

DEF&I

REPORT 2022 ➔

HAR
VARD:

eat
the fox ^{H:}

WELCOME TO HARVARD'S LATEST DE&I REPORT FOR 2022

Diversity, equity, and inclusion continues to be a key priority at Harvard, with our people first promise underpinning this: to ensure any person from any background feels safe, inspired and able to make their move.

In 2022, as we continued our journey, we evolved our DE&I strategy to bring more of the agency into the work we do and to ensure we're making progress across a broader spectrum of areas. With all activity mapped against our people first promise, we now approach DE&I through six lenses: race and ethnicity, gender, LGBTQ+, disability, neurodiversity and socio-economic.

Each pillar has its own action plan with a champion – a senior leader within the business – working alongside a team from across the agency to drive activity. This approach allows us to build on the progress we've made in areas such as race, ethnicity and gender, while ensuring we're going deeper in other areas too.

It also means we have far more people directly involved in our DE&I journey, with around a third of the agency involved in at least one of the pillars.

It has been so vital to get the balance right across the pillars. We know that we're at different stages of our journey in each of these areas, and therefore the priority activity across the pillars looks different. We are, for example, earlier in our journey to better understand neurodiversity than race and ethnicity – so our focus is on more foundational learning, rather than nuanced, in-depth discussion and activity.

We still have a lot to learn and a lot to do – that will never change – but with a culture of self-awareness, openness and empathy, alongside a strong structure that reaches more broadly and deeply across DE&I activity, we're confident that our progress will continue.

It's exciting to share some of this with you in our second annual DE&I report. In an industry that still has so much to do to address long-standing inequalities and imbalances, we hope in reading this you find it useful.



BEN ROBERTS
Director

CONTENTS

DE&I BY NUMBERS

Page 06

SIX DIVERSITY PILLARS:

Page 08

RACE & ETHNICITY

Page 10

GENDER

Page 12

LGBTQ+

Page 14

DISABILITY

Page 16

NEURODIVERSITY

Page 18

SOCIO-ECONOMIC

Page 20

THE XEC

Page 22

OPEN INTERNSHIP PROGRAMME

Page 24

COMMENTARY ON OUR JOURNEY SO FAR

Page 26

WHAT'S NEXT FOR HARVARD

Page 28

DE&I BY NUMBERS

This report demonstrates our commitment to progressing on our DE&I journey.

As part of this journey and to allow us to measure progress, to understand our people, and to help us focus on the right direction, we track a number of metrics and data points. These of course only tell part of the story, but are vital to share for transparency and to help set the tone for the industry. We will continue to measure and benchmark this data, and to report them annually.

OUR TEAM

- Representation of Black, Asian and ethnic minority talent has increased to 31% across Harvard. We are 67% female; 13% of those at Harvard identify as LGBTQIA+; regarding social mobility 75% of the Harvard team went to non fee-paying schools; 12% of our team are neurodivergent and 5% of the team have a physical disability
- Our leadership team is 50% male and 50% female

OUR RECRUITMENT

From 19 new recruits hired:

- 9 are white (47%) and 10 are from Black, Asian and ethnic minority backgrounds (53%)
- While 16 are female (84%) and 3 are male (16%)

OUR PAY GAP DATA

- We have pay parity at all levels of our business regardless of gender, and overall our gender pay gap is 5%
- We continue to have pay parity at all levels of our business regardless of ethnicity, and our ethnic pay gap is 31%



PEOPLE SURVEY RESULTS

Every quarter we poll our people to get a sense of their thoughts and feelings on a range of agency issues, including DE&I. These stats are from our latest survey in July 2022.

95%

feel that Harvard is creating an environment where we feel safe, enabled and inspired to thrive

