



**BUSINESS
POWERED**
by
DIVERSITY



A year ago, we at HP challenged ourselves and the CEOs of our top agencies to increase the number of women and minorities in creative and leadership positions.

It was a request anchored in purpose.

It was one made knowing that diversity is the in-road. The enabler. The inspirer of the highest action. The most creative campaigns. The most innovative solutions. The most transformative business results.

It is also the right thing to do. Authentically representing the communities we serve just makes sense.

We are proud to say that our challenge was accepted. Every single agency that works with HP made meaningful progress.

The journey is far from complete. But we are definitely on our way.



Our Agencies

Worldwide, our agencies represent more than **\$2B in revenue**. They employ nearly **30,000 people**.

This is a powerful creative collective shaping buying decisions. Influencing society. Creating the stories that fill our lives.

And because of that, their commitment to diversity will have a far-reaching and long-lasting impact.

Methodology

The process for accountability was not haphazard.

Our agencies established 2017 targets. They then tracked those targets by measuring the representation of women and US minorities, in creative and leadership positions, on the account teams supporting HP business.



A Year in Review

It's amazing what a worthwhile challenge and a year can do.

Most agencies significantly exceeded the percentage of women and US minorities working on HP in both leadership and the account overall.

All agencies exceeded the goal for women representation on their teams by more than 5%. That means today, 61% of HP's agency account teams consist of women. Women in senior roles reached 51%, which was 4% over the target.

While minority representation is below target for 60% of agencies, three of five agencies saw a positive, upward year over year trend. And 8% of all employee growth from Y/Y were minorities.

The percentages tell only a small part of the story. In many cases, teams went from close to nothing to something important. This is an essential part of our year one story.

To help increase minority representation, as well as diversity as a whole, our agencies launched more than 15 initiatives. This includes new recruitment processes, partnerships to strengthen the talent pipeline, and policies to better meet the needs of target groups (such as mothers returning to the workforce)*.

*Metrics reported by each agency are a combination of US only and worldwide from Sept 2016-2017.





BBDO drove strong growth in all categories over the year. They exceeded their targets for women, doubling the creative roles held by women and now over half of their leadership roles are held by women. They nearly doubled the minorities on the team and exceeded their target of minorities in leadership positions. BBDO’s creative residency program continues to take aim at increasing diversity in advertising.

Total number of people assigned to HP
September 2016: 37 on account, 14 senior roles; September 2017: 60 on account, 23 senior roles

Percentage of Women (Sept 2016)
41% 15 women
Target: 55%

Percentage of Women in Leadership Positions (Sept 2016)
7% 1 woman
Target: 40%

Percentage of US Minorities (Sept 2016)
22% 8 minorities
Target: 33%

Percentage of US Minorities in Leadership Positions (Sept 2016)
0% 0 minorities
Target: 20%

Percentage of Women (Sept 2017)
63% 38 women
Y/Y Results: +22% +23

Percentage of Women in Leadership Positions (Sept 2017)
61% 14 women
Y/Y Results: +54% +13

Percentage of US Minorities (Sept 2017)
25% 15 minorities
Y/Y Results: +3% +7

Percentage of US Minorities in Leadership Positions (Sept 2017)
22% 5 minorities
Y/Y Results: +22% +5



TO DELIVER EXCEPTIONAL WORK FOR OUR CLIENTS, WE NEED AN UNFAIR SHARE OF THE BEST, MOST DIVERSE TALENT. WE'VE PIONEERED MANY PROGRAMS OVER THE PAST DECADE IN PURSUIT OF THAT VISION AND FULLY EMBRACE HP'S CHALLENGE. WE'VE DOUBLED THE NUMBER OF SENIOR FEMALE CREATIVE LEADERS AND INCREASED OUR MINORITY RANKS. WE REMAIN UNWAVERING IN OUR COMMITMENT TO DO EVEN BETTER.

— *Andrew Robertson, BBDO*





Fred & Farid met or exceeded all targets. They activated initiatives to nurture and advance women leaders, and launched various programs to promote minorities both within FF and beyond. They even established a scholarship program and campaign to drive greater diversity in advertising.

Total number of people assigned to HP
September 2016: 58 on account, 24 senior roles; September 2017: 73 on account, 33 senior roles

Percentage of Women (Sept 2016)
48% 28 women
Target: 50%

Percentage of Women in Leadership Positions (Sept 2016)
46% 11 women
Target: 50%

Percentage of US Minorities (Sept 2016)
21% 5 minorities
Target: 20%

Percentage of US Minorities in Leadership Positions (Sept 2016)
23% 3 minorities
Target: 20%

Percentage of Women (Sept 2017)
60% 44 women
Y/Y Results: +12% +16

Percentage of Women in Leadership Positions (Sept 2017)
52% 17 women
Y/Y Results: +6% +6

Percentage of US Minorities (Sept 2017)
44% 8 minorities
Y/Y Results: +23% +3

Percentage of US Minorities in Leadership Positions (Sept 2017)
33% 4 minorities
Y/Y Results: +10% +1



WE ARE GRATEFUL TO HP FOR CHALLENGING US TO IMPROVE OUR DIVERSITY PROGRAM TO MAKE IT STRONGER AND MORE STRUCTURED. WE'RE PROUD TO HAVE HIT OUR TARGETS BUT REALIZE THIS IS AN ONGOING EFFORT AND ARE EXCITED ABOUT THE DIALOGUE ACROSS OUR GLOBAL TEAMS.

— Farid Mokart, Fred & Farid





Despite a 20% reduction in overall HP account staff, gyro grew the number of women and minorities in leadership roles. While progress has been made, they recognize there is work to do and are now set up to quickly deliver on their additional targets. Gyro has launched a range of programs to advance diversity, including community outreach, conferences and training.

