



**BUSINESS
POWERED**
— *by* —
DIVERSITY

FY2018



Welcome to the second HP Agency Diversity Scorecard.

We instituted the scorecard in 2016 to challenge our marketing and communications agencies to increase the number of women and minorities in creative and leadership positions. Every single agency that works with HP made meaningful progress during the first year of this program, especially with female representation.

The second year of the scorecard was about incremental growth with a focus on increasing the presence of underrepresented groups in leadership positions and overall account teams. And we are proud to say that our agencies held onto the progress made with women in the first year and made significant gains with underrepresented minorities in all positions.

This year's participants were: BBDO Worldwide, Fred & Farid, Giant Spoon, PHD and Edelman – agencies that collectively represent more than \$2B in revenue and 30,000 employees.

This year's results also include an overview of international results across key agency partners which will become part of benchmark scoring for 2019.

Methodology

Our agencies established FY2018 targets. Then they tracked those targets by measuring the representation of women and minorities in the US in creative and leadership positions on the account teams supporting HP business worldwide.

OVERALL AGENCY ACCOUNT TEAMS

Overall HP Account Team	(2017)	(2018)	Percentage Change
Percentage of Women	61%	62%	1%
Percentage of Under-Represented	24%	36%	12%

Overall HP Account Senior Roles*	(2017)	(2018)	Percentage Change
Percentage of Women	51%	55%	4%
Percentage of Under-Represented	19%	28%	9%

Non Account Resources	(2017)	(2018)	Percentage Change
Percentage of Women	45%	58%	13%
Percentage of Under-Represented	33%	36%	3%



**Overall HP Account Team
(2018)**

Percentage of Women | 59%

Percentage of Under-Represented | 32%

**Overall HP Account Senior Roles*
(2018)**

Percentage of Women | 59%

Percentage of Under-Represented | 32%

**Non Account Resources
(2018)**

Percentage of Women | 50%

Percentage of Under-Represented | 29%

**Overall HP Account Team
(2017)**

Percentage of Women | 63%

Percentage of Under-Represented | 25%

**Overall HP Account Senior Roles*
(2017)**

Percentage of Women | 61%

Percentage of Under-Represented | 22%

**Non Account Resources
(2017)**

Percentage of Women | 42%

Percentage of Under-Represented | 33%

Additional Diversity & Inclusion Initiatives

BBDO University Creative Leadership Program *exclusively for women*

BBDO doubled the percentage of women in senior creative leadership, but they felt it was still too low. The University creative leadership program is meant to help women be successful and advance in their careers. BBDO custom-built the faculty and syllabus for this four-day program.

Creative Residency Program

The program aims to identify and bring in creative from underrepresented minorities, including the disabled community, for one year paid residencies. This is the program's fourth year, 13 residents so far, 11 of whom have converted to full time hires.

The Allen Rosenshine Minority Education and Training Fund

The training fund finances internships for underrepresented minorities and 350 have been awarded to date.

OURS IS A CREATIVE BUSINESS AND CREATIVITY IS FUELED BY DIVERSE PERSPECTIVES. HP'S FOCUS ON THIS SYNC'S PERFECTLY WITH OUR OVERALL STRATEGY. THERE'S A BIG DIFFERENCE BETWEEN HAVING GOOD INTENTIONS AND PUTTING A PLAN TO HOLD ONESELF ACCOUNTABLE. WE ARE PLEASED WITH THE PROGRESS WE HAVE MADE AND COMMITTED TO THE WORK WE HAVE YET TO DO.

- Andrew Robertson, BBDO

EDELMAN

Overall HP Account Team (2018)

Percentage of Women | 67%

Percentage of Under-Represented | 31%

Overall HP Account Senior Roles* (2018)

Percentage of Women | 50%

Percentage of Under-Represented | 14%

Non Account Resources (2018)

Percentage of Women | 59%

Percentage of Under-Represented | 33%

Overall HP Account Team (2017)

Percentage of Women | 61%

Percentage of Under-Represented | 21%

Overall HP Account Senior Roles* (2017)

Percentage of Women | 50%

Percentage of Under-Represented | 16%

Non Account Resources (2017)

Percentage of Women | 67%

Percentage of Under-Represented | 28%

Additional Diversity & Inclusion Initiatives

Inclusion, diversity and cross-cultural training

At the end of 2017, we launched a new inclusion, diversity and cross-cultural training in our U.S. offices which is required for all employees. More than 600 employees have taken this in-person session designed to emphasize cultural sensitivity, unconscious bias, and awareness, and explain inclusion and how each employee has a role to play in creating an inclusive workplace, among other things.

Setting Workforce Goals

We continue to set meaningful workforce representation goals. We are progressing toward 50:50 gender parity at the senior leadership level, a goal set at the inception of our Global Women's Executive Network (GWEN) in 2011. Women now represent 48% of our senior leaders globally, up from 33% in 2011. In Jan. 2018, we also made a commitment to increase the racial and ethnic representation in our U.S. operations to 30% of all employees over the next five years, up from 24%. (We are now at nearly 26%.)