85%

of us feel completely comfortable being ourselves at work

97%

believe Harvard has a positive culture regarding diversity and inclusion

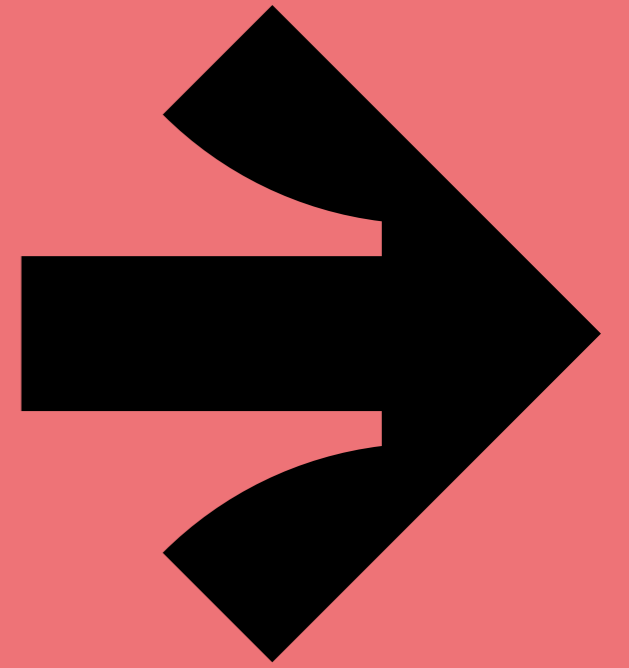
94%

believe we are making good progress with our diversity and inclusion initiatives

83%

believe we create work that is authentic and inclusive

SIX



DIVERSITY

PILLARS

RACE AND ETHNICITY

We have made good progress in recent years across race and ethnicity – whether overhauling our recruitment process or implementing mandatory race at work training sessions for every employee.

At the heart of our progress here has been our Blueprint Ally status, awarded to us by BME PR Pros – something we hope to build on this year. We'll be submitting our reapplication in December and hope to find out in the new year if we have attained full Blueprint status.

THE MOVE WE WANT TO MAKE

When we originally applied for the Blueprint back in 2020, 12% of full time staff who identified as Black, Asian or minority ethnic. This figure has risen considerably in just a couple of years to 31%. We're proud of this progress, which has come from a concerted effort to drive greater ethnic diversity and a more inclusive culture – whether having two employees be part of BME PR Pros' The Xec leadership programme or mandatory training on inclusive line management.

There remains, however, much progress to made, and we're focused on driving continued progress by working towards four key objectives over the next year or so:

- **Understand and benchmark the views and experiences of employees around race and ethnicity**
- **Build on the momentum of the last couple of years with a continued focus on related activity and learning**
- **Help foster an environment that facilitates people's development at all levels and into leadership positions**
- **Set an example for the wider industry by leading conversation and change in the agency**

With these objectives to work towards, and significant progress already made in our learning and understanding, we feel there are some major pieces to put in place over the coming months.

FOR INSTANCE, WE PLAN TO:

1. **Set up six monthly race at work training sessions for all new joiners to ensure everyone is given the same opportunities to learn and set themselves up to contribute to our inclusive culture**
2. **We'll explore religion at work through training – an area that can be extremely complex to understand and talk about**
3. **We'll remain committed to reporting our ethnic pay gap – a subject that the industry must become more transparent**

Reapplying for Blueprint status will hopefully both set the benchmark for our own progress and demonstrate that we continue to be one of the industry leaders in our approach and commitment to DE&I.

Ultimately, we know that the race and ethnicity pillar of our DE&I strategy is critical to achieving our people first vision: to ensure any person from any background feels safe, inspired and able to make their move.



BEN ROBERTS
Director

➔ **“IN MY TIME AT HARVARD, I’VE WITNESSED A TRUE TRANSFORMATION. THE AGENCY HAS MADE ENORMOUS PROGRESS IN ITS HIRING POLICIES, ATTRACTING TALENT FROM MANY ETHNICITIES AND BACKGROUNDS - ENRICHING OUR INTERNAL CULTURE.**

THERE’S INBUILT ENTHUSIASM TO LEARN ABOUT OTHERS, ADDRESS ENTRENCHED BEHAVIOURS AND THOUGHT PATTERNS, AND TAKE A VISIBLE STANCE. IT’S HEARTENING TO SEE!”

- NEEL SOOD, COPYWRITER

GENDER

Gender, and fostering equality in the workplace, has always been a focus at Harvard. And over the past 18 months we've broadened our remit even further to ensure we're truly creating a safe environment where everyone across the business can thrive, no matter how they identify.

While much of our work in gender started with understanding our pay gap data and taking appropriate action to remedy it, we're now evolving our work into a new phase. While keeping data at the heart and remaining scientific in our approach, we've expanded our purview to not only consider the numbers in our people data but also their opinions – listening to what they tell us they need support on.

As an agency, we're incredibly proud to have pay parity at all levels, and a GPG of 5%. We have a 65/34 percentage split of women to men across the agency, and at the SLT level, representation sits at 50/50.

THE 'MOVE WE WANT TO MAKE'

Like all areas of DE&I, we're aware that our work in gender is a journey. Our aim is to not only continue to narrow our pay gap, but to consistently challenge ourselves to be forward-thinking in our approach and policies.

For us, a huge part of this is recognising that we need to focus on our people and their needs – both individually and collectively.

That's why we've launched two new initiatives in the second half of this year. The first, 'Wednesday Wanders', focuses on our male-identifying employees, looking to provide a safe space for them to talk and share emotions. With 40% of men admitting to have never talked about their mental health, and suicide being the biggest cause of death for men under the age of 35, we're looking to break the stigma of men talking about their mental health. Headed-up by our male mental health first aiders

and champions, the ongoing fortnightly lunchtime event involves small groups having a wander around St James' Park and the surrounding area. The rationale for doing it as a walk is people generally find it easier to open-up and talk about emotions when side-by-side - rather than having a direct conversation across a table. It will also providing a deliberate moment to step away from the desk and get some fresh air.

