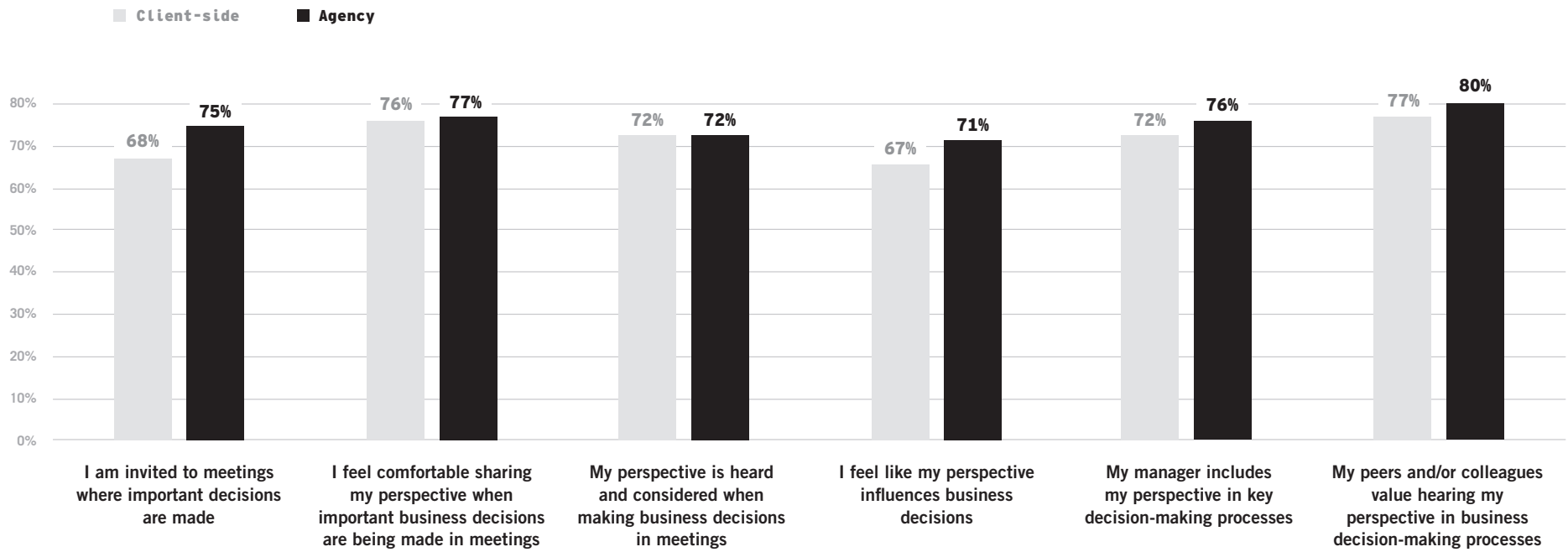
Mean Score Across Each Factor

The study measured the mean score for client-side marketers and agency partners across each inclusion factor. We excluded any companies (such as publishers) that did not fit into these two categories.

Factor	Mean: Client (N=77)	Mean: Agency (N=211)	Statistically Significant?
Company Fosters Diversity	3.31	3.81	Yes
Sense of Industry Belonging	3.62	3.88	No
Individual Feels Heard	3.73	3.95	No

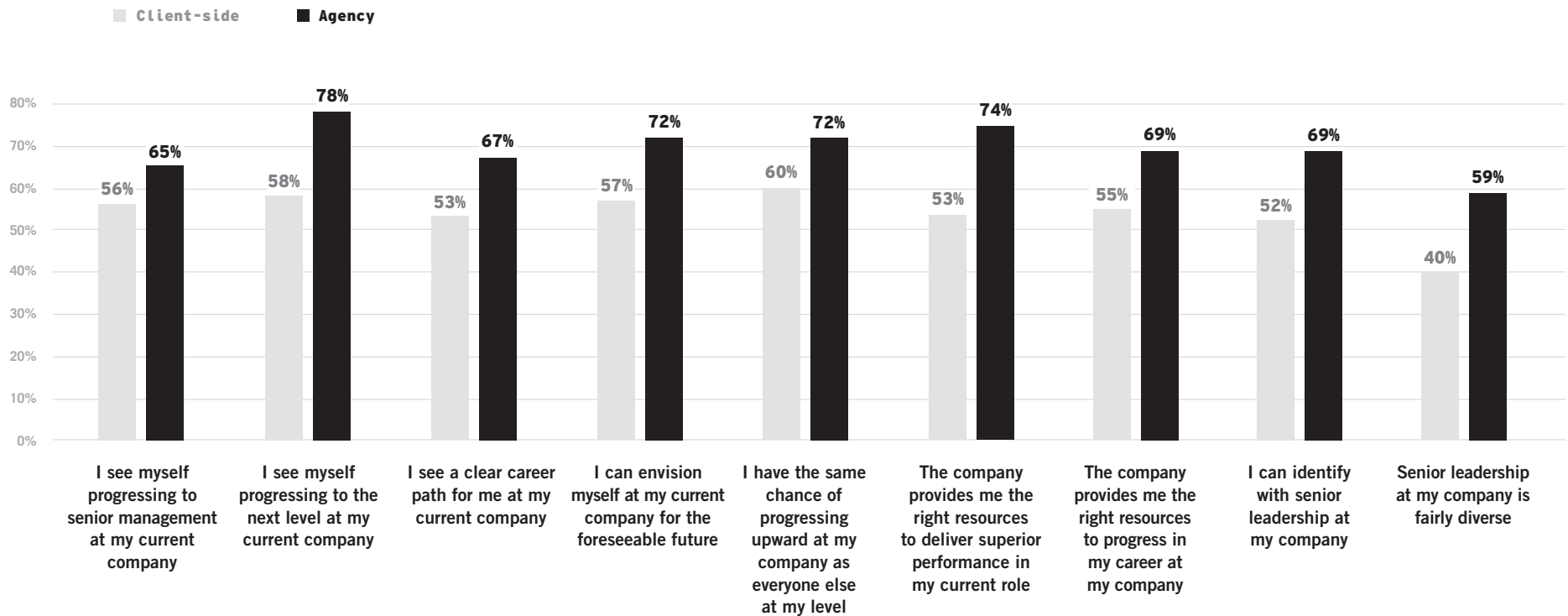
Key Observations

- Agency Talent Feels that Their Ability to Affect Business Decision-Making Is Greater than Their Marketing Counterparts Do (FIGURE 31)



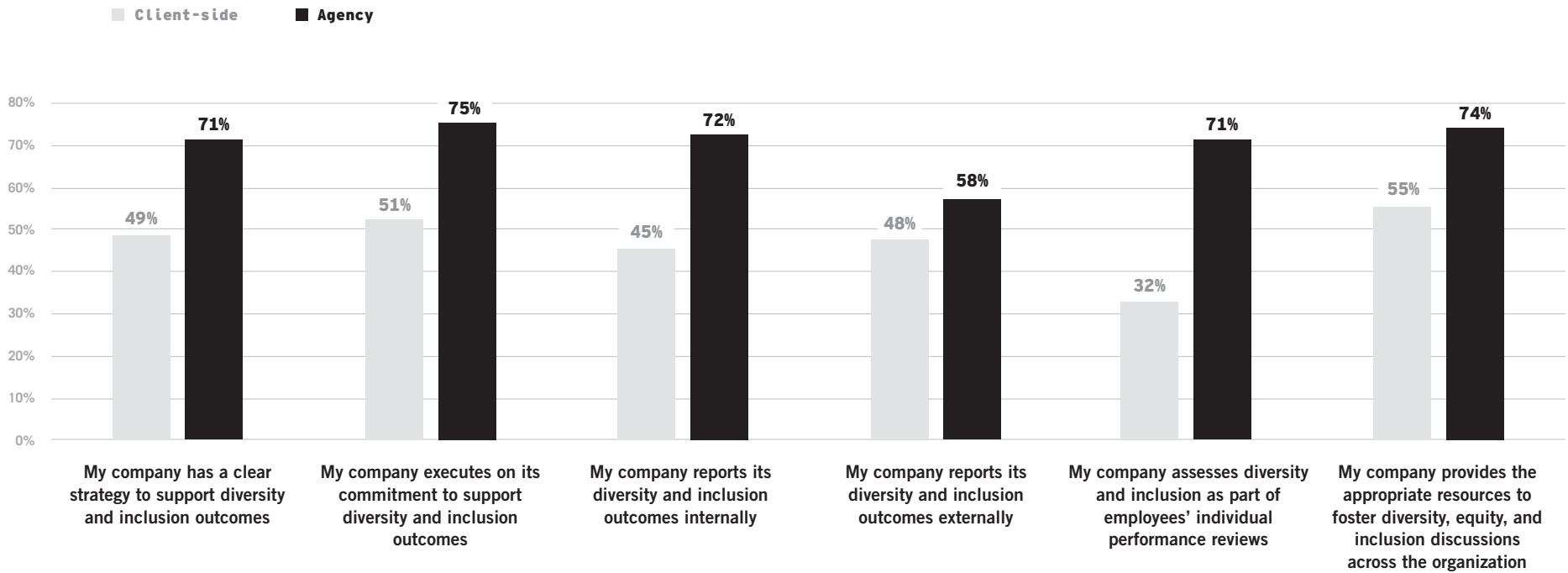
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Agency Talent Perceives More Upside with Career Progression than Marketing Counterparts
(FIGURE 32)