Total number of people assigned to HP
September 2016: 99 on account, 61 senior roles; September 2017: 80 on account, 52 senior roles

Percentage of Women (Sept 2016)	Percentage of Women (Sept 2017)
51% 50 women	56% 45 women
Target: 50%	Y/Y Results: +5% -5
Percentage of Women in Leadership Positions (Sept 2016)	Percentage of Women in Leadership Positions (Sept 2017)
51% 31 women	46% 24 women
Target: 50%	Y/Y Results: -5% -7
Percentage of US Minorities (Sept 2016)	Percentage of US Minorities (Sept 2017)
9% 9 minorities	9% 7 minorities
Target: 33%	Y/Y Results: +0% -2
Percentage of US Minorities in Leadership Positions (Sept 2016)	Percentage of US Minorities in Leadership Positions (Sept 2017)
8% 5 minorities	14% 7 minorities
Target: 25%	Y/Y Results: +6% +2



**OUR FOCUS ON PUTTING
THE RIGHT PROGRAMS IN
PLACE TO FOSTER GREATER
DIVERSITY IS ALREADY
BRINGING US CLOSER TO
OUR GOALS. TRUE CHANGE
TAKES TIME, BUT WE HAVE
PROVEN STRATEGIES TO PUT
US IN THE RIGHT DIRECTION.**

— Christoph Becker, gyro





PHD focused on building and growing a diverse and inclusive workplace. It paid off by meeting the majority of their targets. To expedite their minorities in leadership objective, they’ve partnered with multiple non-profit organizations in order to continue to cast the widest net possible.

Total number of people assigned to HP
September 2016: 48 on account, 13 senior roles; September 2017: 72 on account, 21 senior roles

Percentage of Women (Sept 2016)
54% 26 women
Target: 50%

Percentage of Women (Sept 2017)
61% 44 women
Y/Y Results: +7% +18

Percentage of Women in Leadership Positions (Sept 2016)
31% 4 women
Target: 46%

Percentage of Women in Leadership Positions (Sept 2017)
52% 11 women
Y/Y Results: +21% +7

Percentage of US Minorities (Sept 2016)
23% 11 minorities
Target: 27%

Percentage of US Minorities (Sept 2017)
40% 29 minorities
Y/Y Results: +17% +18

Percentage of US Minorities in Leadership Positions (Sept 2016)
31% 4 minorities
Target: 38%

Percentage of US Minorities in Leadership Positions (Sept 2017)
29% 6 minorities
Y/Y Results: -2%* +2

*US minorities in leadership roles on the HP account team at PHD increased y/y, while senior roles increased from 2016 (13) to 2017 (21) resulting in a percentage change from 31% (2016) to 29% (2017) or -2% y/y.



THIS CHALLENGE HELPED US TO IDENTIFY THE STRENGTHS AND AREAS OF OPPORTUNITY WITHIN THE HP TEAM, AS WELL AS THE ENTIRE ORGANIZATION. OUR LEADERSHIP TEAM DEVELOPED A COMPREHENSIVE PLAN TO MEET AND EXCEED OUR DIVERSITY GOALS, AND UPHOLD THE BELIEF THAT DIVERSITY & INCLUSION ARE IMPERATIVE AND CRITICAL TO THE SUCCESS OF OUR BUSINESS.

— Stacy DeRiso, PHD





Edelman maintained strong representation of women in leadership even as it doubled its headcount on its global HP account team, and recognizes there is room to increase minorities on the US team. The agency is creating new avenues to source diverse talent through recruiting initiatives.

Total number of people assigned to HP
September 2016: 331 on account, 82 senior roles; September 2017: 616 on account, 135 senior roles

Percentage of Women (Sept 2016)
56% 185 women
Target: 50%

Percentage of Women (Sept 2017)
61% 376 women
Y/Y Results: +5% +191

Percentage of Women in Leadership Positions (Sept 2016)
50% 41 women
Target: 50%

Percentage of Women in Leadership Positions (Sept 2017)
50% 68 women
Y/Y Results: +0% +27

Percentage of US Minorities (Sept 2016)
31% 20 minorities
Target: 25%

Percentage of US Minorities (Sept 2017)
21% 19 minorities
Y/Y Results: -10% -1

Percentage of US Minorities in Leadership Positions (Sept 2016)
21% 5 minorities
Target: 25%

Percentage of US Minorities in Leadership Positions (Sept 2017)
16% 5 minorities
Y/Y Results: -5%* +0

*US minorities in leadership roles on the HP account team at Edelman remained the same y/y, while senior roles increased from 2016 (82) to 2017 (135) resulting in a percentage change from 21 % (2016) to 16% (2017) or -5% y/y.



WHILE WE HAVE MADE SIGNIFICANT STRIDES IN BUILDING A MORE DIVERSE TEAM TO POWER OUR WORK, OUR JOURNEY TO ACHIEVE GREATER DIVERSITY—PARTICULARLY ON THE CREATIVE FRONT—CONTINUES. WE ARE INVESTING IN INNOVATIVE RECRUITING INITIATIVES FOR EDELMAN, AND FOR THE INDUSTRY AT LARGE, IN ORDER TO STRENGTHEN CURRENT PROGRAMS AND ESTABLISH AN INCREASINGLY DIVERSE PIPELINE OF TALENT. MAKE NO MISTAKE—THIS IS A TOP PRIORITY FOR OUR AGENCY AND FOR ME PERSONALLY.

— Richard Edelman, Edelman



**BUSINESS
POWERED**
by
DIVERSITY



keep reinventing