The second focuses on our female-identifying team members, with us launching a new training programme designed to empower future female leaders within Harvard. This six-month programme has been built to support female leaders in their growth and to specifically address areas we know can often be barriers in careers.

The programme includes mentoring from fantastic female leaders via WACL, as well as training from our own leaders at Harvard and our clients. We're undertaking this training in cohorts and tailoring it to particular levels. Consequently, it's something we're intending to repeat on an ongoing basis.



GEORGINA GREENSPAN
Managing Director



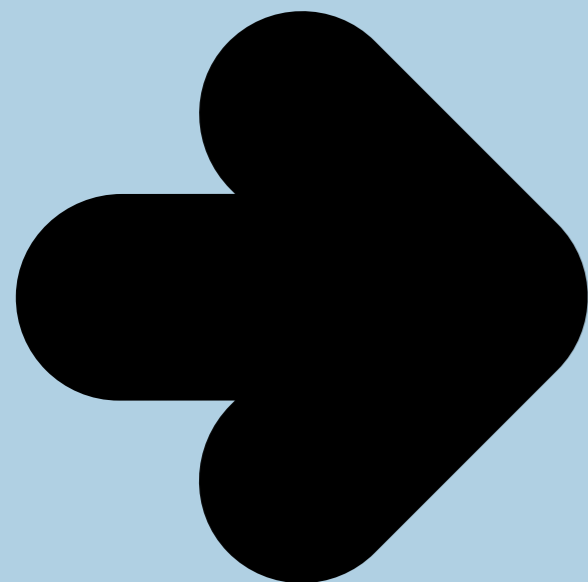
WILL COOK
Director



"IT'S REALLY EXCITING TO BE PART OF A COMPANY LIKE HARVARD THAT'S WILLING TO FACE THEIR GENDER PAY GAP AND MAKE A CONSCIOUS EFFORT TO MAKE IT EQUAL, IT'S SOMETHING I THINK EVERY COMPANY SHOULD DO IF THEY AREN'T ALREADY.

I ALSO THINK HAVING A SLT TEAM WHICH HAS AN EQUAL SPLIT ENABLES A MORE BALANCED OPINION ACROSS THE BOARD AND INSPIRES OTHERS IN THE COMPANY TO BE ABLE TO PICTURE THEMSELVES IN A LEADERSHIP ROLE."

- LUCY MAITRE-SMART, MID-WEIGHT CREATIVE



LGBTQ+

Over the past 12 months, The LGBTQ+ community has seen big shifts that'll be impacting people in the workplace more than they may realise – and there are highs and lows!

The fact we had a largely queer team of English footballers win a major football tournament this summer has done a huge amount for representation in sport – but it's also been a catalyst for bringing queer women across the country together.



But alongside this euphoria, the trans “debate” continues to rage on. Being stoked by some of the most vocal parts of the British media, seemingly determined to ensure trans people are exposed to incredibly precarious and adversarial situations which are largely beyond their control.

Turning our attention to action at Harvard, we're keen to make sure that everyone in our community feels seen and supported. This has inspired us to refresh our VCCP Business-wide affinity network 'Beam' this year, with members from the US to the UK, Singapore, Australia and New Zealand.

Our current focus is to sift through all our processes and policies to ensure they're LGBTQ+ inclusive, a huge piece of work which will be guided by criteria laid out by LGBTQ+ rights charity, Stonewall.

In the short term and from an event perspective, we're so excited to welcome author of The Transgender Issue, Shon Faye, to Harvard for Trans Awareness Week – she'll be reading from her bestselling book and answering questions.

THE 'MOVE WE WANT TO MAKE'

Looking forward to 2023, we'll be investing in training to ensure our people are aware of the specific issues facing queer and trans people in the workplace. We're also keen to renew our focus on reaching outside Harvard and VCCP Business to organisations who we can partner with such as Intercomms, Diversity Standards Collective and Stonewall.

Lastly, the move we want to make is ensuring everyone joining Harvard knows there's a community for them to join – which thanks to our onboarding overhaul in 2022 – should be happening. We'd love to welcome more LGBTQ+ people into the fold so we can keep expanding the reach of our group and the action we take on behalf of queer and trans people in the workplace.