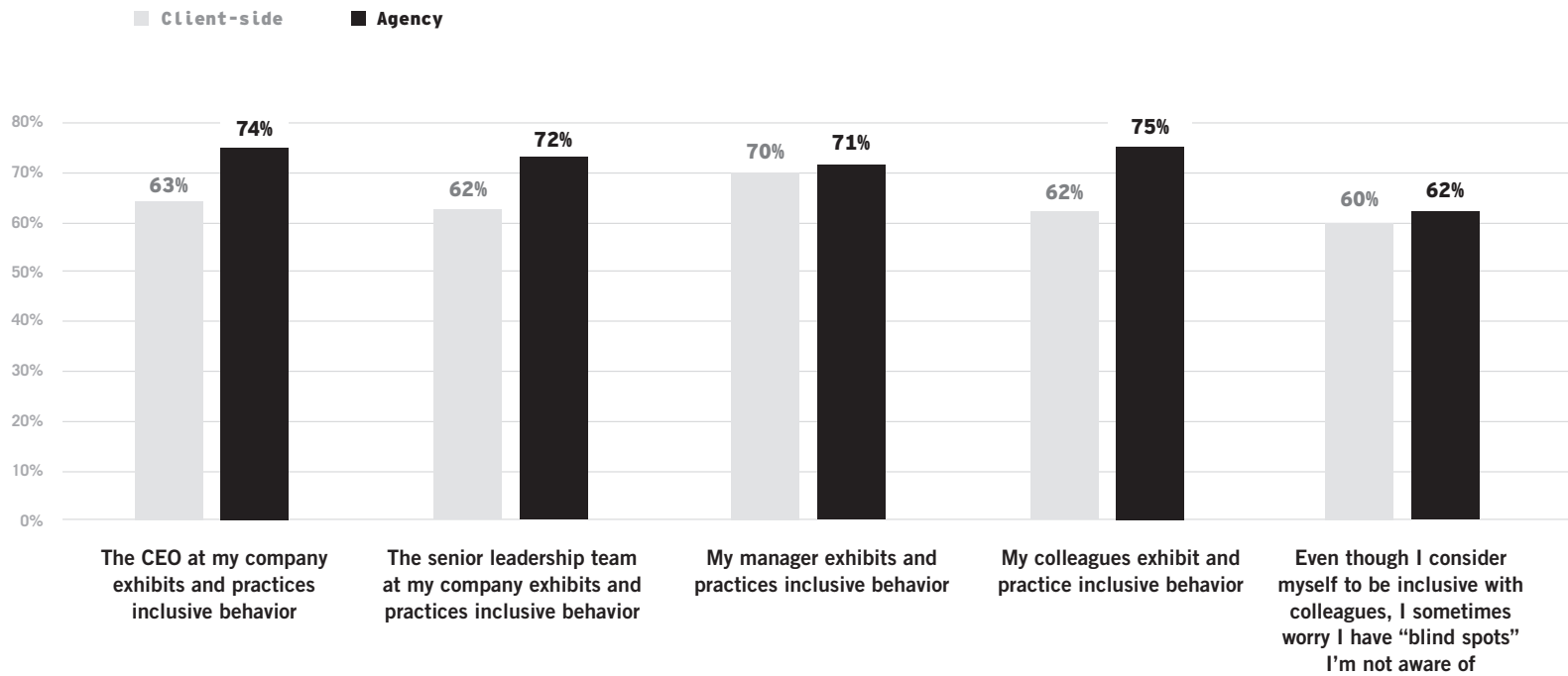
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Agencies Seem to Have More of a Commitment to Diversity and Inclusion Outcomes (FIGURE 33)



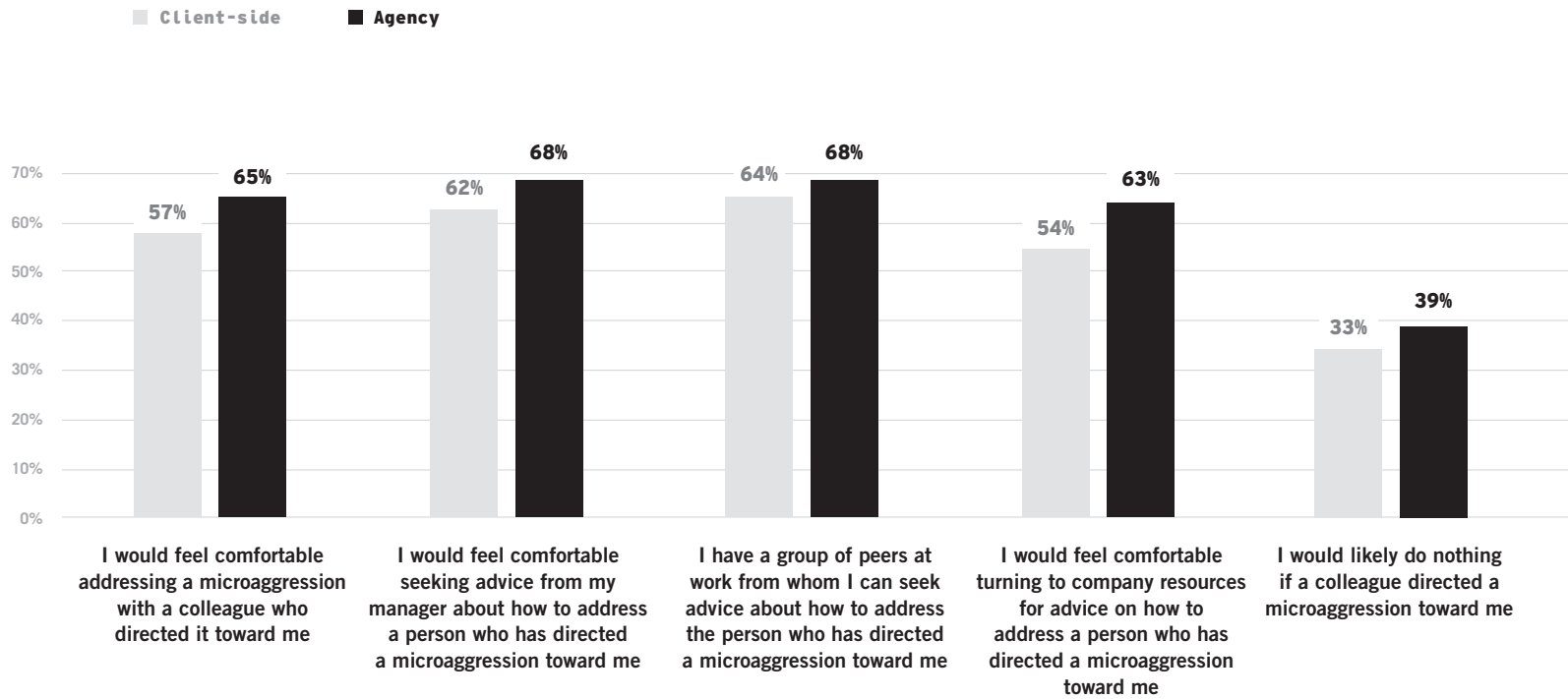
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Perception of Inclusive Behavior Is Higher in Agencies than Marketers Across the Organization
(FIGURE 34)



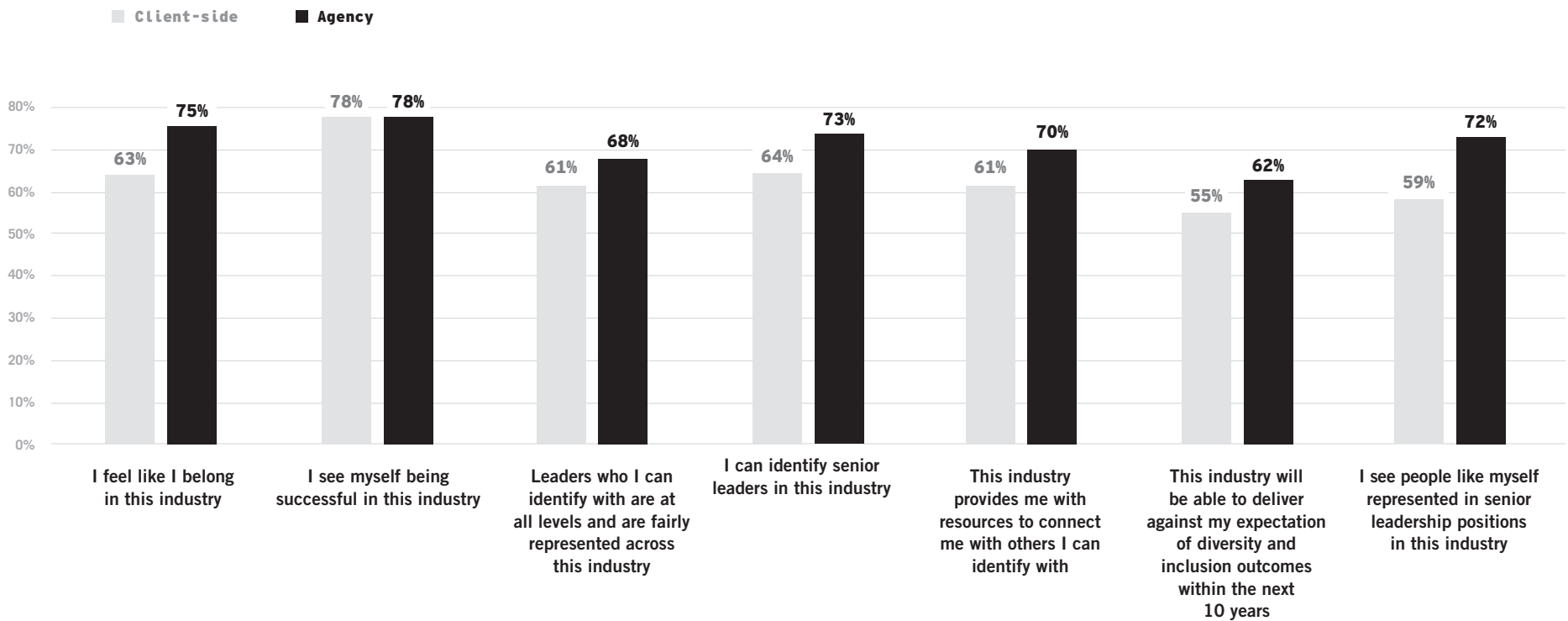
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Agency Talent More Willing to Address Microaggressions and Secure Resources for Support than Marketers (FIGURE 35)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Sense of Industry Belonging Seems to Be Slightly Stronger for Agencies than Marketers
(FIGURE 36)

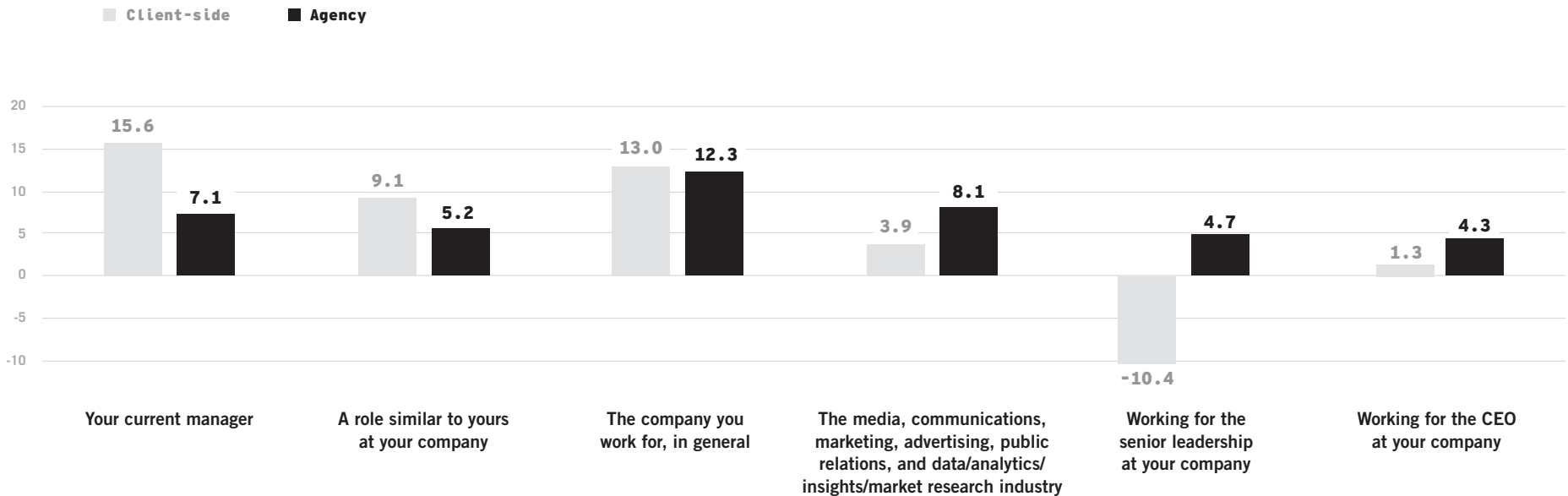


Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

Client Versus Agency

- NPS for Marketers Stronger Within their Company Versus Agencies:** Marketers seem to be more willing to recommend their role, their manager, and their company than their agency counterparts. However, when it comes to the industry, senior management, and the CEO, agency leaders recommend those variables more than marketers. In particular, marketers were not favorable about their senior leadership.