New partnerships

Partnerships are key in advancing our D&I work. In June 2017, Richard Edelman was one of hundreds of CEOs who signed on to the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance D&I in the workplace. In addition, we've continued to learn and share through partnerships with Hispanicize, ColorComm, Ad Color, Emma Bowen Foundation, 3% and other organizations focused on increasing diversity in marketing industries.

HP'S MANDATE HAS BEEN TRANSFORMATIONAL IN HELPING US TO ADVANCE OUR DIVERSITY AND INCLUSION GOALS. IT PROVIDES A SUPERB MODEL FOR SERVING OUR OTHER CLIENTS. WE WILL CONTINUE TO RECRUIT AT THE MIDDLE AND SENIOR LEVELS, WHILE ENSURING THAT OUR DIVERSE HIRES REMAIN AND GROW WITH US.

- Richard Edelman

FRED & FARID

Overall HP Account Team (2018)

Percentage of Women | 81%

Percentage of Under-Represented | 58%

Overall HP Account Senior Roles* (2018)

Percentage of Women | 67%

Percentage of Under-Represented | 33%

Non Account Resources (2018)

Percentage of Women | 74%

Percentage of Under-Represented | 58%

Overall HP Account Team (2017)

Percentage of Women | 60%

Percentage of Under-Represented | 44%

Overall HP Account Senior Roles* (2017)

Percentage of Women | 52%

Percentage of Under-Represented | 33%

Non Account Resources (2017)

Percentage of Women | 52%

Percentage of Under-Represented | 52%

Additional Diversity & Inclusion Initiatives

Talent development and growth from within.

FF works with an outside HR and Growth Expert on strategic interviewing, managing up and performance management of one's own career. These sessions have inspired dialogue, especially across departments, on what it means to be a good manager and mentor (something one could argue is lacking in the advertising industry at-large) and managing one's own career. This is always-on programming from the company using deliberate outside resources.

Celebrating diversity in all its forms.

Diversity is a part of the FF's creative spirit, way of life and is reflected in our company's local communities. On May 15, the Arab World Institute in Paris (L'Institut Du Monde Arabe) and FF Paris collaboratively launched an exhibition to celebrate the 30th anniversary of the institute called "an open eye on the Arab world." Together, the 240 works (paintings, photos, sculptures, drawings, calligraphies) created a fresco 9.60m wide by 4m high. The project was a collaboration between established and emerging artists, Arabs and non-Arabs and was a true manifestation of the pride of multicultural dialogue. FF hosted a dialogue led by leadership to discuss the work and impact on the city.

Active Recruitment from underrepresented minorities.

FF globally puts a priority on hiring the best talent for the job – but always from a diverse pool of candidates. Across the network, we work with organizations like the team putting together this year's advertising-specific LGBTQ job fair in China, Article 1 in Paris and MAIP Alumnifire in the Americas. We find global tools and partners with like-minded values, intentional and structured interview and evaluation processes and clear KPIs for roles get us the best talent for the job - and the best culture fit for our creative communities.

HP PROVIDED US WITH A TRUE FRAMEWORK TO OPERATIONALIZE OUR PROCESS AGAINST MEASURED SUCCESS AND IT HAS SPARKED DIALOGUES ABOUT CULTURAL NUANCES: HOW WE MAINTAIN OUR GLOBAL CULTURE WHILE ALLOWING FOR DIFFERENCES BETWEEN OUR AMERICAN, CHINESE AND PARIS OFFICES? HOW THEY CAN WORK TOGETHER COHESIVELY AND STILL ADAPT FOR LOCALITY? FRED & FARID WAS FOUNDED WITH A COMMITMENT TO A RANGE OF BACKGROUNDS AND LIFE EXPERIENCES; OUR TWO NAMES ARE DIVERSE IN THEMSELVES. TALENT SHOULD BE DRIVEN BY THEIR HEART AS MUCH AS THEIR MIND. THANKS TO HP, WE CONTINUE TO CHALLENGE OURSELVES ON HOW TO CREATE AN OPEN AND INSPIRING CREATIVE COMMUNITY. IT'S AN EVER-EVOLVING PROCESS.

- Fred & Farid

GIANT SPOON

Overall HP Account Team (2018)

Percentage of Women | 52%

Percentage of Under-Represented | 24%

Overall HP Account Senior Roles* (2018)

Percentage of Women | 50%

Percentage of Under-Represented | 33%

Non Account Resources (2018)

Percentage of Women | 52%

Percentage of Under-Represented | 26%

Overall HP Account Team (2017)

Percentage of Women | 33%

Percentage of Under-Represented | 22%

Overall HP Account Senior Roles* (2017)

Percentage of Women | 0%

Percentage of Under-Represented | 0%

Non Account Resources (2017)

Percentage of Women | 24%

Percentage of Under-Represented | 16%

Additional Diversity & Inclusion Initiatives

Giant Spoon launched a speaker panel series and lunches with C-suite women leaders from world-leading organization such as Linda Boff from GE, Sophia Amoruso from Girl Boss, and Jen Rubio founder of Away.