JO FRANKLIN-WRIGHT
Director



“HAVING THE BEAM NETWORK REFRESHED THIS YEAR ACROSS VCCP BUSINESS, IT HAS BEEN AMAZING TO CATCH UP AND SHARE IDEAS OF HOW WE CAN WORK WITHIN OUR AGENCIES TO TAKE ACTION ON BEHALF OF QUEER AND TRANS PEOPLE IN THE WORKPLACE.

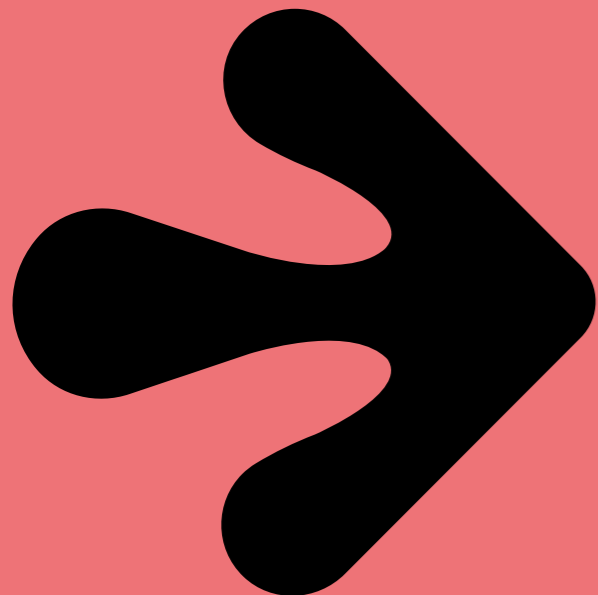
INVITING SHON FAYE, AUTHOR OF THE TRANSGENDER ISSUE, TO READ FROM HER BOOK AND ANSWER QUESTIONS IS JUST ONE OF THE MANY EXCITING STEPS WE'RE TAKING TO EDUCATE OUR PEERS AND HIGHLIGHT THE CHALLENGES OUR COMMUNITY FACES DAY TO DAY”

- LAURA SALVADA-BOUSSI, ACCOUNT MANAGER

DISABILITY

In the past year, we've brought disability more to the fore of Harvard's DE&I strategy.

In short, while we're confident we are an inclusive business, when it comes to disability we know we can do more – and we're dedicated to doing that.



THE 'MOVE WE WANT TO MAKE'

We've developed a strategy and 12-month plan focused solely on our work around disability and accessibility. This focuses on three core areas:

1. **Build Harvard's KNOWLEDGE of disability** – so that everyone in the business is able to provide a supportive working environment for those with a disability and we, as a group, are confident having open conversations about the topic
2. **Review and potentially revise our WORKING PROCESSES** – assess whether any elements of our culture and/or our working processes and practices are unsuitable for those with a disability
3. **Create the right ENVIRONMENT** – assess our physical space and make recommendations on any improvements to be made to ensure that everyone can use the office fully

The plan will run in order, starting with knowledge as the first step and then we'll go from there. With this in mind, we've established a relationship with Leonard Cheshire, a brilliant organisation that supports people with disabilities in the workplace. Some key work we'll be doing over the coming months will include partnering with them on workshops for all our people. We'll be running leadership training specifically for management too.

We'll also be establishing a speaker series to bring new perspectives and experiences into Harvard. We'll develop an inclusive terms guide for the agency which explains some of the words and phrases commonly used when discussing disability. And further ahead, we'll be running audits of our working practices to explore how inclusive they are. We're determined to make any changes we need to make – including changes to the physical office itself.

Our end goal is to make Harvard a place which doesn't worry about, or hesitate to, work with and for those with any type of disability – because we know our business is set-up to support them.



LORNA HUGHES
Managing Director PR



“IT'S WONDERFUL TO SEE HARVARD PUTTING A SPECIAL EMPHASIS ON DISABILITY AND INCLUSION, AMONGST OUR DE&I WORK. I KNOW THIS WILL OPEN A CONVERSATION WHERE HARVARD WILL BE ABLE TO HELP SUPPORT PEOPLE WITH DISABILITIES TO LIVE, LEARN, AND WORK AS INDEPENDENTLY AS THEY WANT.”

- ASHNA SYAL, JUNIOR ACCOUNT EXECUTIVE

NEURO-DIVERSITY

“Neurodiversity” refers to the natural variation in how people’s brains work across the population.

Most people are neurotypical, but around 15% of people are what’s known as neurodivergent. This means their brains work in subtly different ways, expressed in a range of complex and often invisible and overlapping conditions such as ADHD, autism, dyscalculia, dyslexia and dyspraxia.



Harvard sees neurodiversity as a strength for our people, our agency and our clients. Neurodivergent people can add huge value by approaching information and ideas in different ways from neurotypical people. As an industry, the tech sector has always attracted and empowered neurodivergent people and they have had an outsized impact on its growth and success – we’re proud to continue that legacy.