(FIGURE 37)



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.

Overview

Marketers and agencies work closely together to deliver creative outcomes that reach consumers, yet the data reveals that agency professionals report a stronger sense of inclusion than their marketing counterparts. Interestingly, inclusion does not appear to significantly affect NPS scores, with marketers rating this metric higher than their agency counterparts. To continue advancing inclusion, marketers have an opportunity to engage with the Association of National Advertisers (ANA), while agencies can deepen their commitment by joining the 4A's.

Action Steps



- **Join the Association of National Advertisers:** The ANA's mission is to drive growth for marketing professionals, brands and businesses, the industry, and humanity. The ANA serves the marketing needs of 20,000 brands by leveraging the 12-point ANA Growth Agenda, which has been endorsed by the ANA Global CMO Growth Council. The ANA's membership consists of U.S. and international companies, including client-side marketers, nonprofits, fundraisers, and marketing solutions providers (data science and technology companies, ad agencies, publishers, media companies, suppliers, and vendors). The ANA creates Marketing Growth Champions by serving, educating, and advocating for more than 50,000 industry members that collectively invest more than \$400 billion in marketing and advertising annually. This is an association that focuses on the marketing community helping address some of the issues identified in the report.



- **Join the 4A's:** The 4A's was established in 1917 to promote, advance, and defend the interests of member agencies, employees, and the advertising and marketing industries overall. It empowers members to drive commerce, spark connections, and shape culture through infinite creativity. With a focus on advocacy, talent, and the value of creativity and technology to drive business growth and cultural change, the organization serves over 600 member agencies across 1,200 offices, which help direct more than 85 percent of total U.S. advertising spending. The 4A's include the 4A's Benefits division, which insures more than 160,000 employees; the government relations team, who advocates for policies to support the industry; and the 4A's Foundation, which advocates for and connects multicultural talent to the marketing industry by fostering a culture of curiosity, creativity, and craft to fuel a more equitable future. This is an association that focuses on the agency community helping address some of the issues identified in the report.

Employee Resource Groups

Mean Impact of Each Variable

We evaluated the number of Employee Resource Groups (ERGs) that a company had (zero to five) against how each scored against the three inclusion factors.

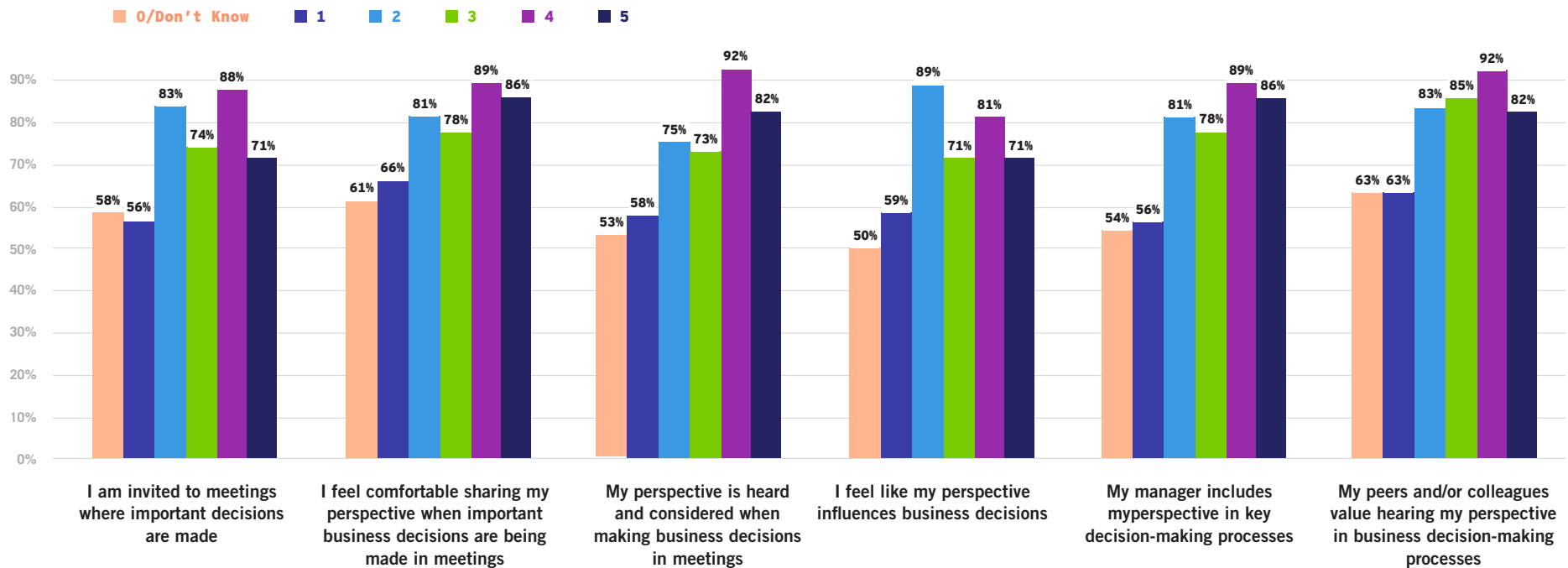
Factor	0 (N=128)	1 (N=41)	2 (N=36)	3 (N=80)	4 (N=64)	5 (N=28)	Statistically Significant?
Company Fosters Diversity	3.18	3.35	3.8	3.87	3.99	3.99	Yes (0-1 vs. 2+)
Sense of Industry Belonging	3.47	3.46	3.87	3.89	3.99	3.9	Yes (0-1 vs. 2+)
Individual Feels Heard	3.38	3.45	3.98	4.0	4.29	4.14	Yes (0-1 vs. 2+)



Key Observations

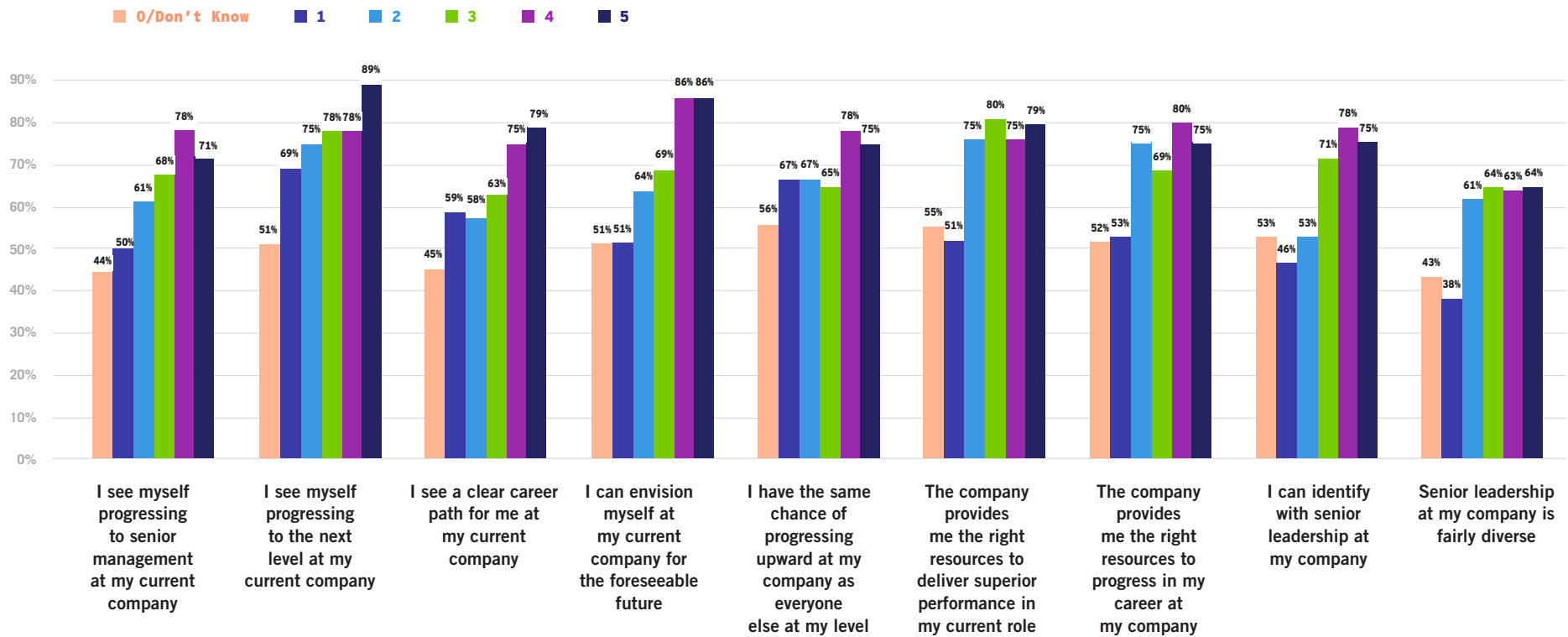
- **Having at Least Two ERGs Had a Statistical Impact on All Categories Measured:**
 - » Business Decision-Making
 - » Career Progression
 - » Diversity and Inclusion Outcomes
 - » Inclusive Behavior
 - » Managing Conflict
 - » Sense of Industry Belonging
 - » NPS of Marketing and Advertising Industry

• **Business Decision-Making**
(FIGURE 38)