The agency has committed to equal pay across the organization.

We engaged a third party auditor to identify any areas of concern and take immediate action if a discrepancy arises.

Commitment to other underrepresented groups

In addition to our commitment to Free The Bid we have also tracked inclusivity in productions in other ways. On Pride month this past year, Giant Spoon and MassMutual committed to a 100 percent LGBTQ cast and crew for a social brand campaign spot that talks about the importance of mutuality.

DIVERSITY IS A BUSINESS IMPERATIVE, NOT JUST A NICE THING TO DO. WE DO NOT LIMIT OUR DEFINITION OF DIVERSITY TO THE USUAL CHARACTERISTICS. INSTEAD, WE TAKE THINGS A STEP FURTHER AND CONSIDER ALL ASPECTS OF WHAT MAKES EACH PERSON UNIQUE INCLUDING CULTURAL BACKGROUND, EXPERTISE, LIFE EXPERIENCE, COMMUNICATION AND WORK STYLE AND ALL THE MANY OTHER VARIOUS COMPONENTS THAT ADD UP TO MAKING EACH PERSON DIFFERENT. WE BELIEVE IN CREATING A CULTURE OF INCLUSION, ONE THAT FOSTERS INNOVATION, CREATIVITY, NEW IDEAS, AND INSPIRATION. ULTIMATELY, WE'RE GOOD PEOPLE BEING GOOD TO EACH OTHER. AFTER A YEAR OF PARTICIPATION IN HP'S SCORECARD PROGRAM, OUR FOCUS HAS BEEN SHARPENED AND THE TRANSPARENCY HAS BROUGHT THE AGENCY CLOSER TOGETHER AS A COMMUNITY AROUND OUR EFFORTS.

- Jon Haber, Giant Spoon

PHD

**Overall HP Account Team
(2018)**

Percentage of Women | 60%

Percentage of Under-Represented | 40%

**Overall HP Account Senior Roles*
(2018)**

Percentage of Women | 55%

Percentage of Under-Represented | 32%

**Overall HP Account Team
(2017)**

Percentage of Women | 61%

Percentage of Under-Represented | 40%

**Overall HP Account Senior Roles*
(2017)**

Percentage of Women | 52%

Percentage of Under-Represented | 29%

Additional Diversity & Inclusion Initiatives

Relaunched the Diversity Council

An employee led group that shares in the commitment to diversity & inclusion – helping attract, engage and develop an unfair share of top diverse talent – to which Simon Pugh, President, PHD West, is an Executive Sponsor.

Casting the widest net for future open positions.

Partnering with multiple diversity US organizations (e.g. ADCOLOR, 4A's, HACE, NAMIC) and expanding the reach of marketing of open roles at all levels with new pipelines of talent at the local level (HBCUs, local universities with diverse population ex. Pace University & San Jose State).

Continuing efforts to drive employee engagement and retention in the area of D&I :

Monthly PHD Town Halls with Leadership covering our Diversity Council initiatives and other programs; and ERGs – Fostering collaboration with the Omnicom Group OPEN Diversity Network/Omniwomen.

AT PHD AND ACROSS THE BROADER OMNICOM MEDIA GROUP WE SEE DIVERSITY NOT JUST AS A MORAL AND BUSINESS IMPERATIVE, BUT A STRATEGIC ADVANTAGE. THROUGH OUR PARTICIPATION IN THE HP DIVERSITY CHALLENGE, IT HAS ELEVATED OUR D&I AGENDA AND THE INITIATIVES WE EMPLOY TO ATTRACT AND MAINTAIN TOP DIVERSE TALENT. WE ARE PROUD OF OUR YEAR 2 RESULTS BOTH IN THE US AND ACROSS THE MARKETS WE TRACK, GROWING OUR DIVERSE HEAD COUNT ON THE BUSINESS YEAR ON YEAR. HOWEVER, WE RECOGNIZE THE CONTINUED EFFORTS REQUIRED TO ENSURE WE AS A BUSINESS, AND AS AN INDUSTRY, CREATE AN INCLUSIVE WORK ENVIRONMENT THAT FOSTERS CREATIVITY AND INNOVATION. THE HP DIVERSITY CHALLENGE REINFORCES THE IMPORTANCE OF THIS WORK AND WE ARE HONORED TO PARTNER WITH HP IN DIVERSITY & INCLUSIONS INITIATIVES.

- Simon Pugh, PHD West



keep reinventing