We already know of several team members who are neurodivergent, but we’re currently surveying our people to understand the exact nature of the neurodiversity among us.

THE ‘MOVE WE WANT TO MAKE’

Given that context, we have three goals in this pillar:

1. To increase awareness and understanding of neurodiversity across the agency and the strengths and challenges that neurodivergent people experience at work
2. To improve how we support individuals with neurodivergence across the business
3. To champion neurodiversity across the agency and the wider industry

WE’LL DO THAT THROUGH THREE WORKSTREAMS:

- Our policies – including training line managers, updating our HR handbook, job descriptions and interview process, and making reasonable adjustments to our working environment where necessary
- Our people – normalising conversations around neurodiversity through awareness events, external speakers and broader education
- Our work and clients – ensuring we’re using opportunities to champion neurodiversity and that our clients are equally committed to inclusive behaviour into leadership positions

Taken together, we hope this programme will make Harvard a great agency for neurodivergent talent and ultimately benefit our clients and our wider team in countless ways.



PETE MARCUS
Director

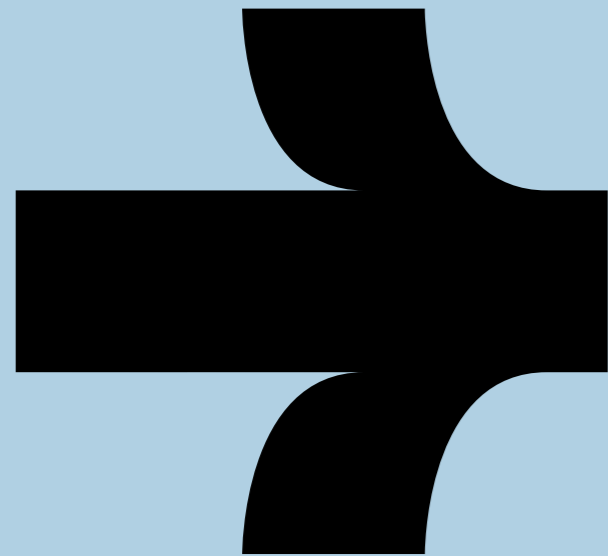


“TOO OFTEN NEURODIVERGENCE IS LEFT OUT OF THE DE&I CONVERSATION, LEAVING A LACK OF AWARENESS OF HOW CONDITIONS CAN AFFECT THOSE IN THE WORKPLACE. THIS YEAR HARVARD HAS FOCUSED ON BUILDING ITS NEURODIVERSITY PILLAR, AND IT’S BEEN GREAT TO SEE PEOPLE ENGAGING IN THE TOPIC. THROUGH OPEN DISCUSSIONS, AND FORMAL TRAINING, THOSE AT HARVARD WILL LEARN MORE ABOUT HOW WE CAN SUPPORT OUR NEURODIVERSE COLLEAGUES, AND HARNESS THEIR STRENGTHS FOR CREATIVITY AND PROBLEM SOLVING.”

- YOLANDA ETRATA, SENIOR ACCOUNT EXECUTIVE

SOCIO- ECONOMIC

Research shows that working class people only account for just over a third of the workforce in professional occupations, while the rest (just under 60%) come from professional backgrounds. Similarly, while only 7% of the public are privately educated, according to the PRCA 2021 Census – 20% of PR practitioners attended an independent/fee-paying school.



At Harvard, we believe building a wide and diverse talent pool is critical to the success of our business. We want to make sure that talented and skilled employees from less-privileged backgrounds are not overlooked in our recruitment or promotion processes – and that positive role models and stories are showcased in the agency.

Regarding social mobility, 72% of the Harvard team went to non-fee paying schools (67% for our SLT). And although it's technically a 'new' pillar for Harvard, we've started to make positive change by launching OPEN_ – an internship scheme alongside our sister agency, TeamSpirit; providing access to the industry for talent from marginalised and disadvantaged backgrounds.

THE PURPOSE OF THIS PILLAR IS TO:

1. Understand and share the experiences of employees coming from different socio-economic backgrounds, to help make everyone feel safe and accepted
2. Take initial steps on a journey to inspire talent from a wide range of backgrounds, both inside and outside of Harvard

THE 'MOVE WE WANT TO MAKE'

- A formal partnership with a school to provide mentorship and inspire students from diverse socio-economic backgrounds
- More structured guidance on financial etiquette and expectations at Harvard (for example, relating to expenses, birthday gifts or social events)
- Recommendations for further reading and learning on socio-economic issues
- External industry speakers from diverse socio-economic backgrounds
- More established sharing of socio-economic backgrounds at Harvard - in a creative and stimulating tone

So, while it's still early days, we're excited for the positive change that lies ahead.