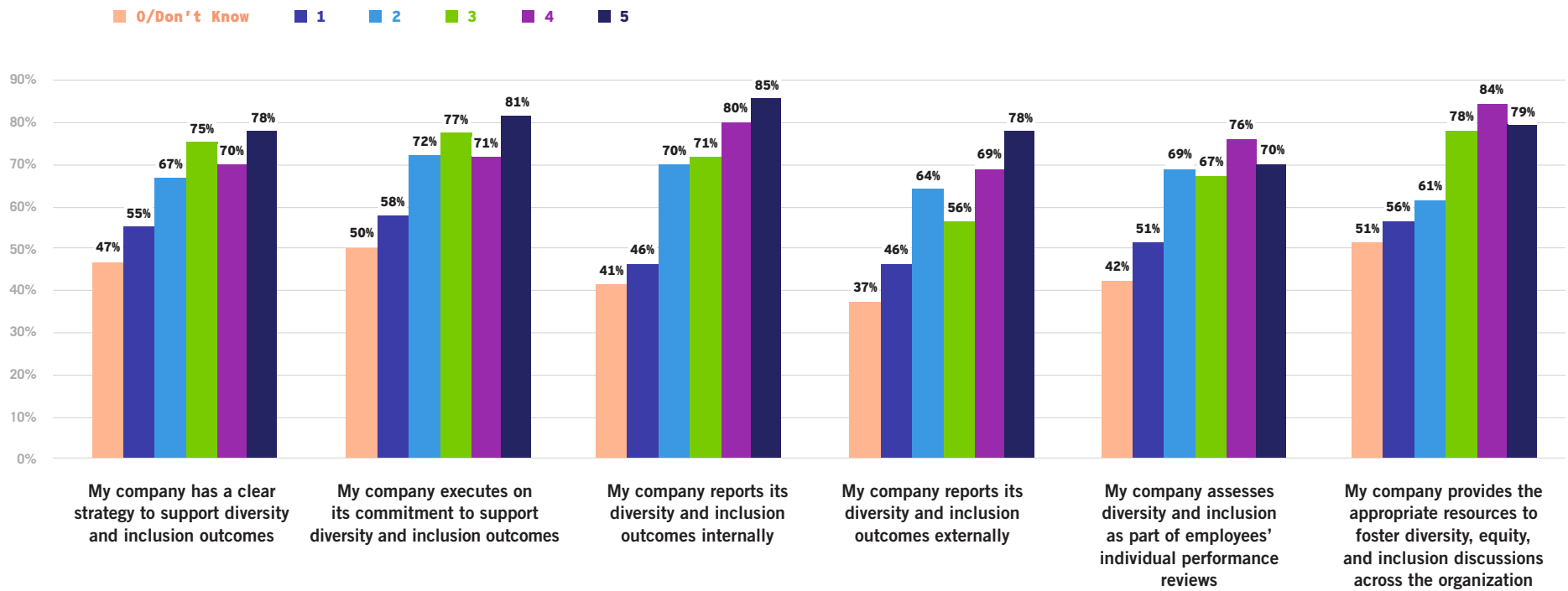
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Career Progression
(FIGURE 39)



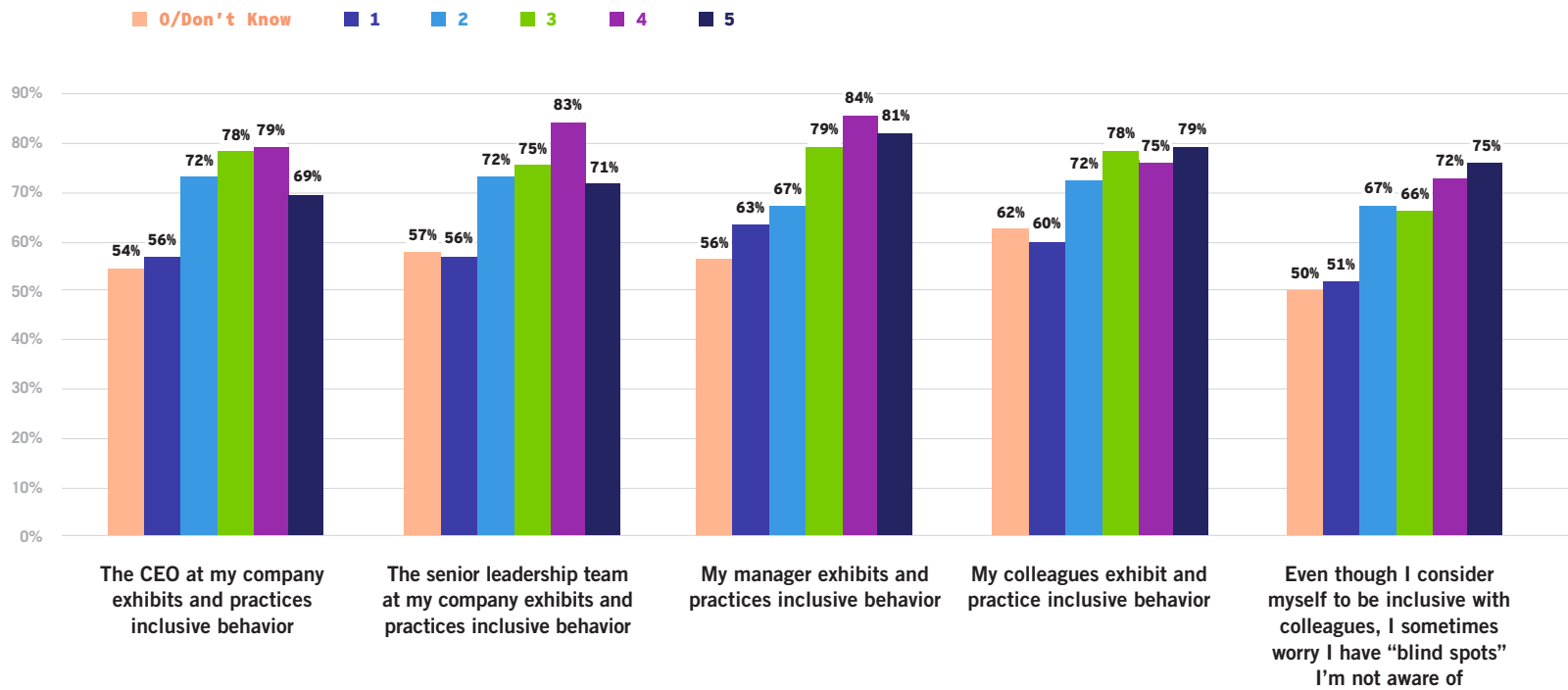
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Diversity and Inclusion Outcomes
(FIGURE 40)



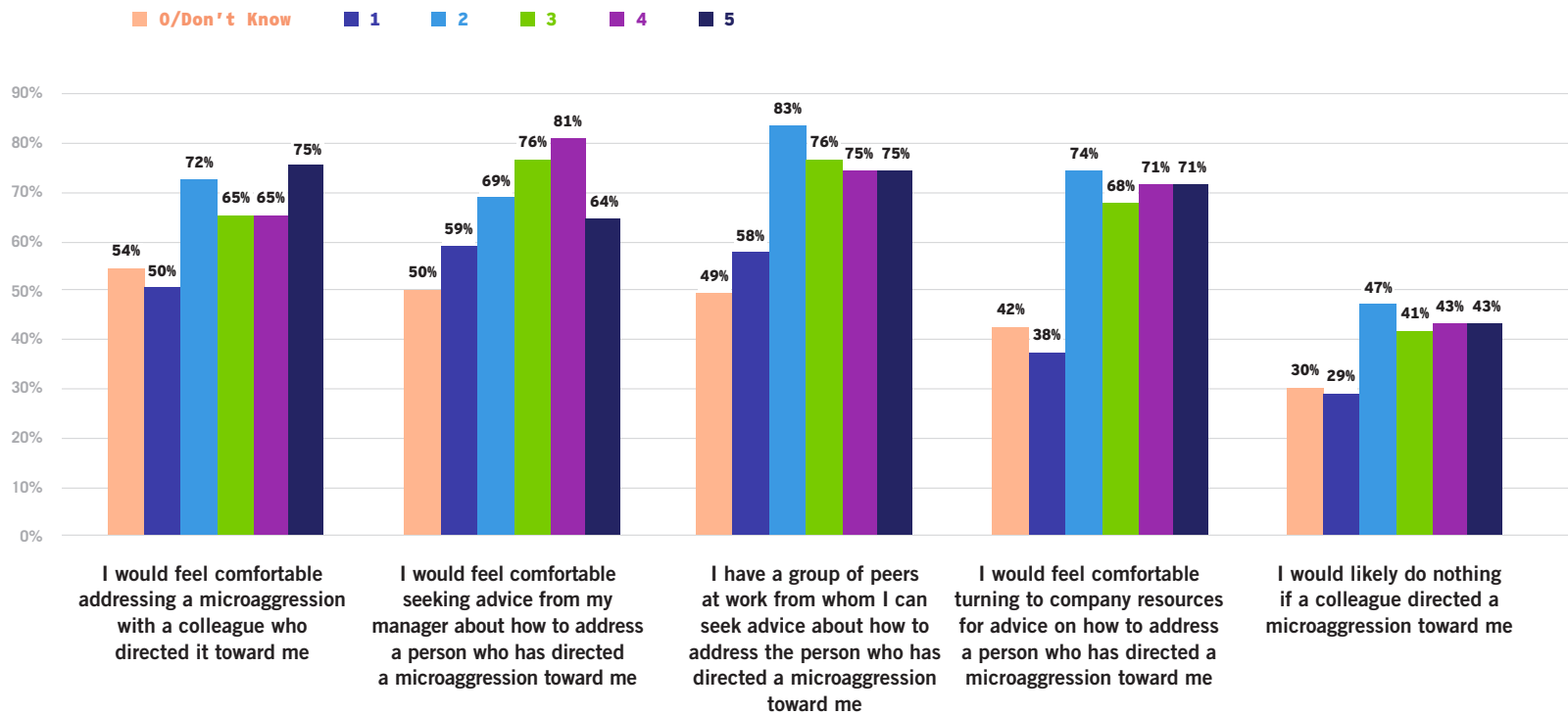
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **Inclusive Behavior**
(FIGURE 41)



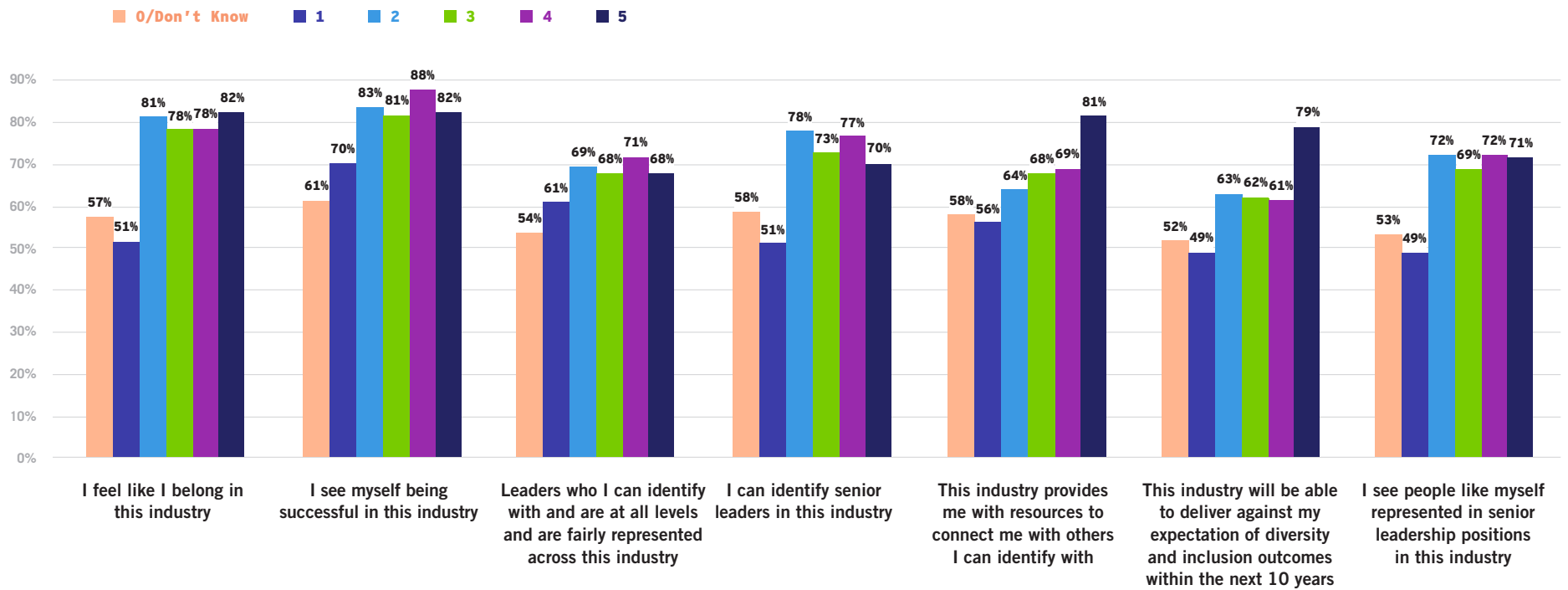
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **Managing Conflict**
(FIGURE 42)