ANDREW LAST
Managing Director



“WITH TOP EMPLOYERS COMMONLY FOCUSING ON DEGREES AND PUTTING THOSE WHO WENT TO RUSSELL GROUP UNIVERSITIES AT AN ADVANTAGE, I THINK THE OPEN_ INTERNSHIP SCHEME IS A FANTASTIC WAY TO ACCESS RAW TALENT EARLY. PROVIDING ANYONE FROM ANY BACKGROUND WITH THE SAME OPPORTUNITIES AND DEVELOPMENT - SOMETHING SO VALUABLE DURING THE EARLY CAREER STAGES.”

- SOPHIE BALDRY, MARKETING MANAGER



A SPOTLIGHT ON THE XEC

Run by BME PR Pros, The Xec is the first leadership scheme for UK-based Black, Asian and ethnic minority (BME) PR and comms pros – aiming to create the next generation of BME leaders and to increase boardroom diversity client and agency-side.

I honestly didn't know how much of an impact the course would have on me. On paper, I could see an incredible programme of activity that would expand my knowledge and experience. But the experience has been exceptional, something I put largely down to the incredible people over the course of the year.

Getting to better know the powerhouse that is Elizabeth Bananuka – who runs BME PR Pros – and her team very quickly sent a lightning bolt through my motivation and sense of purpose. My course mates have become a community of friends I can trust with successes, failures, challenges, and ambitions. And my mentor, Chinedu Udezue, breathed new life into my self-belief and self-confidence – I've said this a few times but this guy has genuinely helped me be a better person. They're all stuck with me.

Long may The Xec continue to give future leaders the chance to grow and develop – the industry needs them!



BEN ROBERTS
Director

I'm a huge advocate of role models and the positive influence that they can have on underrepresented groups in the workplace. And while I'm fortunate enough to have had many family, friends and colleagues offer me guidance over the years, I know it's not always the case for people in my shoes.

As such, my hope is that by joining The Xec, I can develop my leadership skills and better support those beginning their journey in PR. I want to be a role model in the industry that others from diverse backgrounds can look up to and learn from.

It's of course important to take a collective sense of accountability when it comes to inclusion and equality. But I know from experiences in the industry that I need to have a greater sense of responsibility to continue progressing DE&I initiatives and overhauling processes that lead to so many people of colour leaving PR. I ultimately want to be a reason behind better career paths in PR for future BME professionals.



SHANIL NAYEE
Account Director



“ON PAPER, I COULD SEE AN INCREDIBLE PROGRAMME OF ACTIVITY THAT WOULD EXPAND MY KNOWLEDGE AND EXPERIENCE. BUT THE GREATER CHANGE THE PROGRAMME HAS HAD ON ME HAS BEEN CONSIDERABLE, SOMETHING I PUT LARGELY DOWN TO THE INCREDIBLE PEOPLE OVER THE COURSE OF THE YEAR.”

- BEN ROBERTS, DIRECTOR

OPEN INTERNSHIP PROGRAMME

This year, we embarked on our first internship programme, collaborating with our recruitment partner, Hidden, on the **OPEN_ Internship Programme** – a joint venture with Livity, a creative business and social enterprise. Born from our shared belief that, to drive and deliver meaningful change, it's essential we partner with like-minded organisations so we can together break down the barriers that have and continue to insulate the industry.



“IT’S THEIR CONTINUED APPETITE TO WORK TOWARDS CHANGE THAT MAKE HARVARD A STANDOUT PLACE TO WORK AND PARTNER WITH. THEY CHOSE TO INVEST IN WORKING WITH HIDDEN TO REFRAME THEIR APPROACH TO HIRING EVER SINCE 2020, AND NOW THEY’RE INVESTING IN THE NEXT GENERATION OF TALENT. AND PARAMOUNT TO ENSURING THIS TALENT JOINS THE INDUSTRY AFTER OPENING THE DOORS WITH THIS PROGRAMME IS GIVING THEM A FAST START WITH TRAINING”

- KATE JOHNSON, HEAD OF COMMUNITIES AND PARTNERSHIPS AT HIDDEN

Focused on creating impact, diversifying workforces, and promoting mobility and access into the marketing and communications industry, the recruitment process for the internship roles attempts to remove all bias from the process. With candidates selected by Hidden and Livity based on an agreed set of personas and desired skills, this helps remove any bias that may come about in recruiting once demographic information is shared.

On our collaboration, Kate Johnson from Hidden said: “It’s their continued appetite to work towards change that makes Harvard a standout place to work and partner with. They chose to invest in working with Hidden to reframe their approach to hiring ever since 2020, and now they’re investing in the next generation of talent. And paramount to ensuring this talent joins the industry after opening the doors with this programme is giving them a fast start with training.