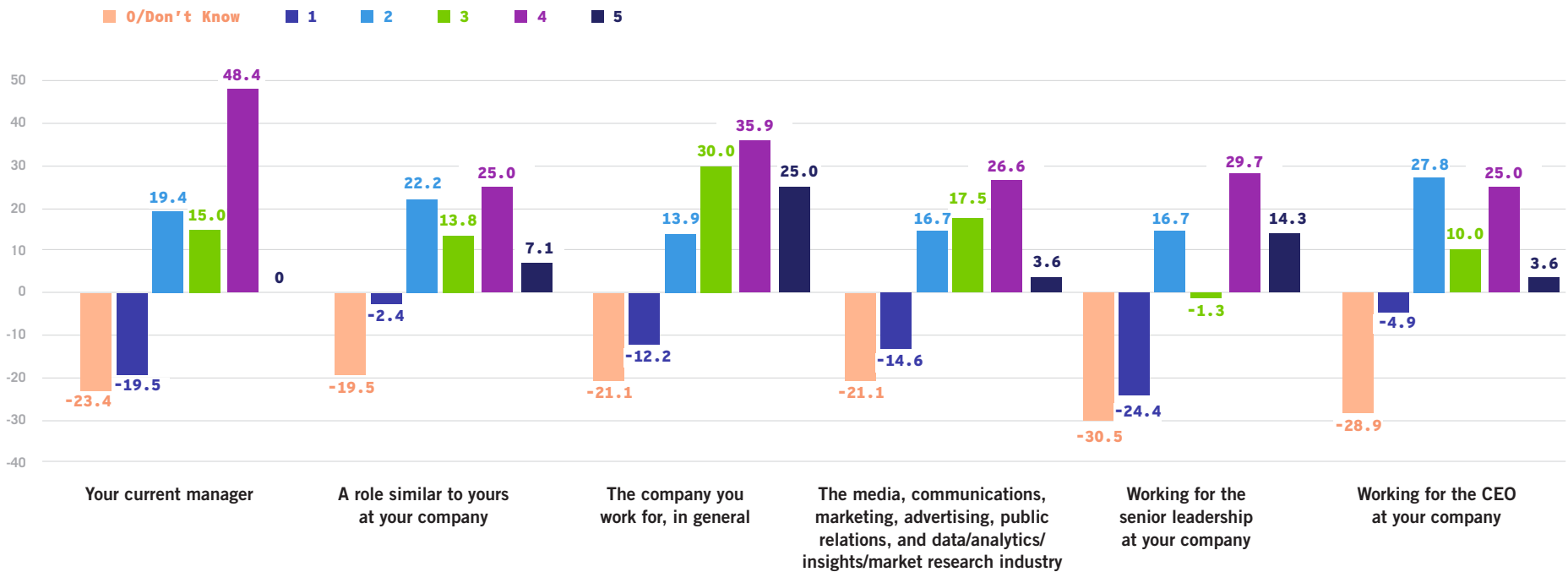
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **Industry Belonging**
(FIGURE 43)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **NPS for Marketing and Advertising**
(FIGURE 44)



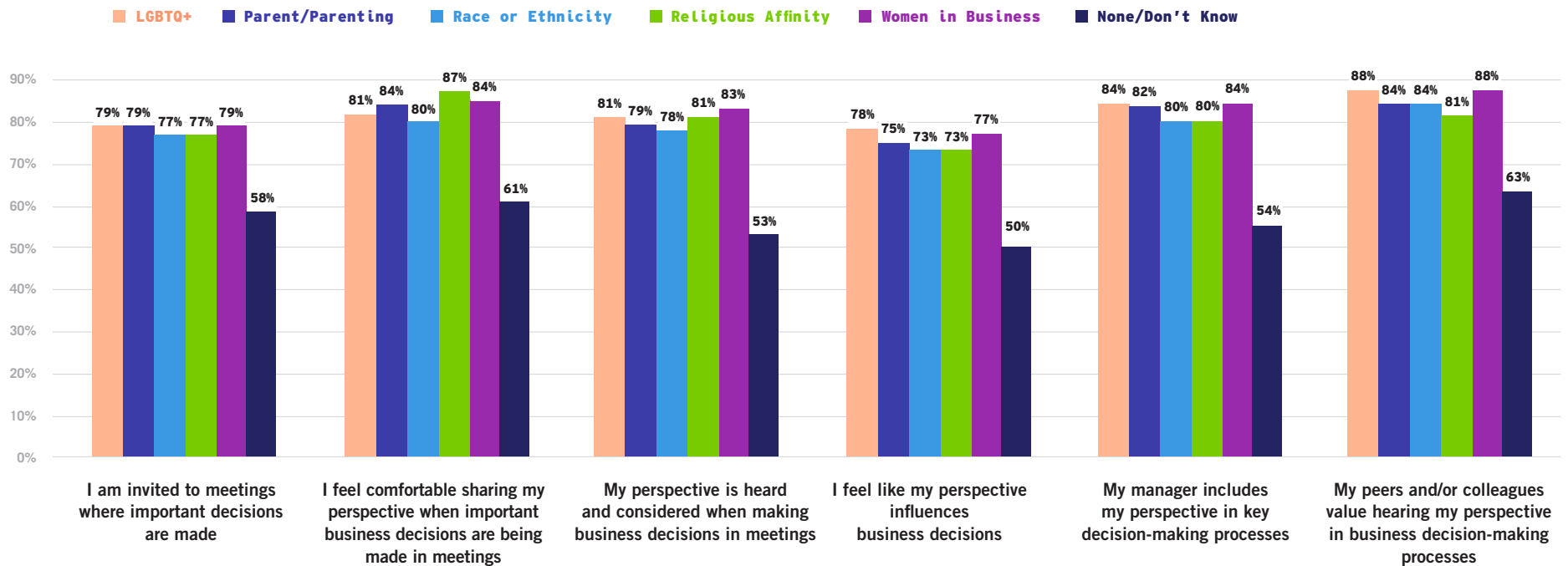
Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.



Employee Resource Groups

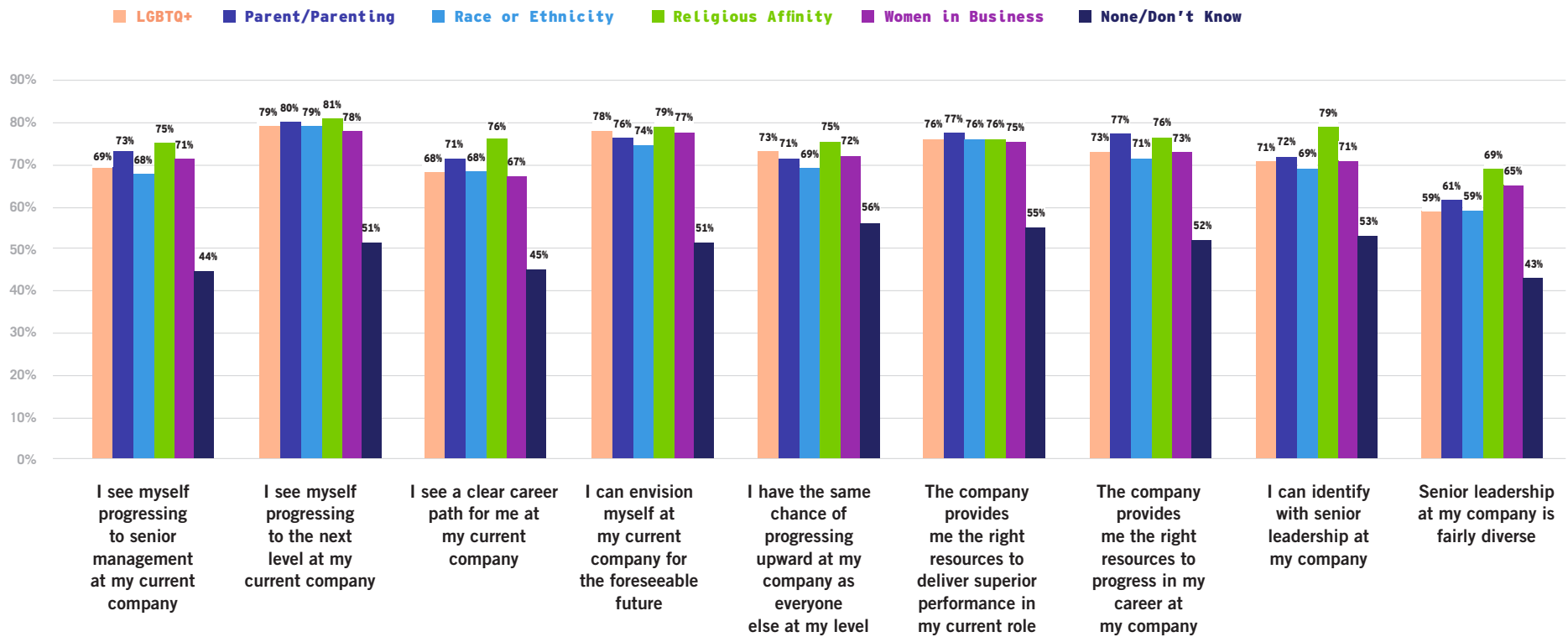
- **Having Different Types of ERGs Had a Statistical Impact on All Categories Measured:**
 - » **Business Decision-Making**
 - » **Career Progression**
 - » **Diversity and Inclusion Outcomes**
 - » **Inclusive Behavior**
 - » **Managing Conflict**
 - » **Sense of Industry Belonging**
 - » **NPS of Marketing and Advertising Industry**

• **Business Decision-Making**
(FIGURE 45)



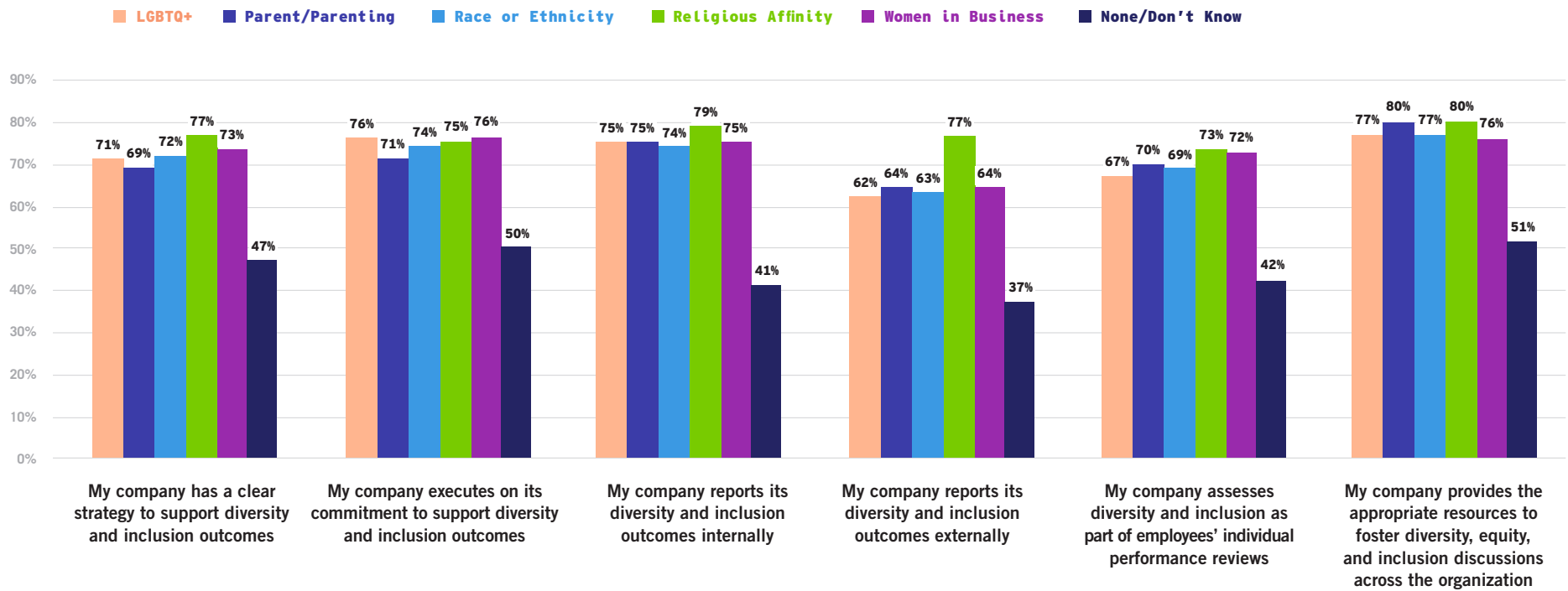
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Career Progression
(FIGURE 46)



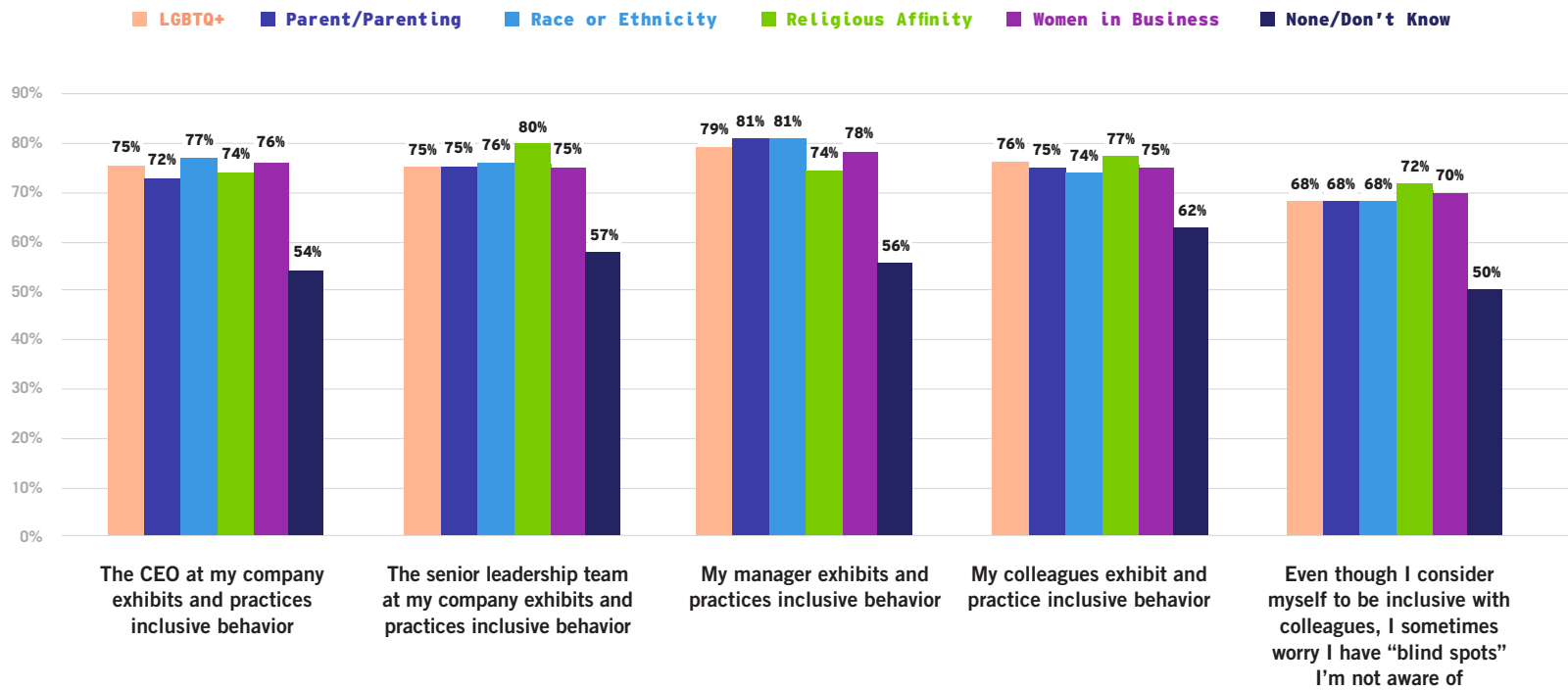
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Diversity and Inclusion Outcomes
(FIGURE 47)



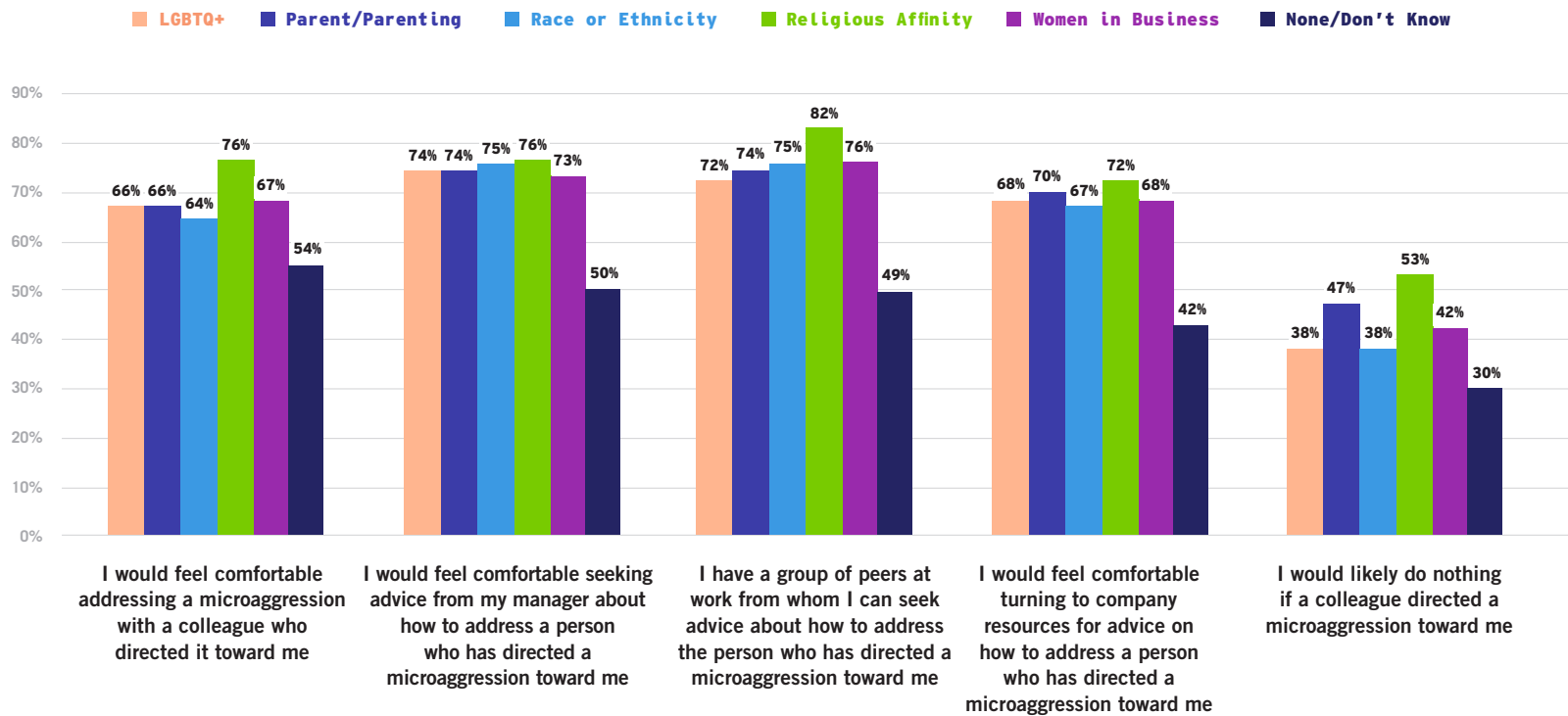
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **Inclusive Behavior**
(FIGURE 48)



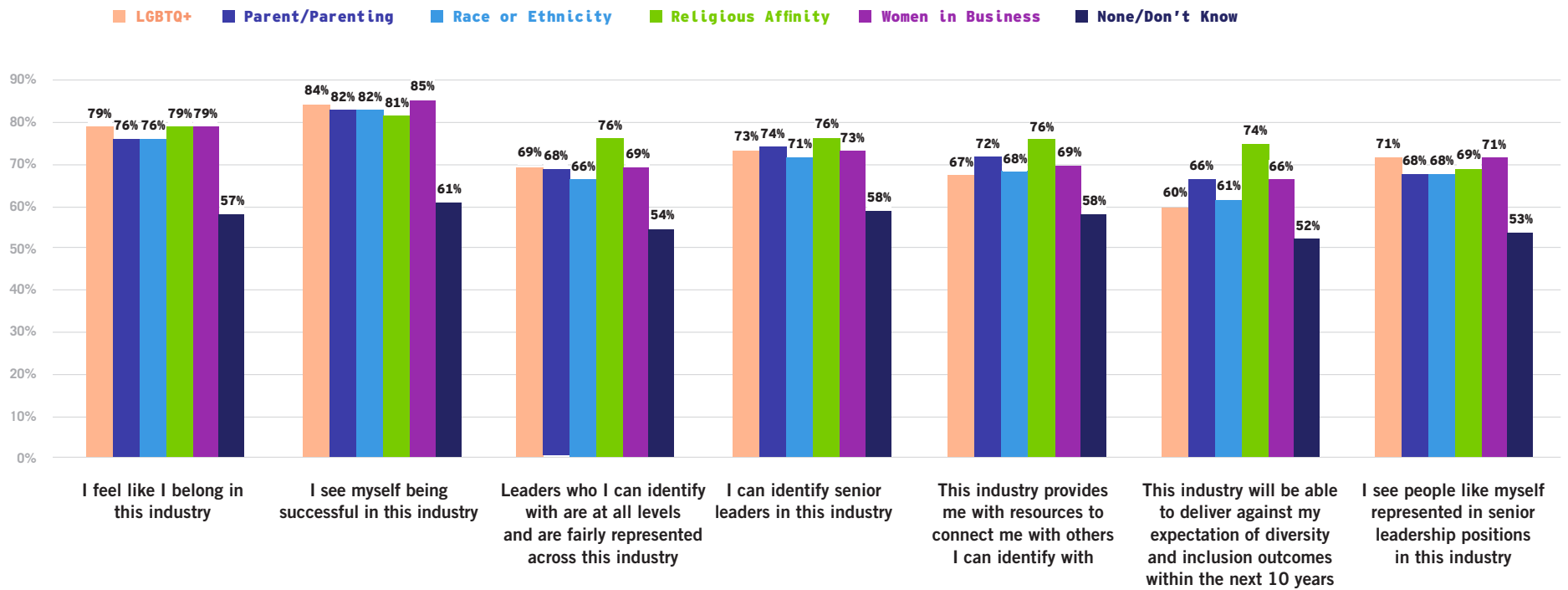
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **Managing Conflict**
(FIGURE 49)