Commencing in June 2021, the paid internship programme is running for seven months – one month of intensive training followed by six months of working within Harvard. The focus of the programme is to give our cohort real, on the job experience working as an integral part of our teams on client accounts. We want them to contribute to the success of our work with clients, be it working in our newsrooms or supporting on creative and campaign projects. As well as receiving on the job training, the internship programme includes regular training to develop both the cohorts hard and soft skills that they can apply to ongoing live work with clients.

We have three interns working with us across creative, marketing services and PR: Ivan Zhelev, Osas Imafidon and Sashana Holton. From the beginning, their dedication

to the programme, along with their eagerness to learn and speed at learning new skills, has been incredibly impressive.

“Doing meaningful and impactful work gives you purpose, knowing your input counts across several accounts keeps your ambition burning and ignites you to do more. These and more are what Harvard provides and I’m glad to be a part of it” – Osas Imafidon

‘I have been having a fantastic experience in Harvard. My line managers are supportive and endeavour to assign me to clients I relish working for, and the team is always happy to help. Harvard realises that happy employees, build a successful company and aims to provide a bunch of incentives, and to ensure that the work and private life of its employees are in harmony.’ – Ivan Zhelev

Sashana, Osas and Ivan have all brought innovation and new thinking to our work, contributing in our quest to deliver defining and best-in-class work for our clients. We may only be just over halfway through the programme, but it has already proven its value – and is something we definitely plan to repeat in the future.



ROSE PRINELLE
Associate Director



WILL COOK
Director

COMMENTARY ON OUR JOURNEY SO FAR — WITH ELIZABETH BANANUKA

Elizabeth Bananuka and her organisation BME Pros, has driven real change across the PR industry when it comes to DE&I and their journey over the past 18 months has been intertwined with that of Harvard's. Our chairman Louie St Claire caught up with Elizabeth ahead of this year's report.

SO, ELIZABETH, WHAT POSITIVE CHANGE HAVE YOU SEEN OVER THE LAST 12 MONTHS?

I've seen so much good work over the last year and in pockets across the industry and in pockets across the industry there's been clear investment towards change. As a result, we're seeing many more people from BAME backgrounds flourishing, just look at Efe, Ben, and Shanil in your organisation. In 2006 when I entered the industry I never thought that these kinds of role models would exist yet alone that people that looked like me could actually flourish.

The tiny shifts that we make every day really give agencies the opportunity to put staff first as well as drive genuine change. Obviously there has been less noise on race in 2022 compared to the previous year that was post-BLM. This is a good thing as it allows more authentic voices to emerge and subtle changes like more inclusive hiring practices and more talent being brought through to senior positions to be acknowledged. At BME Pros we're also seeing much broader programmes across the whole DE&I spectrum such as the sharing of data by Blueprinted agencies. This puts agencies on a par with some of the best big corporate companies, which is impressive. I also think that more inclusive cultures have led to a more compassionate form of leadership which means we've seen progress on less sexy issues like the cost of living crisis and women's health as well as debate on issues around the menopause, ageism and disability.

AND THE NOT SO POSITIVE?

We're still only scratching the surface of where we need to go, at the end of the day, we're still operating in an overwhelmingly white industry. We've seen so many agencies trying to appear that they are doing the right thing on race and ethnicity and I also suspect that there is a lot of poaching of BAME staff purely to promote DE&I credentials which is deeply problematic. It's worrying to see a veneer of diversity, it has to be real.

I've also noticed a lot more dissenting voices on race recently, as opposed to a wall of silence, this is a good and a bad thing. Good because I think more agency bosses are more comfortable to call out bad behaviour across the industry. For example, look at what is happening at the top of the PRCA. But bad because those calling stuff out are in a tiny minority.

Whilst we've made progress, we have to be honest with ourselves as an industry, we don't always treat people well and in that sense we're probably up there with film, fashion and advertising, so there is a lot of work to do!

WHAT NEEDS TO HAPPEN NEXT?

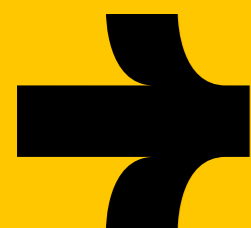
Lots of things! Predominantly it all comes down to accountability. And accountability starts with measurement. We need an industry that interrogates itself and holds itself to a higher standard. Our industry news talks a lot about pitch wins but what about holding the industry to account on themes like discrimination and equality.

We need to work out for whom our trade bodies and magazines are actually. What if you are a one parent family, with two children and you lost your job in the pandemic or you're a young black man facing microaggressions in the workplace. Where do you go? Would most people say that the trade associations and publications are on their side. I am not so sure.