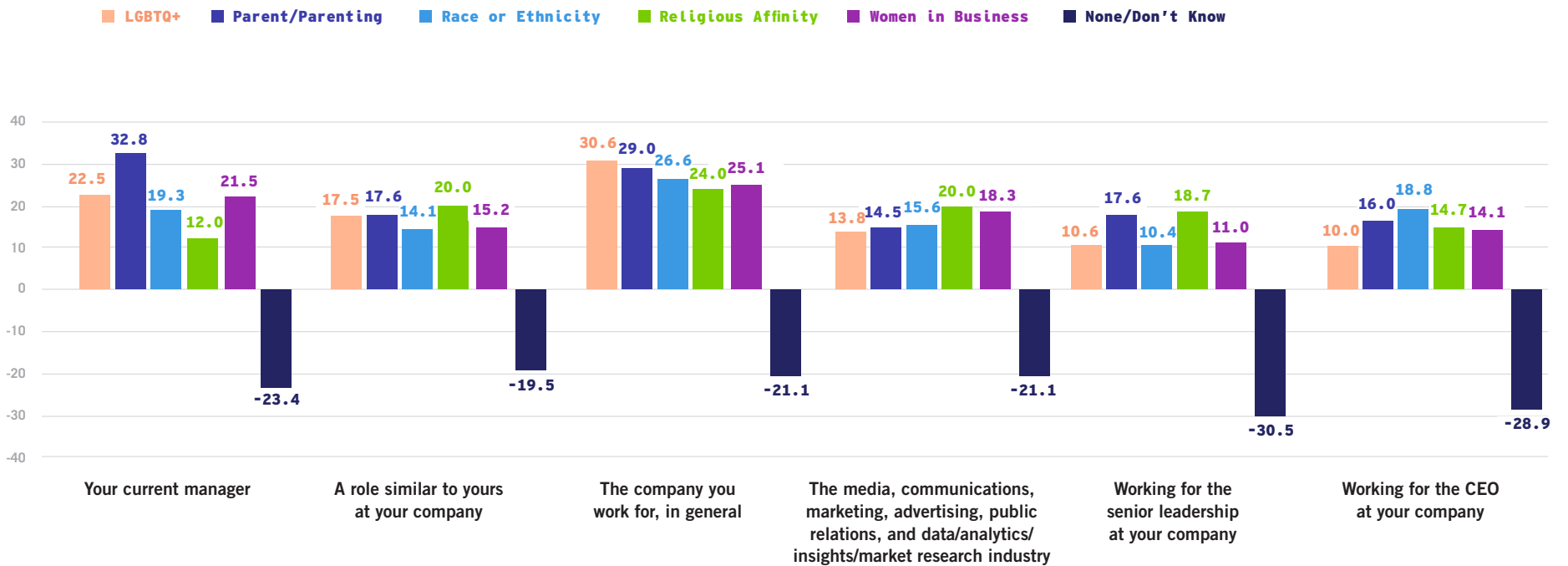
Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• Industry Belonging
(FIGURE 50)



Methodology Note: This data captures Top Two Box responses (Strongly Agree and Somewhat Agree).

• **NPS for Marketing and Advertising Industry**
(FIGURE 51)



Methodology Note: Net Promoter Score (NPS) is a measure that helps understand the likeliness to recommend a variable. The scale is from -100 to 100 where a higher score is more desirable.



Overview

The data underscores the business case for the value of Employee Resource Groups (ERGs) in fostering inclusion and support. While organizations like the ANA and 4A's offer substantial opportunities for involvement, individuals can also benefit from joining groups with more targeted missions that align with their goals. This collective effort thrives when all stakeholders engage collaboratively, prioritizing shared progress over competition.

Action Steps

Beyond the ANA properties and the 4A's, there are many organizations that focus on diversity and inclusion which provide an opportunity for different groups to create a sense of industry belonging.

- **Connect with Black Executive Alliance Group (BECA):** BECA is a nonprofit 501(c)3, focused on providing an intimate, trusted, safe space for Black C-suite marketing executives to share, learn, elevate, and pay it forward to create opportunity, access, and equality for the current and next generation of Black marketing leaders. The group is profoundly aware of the inequality and seeming indifference that excludes Black employees from the C-suite and leads to a lack of corporate board diversity. As members and allies, BECA feels an obligation to create a navigable path for Black marketers. By building a bigger, better pipeline, BECA will prepare more Black talent to advance in their careers and increase their value and contributions.
- **Join the Asian American Advertising Federation (3AF):** 3AF is the leading resource for Asian advertising, Asian marketing, and the power of the Asian American consumer. The group spotlights the power, impact, and influence of Asian consumers. It can help marketers connect culturally and successfully with this critical community and activate Asian American marketing programs.
- **Connect with the Hispanic Marketing Council:** The Hispanic consumer should be at the heart of every marketer's strategy, growth plan, media buy, and creative campaign. Failure to do risks losing market share and becoming obsolete. The organization's mission is to champion the Hispanic consumer segment and the importance it signifies to corporations seeking to boost their revenue and market share. The organization advocates for responsible and intentional investment in Hispanic marketing, commensurate with the enormous opportunity the multicultural majority presents.
- **Engage with GLAAD (Gay and Lesbian Alliance Against Defamation):** Founded in 1985, GLAAD is a non-profit organization focused on LGBTQ+ advocacy and cultural change. GLAAD works to ensure fair, accurate, and inclusive representation and creates national and local programs that advance LGBTQ+ acceptance. Serving as a storyteller, media force, resource, and advocate, GLAAD tackles tough issues and provokes dialogue so that authentic LGBTQ+ stories are seen, heard, and actualized. As a dynamic media force, GLAAD ensures fair, accurate, and inclusive representation that rewrites the script for LGBTQ+ acceptance. GLAAD tackles tough issues to shape the narrative and provoke dialogue that leads to cultural change. GLAAD protects all that has been accomplished and envisions a world with 100 percent LGBTQ+ acceptance.
- **Connect with Hue:** Hue helps companies recruit, retain, and build a trusted reputation with Black, Indigenous, or People of Color (BIPOC). Hue is a community and culture platform with a mission to amplify voices and pave paths for BIPOC. The community of experienced leaders of color has expertise from Fortune 100 brands, tech startups, and the top media companies, agencies, and nonprofits.
- **Join We Are BRIDGE:** The BRIDGE mission is to create a cultural shift in companies where DEI principles flow through all facets of an organization, from the C-suite and marketing through product development, procurement, and customer service. The long-term goal, with the help of founding board members composed of DEI and business leaders, is to create a comprehensive BRIDGE agenda for all companies and to subsequently certify against its implementation and measure its impact.
- **Engage with ADCOLOR:** ADCOLOR champions diversity and inclusion in creative industries. Its process is twofold. First, it helps individuals and organizations rise up, letting their accomplishments and ideas shine. Then it teaches these new leaders and would-be mentors how to reach back and find others who deserve to be noticed and promoted. The goal is to create a community of diverse professionals who are here to support and celebrate one another.



**Coalition
for Inclusive
Marketing
Excellence**

Study Premise

The *My Voice Matters: Inclusive Marketing Excellence* study points out that each segment highlighted has its own unique inclusion challenges. The objective is to ensure that all groups feel included to maximize business and brand growth outcomes. While there are many different groups that are doing great work to drive inclusion for the segment or segments they represent, there is not one coalition which unifies all of these efforts at scale.

Coalition Background

The **Coalition for Inclusive Marketing Excellence** borrows its name from a familiar term, Center of Excellence. The definition of *coalition* is “bringing people together to achieve a common goal.” And we specifically used the framing of *inclusive marketing*, which signals all segments — gender, culture, age, sexual orientation, and ability — and offers space for more segments as necessary.

The Mission

The mission was conceived by all ANA leaders in this coalition: “Create an equitable marketing industry by advancing accurate representation and inclusive marketing to drive business and brand growth.” The goal is to speak with one industry voice on diversity and inclusion marketing practices. The coalition is pursuing gender equity, cultural equity, equitable media investment, and talent representation, in all forms, across the entire industry.

Inclusive Growth Agenda

The ANA Global Growth Council has created a **Global Growth Agenda**, which focuses on four key areas: Brand, Creative, and Media; Talent and Marketing Organization; Data, Technology, and Measurement; and Society and Sustainability. The diversity, inclusion, and equity area falls under Society and Sustainability but permeates throughout the Growth Agenda. The ANA Coalition for Inclusive Marketing Excellence has created its own agenda centered around inclusive growth:

- **Maps Inclusive Growth into Several Key Categories:**

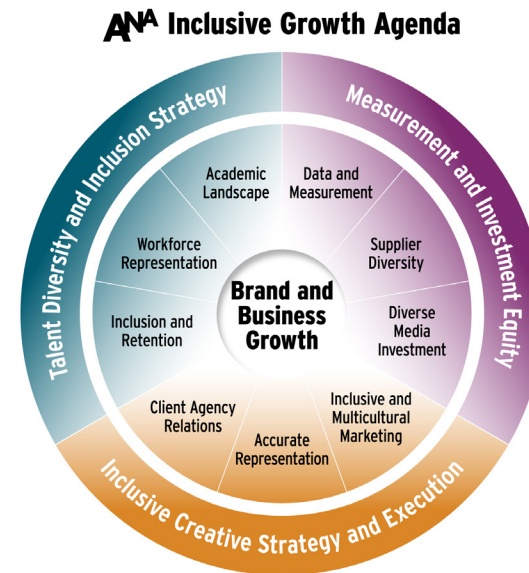
- » Talent
- » Creative
- » Media

- **Brings All External Stakeholders Together:**

Inclusive marketing is all-encompassing, from production to HR to procurement. This is an opportunity to see all the different functions that are responsible for inclusive marketing and understand how all of the pieces fit together.

- » **Talent**
 - » University recruiting
 - » HR and business partners
 - » Chief diversity officers
 - » Chief human resource officer

- » **Creative**
 - » CMO
 - » Head of creative
 - » Agency relations
 - » Agencies
 - » Production
 - » Market research
 - » Agencies and suppliers

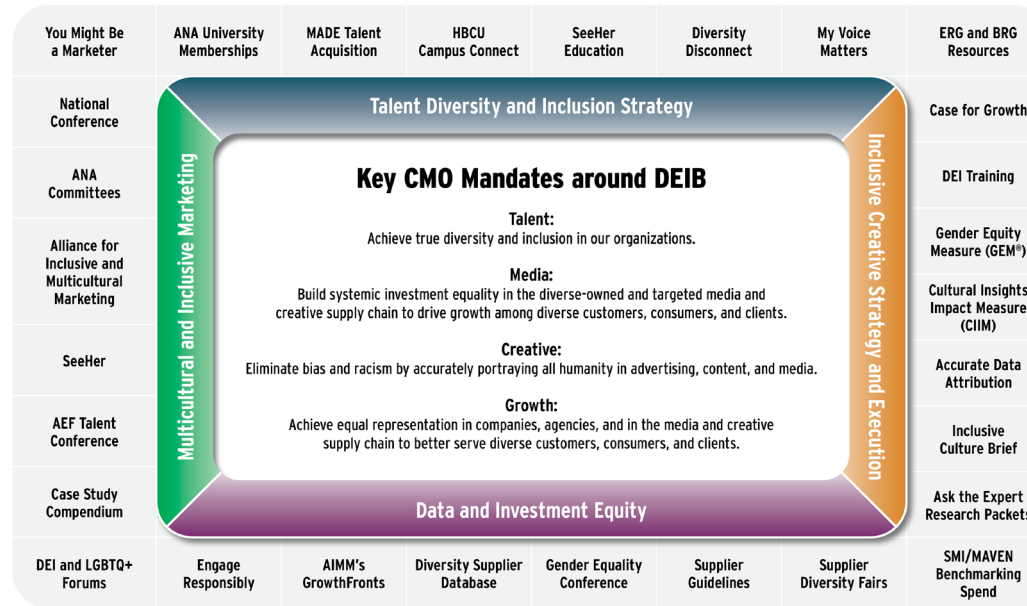


- » **Media**
 - » Media
 - » Procurement
 - » Data analytics
 - » Diverse suppliers
 - » Agencies
 - » Publishers

- **Brings All Internal ANA Stakeholders Together**

Key ANA Inclusive Growth Activities Chart

This chart serves to highlight the activities that the ANA offers relating to inclusive growth in its core areas guided by the ANA Global Growth Council mandates. This is the first effort to map these activities to start to build a framework for operating more cohesively and see how each element connects the others.



Driven by Key ANA Business Machines

These areas create pathways for us to work with all members and work more effectively with all of the key partners in the Coalition.



All of the ANA Is Involved

While these ANA business machines drive much of the Inclusive Growth agenda, all parts of the ANA contribute.

- AIIMM
- Production Management
- In-House Creative
- Agency Relations
- Advertising Financial
- SeeHer
- Analytics and Data Science
- Measurement and Accountability
- Brand Management
- Brand Purpose
- B2B
- Media
- Digital & Social
- Influencer Marketing
- Sponsorship and Experiential
- Marketing Operations
- Multicultural Committee
- DE&I Forum
- LGBTQ+ Forum
- HBCU Committee
- Nonprofit
- AEF University Committee
- Marketing Futures
- MTDC
- Sustainability
- Government and Legal Affairs

Enlist Non-ANA Entities

The ANA wants to collaborate with other entities such as:

- 4A's Multicultural Advertising Intern Program (MAIP)
- Adcolor
- Black Executive CMO Alliance (BECA)
- GLAAD
- Hue
- Marcus Graham Foundation
- Project 47
- Publicis' Multicultural Talent Pipeline
- Verizon's Adfellows

Conclusion

The ANA Coalition for Inclusive Marketing Excellence will look to embed this research into all of the groups and identify how to tackle these inclusion challenges as a collective. In addition, as we now have a more refined methodology, our plan is to launch the next iteration of this study with certain optimizations:

- **Improve Industry Sample Size:** We still need to increase the sample of agencies and marketers.
- **Include More Marketers:** We need to have a better representation of marketers in the sample.
- **Enhance the Sample Size of a Specific Group:** Similar to how we covered Black talent, we will look to evaluate another segment of the population and oversample for that agreed-upon population.
- **Minimize Priming:** We need to continue to work on minimizing priming in the survey questions so that we can reduce any bias in the responses.
- **Welcome Other Groups:** While we did this with a set number of groups, we welcome additional participation to increase the robustness and actionability of the study.
- **Strengthen Question Set with More Manager Questions:** While we have a robust methodology for evaluating inclusion, we still need to add more questions about manager role in inclusion. The overall factor analysis could change with more questions targeting the role that the manager plays in inclusive behavior.

Appendix

Chart 1: Six Categories with Different Statements

Business Decision-Making	Career Progression	Diversity and Inclusion Outcomes
I am invited to meetings where important decisions are made	I see myself progressing to senior management at my current company	My company has a clear strategy to support diversity and inclusion outcomes
I feel comfortable sharing my perspective when important business decisions are being made in meetings	I see myself progressing to the next level at my current company	My company executes on its commitment to support diversity and inclusion outcomes
My perspective is heard and considered when making business decisions in meetings	I see a clear career path for me at my current company	My company reports its diversity and inclusion outcomes internally
I feel like my perspective influences business decisions	I can envision myself at my current company for the foreseeable future	My company reports its diversity and inclusion outcomes externally
My manager includes my perspective in key decision-making processes	I have the same chance of progressing upward at my company as everyone else at my level	My company assesses diversity and inclusion as part of employees' individual performance reviews
My peers and/or colleagues value hearing my perspective in business decision-making processes	The company provides me the right resources to deliver superior performance in my current role	My company provides the appropriate resources to foster diversity, equity, and inclusion discussions across the organization
	The company provides me the right resources to progress in my career at my company	
	I can identify with senior leadership at my company	
	Senior leadership at my company is fairly diverse	
Modeling Inclusive Behavior	Managing Conflict	Sense of Belonging
The CEO at my company exhibits and practices inclusive behavior	I would feel comfortable addressing a microaggression with a colleague who directed it toward me	I feel like I belong in this industry
The senior leadership team at my company exhibits and practices inclusive behavior	I would feel comfortable seeking advice from my manager about how to address a person who has directed a microaggression toward me	I see myself being successful in this industry
My manager exhibits and practices inclusive behavior	I have a group of peers at work from whom I can seek advice from about how to address the person who has directed a microaggression toward me	Leaders who I can identify with are at all levels and are fairly represented across this industry
My colleagues exhibit and practice inclusive behavior	I would feel comfortable turning to company resources for advice on how to address a person who has directed a microaggression toward me	I can identify senior leaders in this industry
Even though I consider myself to be inclusive with colleagues, I sometimes worry I have "blind spots" I'm not aware of	I would likely do nothing if a colleague directed a microaggression toward me	This industry provides me with resources to connect me with others I can identify with
		This industry will be able to deliver against my expectation of diversity and inclusion outcomes within the next 10 years
		I see people like myself represented in senior leadership positions in this industry

Chart 2: Company Fosters Diversity

Statement	Original Category	Company Fosters Diversity	Individual Feels Heard	Industry Creates Sense of Belonging
My company has a clear strategy to support diversity and inclusion outcomes	Diversity and Inclusion Outcomes	0.76	0.18	0.28
My company assesses diversity and inclusion as part of employees' individual performance reviews	Diversity and Inclusion Outcomes	0.76	0.17	0.15
My company executes on its commitment to support diversity and inclusion outcomes	Diversity and Inclusion Outcomes	0.71	0.24	0.28
My company provides the appropriate resources to foster diversity, equity, and inclusion discussions across the organization	Diversity and Inclusion Outcomes	0.69	0.28	0.33
My company reports its diversity and inclusion outcomes internally	Diversity and Inclusion Outcomes	0.66	0.24	0.24
Senior leadership at my company is fairly diverse	Career Progression	0.62	0.23	0.24
My company reports its diversity and inclusion outcomes externally	Diversity and Inclusion Outcomes	0.60	0.19	0.23
The company provides me the right resources to progress in my career at my company	Career Progression	0.60	0.41	0.35
I see a clear career path for me at my current company	Career Progression	0.56	0.47	0.34
The company provides me the right resources to deliver superior performance in my current role	Career Progression	0.55	0.48	0.27
I see myself progressing to the next level at my current company	Career Progression	0.55	0.48	0.32
I would feel comfortable turning to company resources for advice on how to address a person who has directed a microaggression	Managing Conflict	0.53	0.36	0.35
The CEO at my company exhibits and practices inclusive behavior	Modeling Inclusive Behavior	0.52	0.37	0.34
I can envision myself at my current company for the foreseeable future	Career Progression	0.50	0.46	0.35

Chart 3: Individual Feels Heard

Statement	Original Category	Company Fosters Diversity	Individual Feels Heard	Industry Creates Sense of Belonging
I feel like my perspective influences business decisions	Business Decision-Making	0.24	0.76	0.23
My perspective is heard and considered when making business decisions in meetings	Business Decision-Making	0.29	0.75	0.29
My manager includes my perspective in key decision-making processes	Business Decision-Making	0.25	0.73	0.27
I am invited to meetings where important decisions are made	Business Decision-Making	0.31	0.72	0.21
I feel comfortable sharing my perspective when important business decisions are being made in meetings	Business Decision-Making	0.20	0.65	0.40
My peers and/or colleagues value hearing my perspective in business decision-making processes	Business Decision-Making	0.23	0.65	0.32
I see myself progressing to senior management at my current company	Career Progression	0.51	0.56	0.25
I can identify with senior leadership at my company	Career Progression	0.48	0.50	0.32

Chart 4: Industry Creates a Sense of Belonging

Statement	Original Category	Company Fosters Diversity	Individual Feels Heard	Industry Creates Sense of Belonging
I see people like myself represented in senior leadership positions in this industry	Sense of Belonging	0.22	0.23	0.72
I feel like I belong in this industry	Sense of Belonging	0.25	0.31	0.70
Leaders who I can identify with are at all levels and are fairly represented across this industry	Sense of Belonging	0.31	0.19	0.69
I can identify senior leaders in this industry	Sense of Belonging	0.25	0.29	0.67
I see myself being successful in this industry	Sense of Belonging	0.22	0.38	0.65
This industry will be able to deliver against my expectation of diversity and inclusion outcomes within the next 10 years	Sense of Belonging	0.31	0.26	0.64
This industry provides me with resources to connect me with others I can identify with	Sense of Belonging	0.38	0.22	0.63
My colleagues exhibit and practice inclusive behavior	Modeling Inclusive Behavior	0.43	0.22	0.49
I would feel comfortable seeking advice from my manager about how to address a person who has directed a microaggression toward me	Managing Conflict	0.42	0.34	0.46