As an industry we're behind the curve and out of touch this is mirrored back to us in our associations and press. I hear lots about ethnicity, but not about racism. Lots of talk about mental health, but not bullying, long hours or poor working conditions. We need to be accountable for the whole picture not a whitewashed version that makes agency leaders feel better, but not create real change. So yes, there is still lots of work to do.



LOUIE ST CLAIRE
Non-Executive Chairman



WHAT'S NEXT FOR HARVARD?

As you will have read throughout this report, we have expanded our DE&I journey this year and have made strong progress.

12 months ago we outlined that race and ethnicity, gender and sexual orientation would remain urgent requirements for our agency – as they are for the industry - but that we would be expanding our focus to include disability, neurodiversity and socio-economic background. In doing this we have learnt a lot that we are applying as we look forwards...

Firstly, as Ben said in introducing this report, we recognise we are at different stages of our journey across each of our six pillars and we go into next year with good understanding of the specific work to do in each area. But we have also involved even more people from across the Harvard team to drive positive action and maintain momentum. At Harvard we recognise that building and maintaining a diverse and inclusive culture is a collective responsibility.

We have also, across all our activity this year, increasingly been confronted with intersectionality across our six pillars and are working to understand what that means for our work in each area in the next 12 months.

And finally we have collectively grown more confident – and we carry that into 2023 because everything that we want to achieve requires confidence. Confidence to bring up difficult conversations, confidence to call things out when we see them and confidence that it's alright to get it wrong as long as you are willing to listen, empathise and take action.

I am incredibly proud of the progress we have made in 2022. And I know that in 2023 our DE&I journey will continue at pace driven by the passion and commitment of everyone in the team.

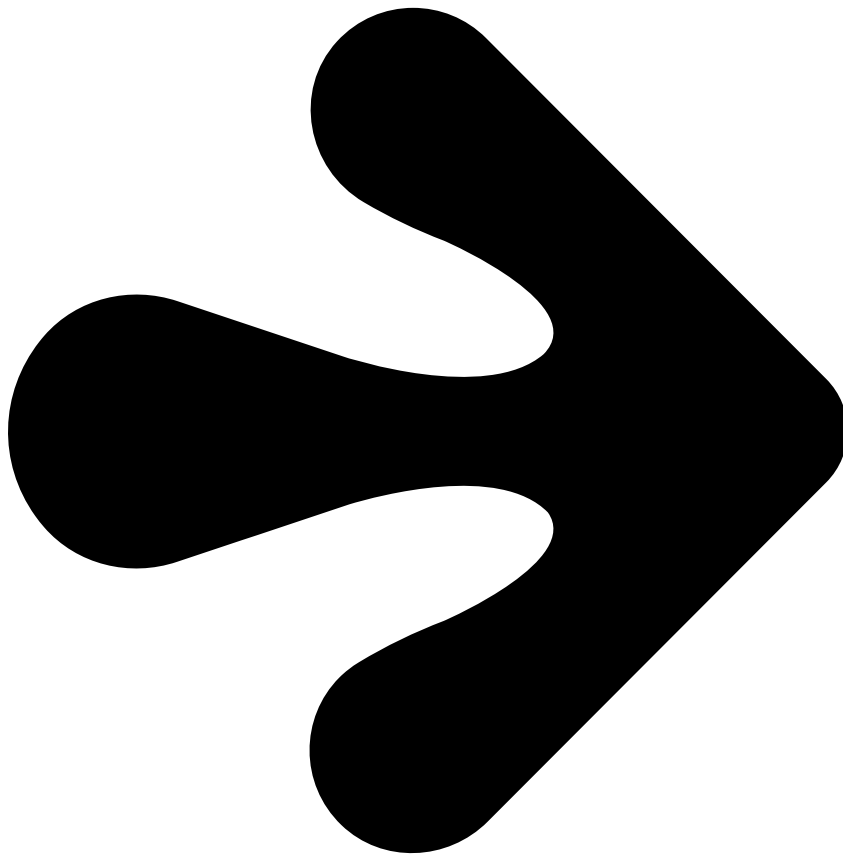


ELLIE THOMPSON
CEO



“AND FINALLY WE HAVE COLLECTIVELY GROWN MORE CONFIDENT – AND WE CARRY THAT INTO 2023 BECAUSE EVERYTHING THAT WE WANT TO ACHIEVE REQUIRES CONFIDENCE. CONFIDENCE TO BRING UP DIFFICULT CONVERSATIONS, CONFIDENCE TO CALL THINGS OUT WHEN WE SEE THEM AND CONFIDENCE THAT IT’S ALRIGHT TO GET IT WRONG AS LONG AS YOU ARE WILLING TO LISTEN, EMPATHISE AND TAKE ACTION.”

- ELLIE THOMPSON, CEO



**HAR
VARD:**

eat
the **fox** [®] **H:**