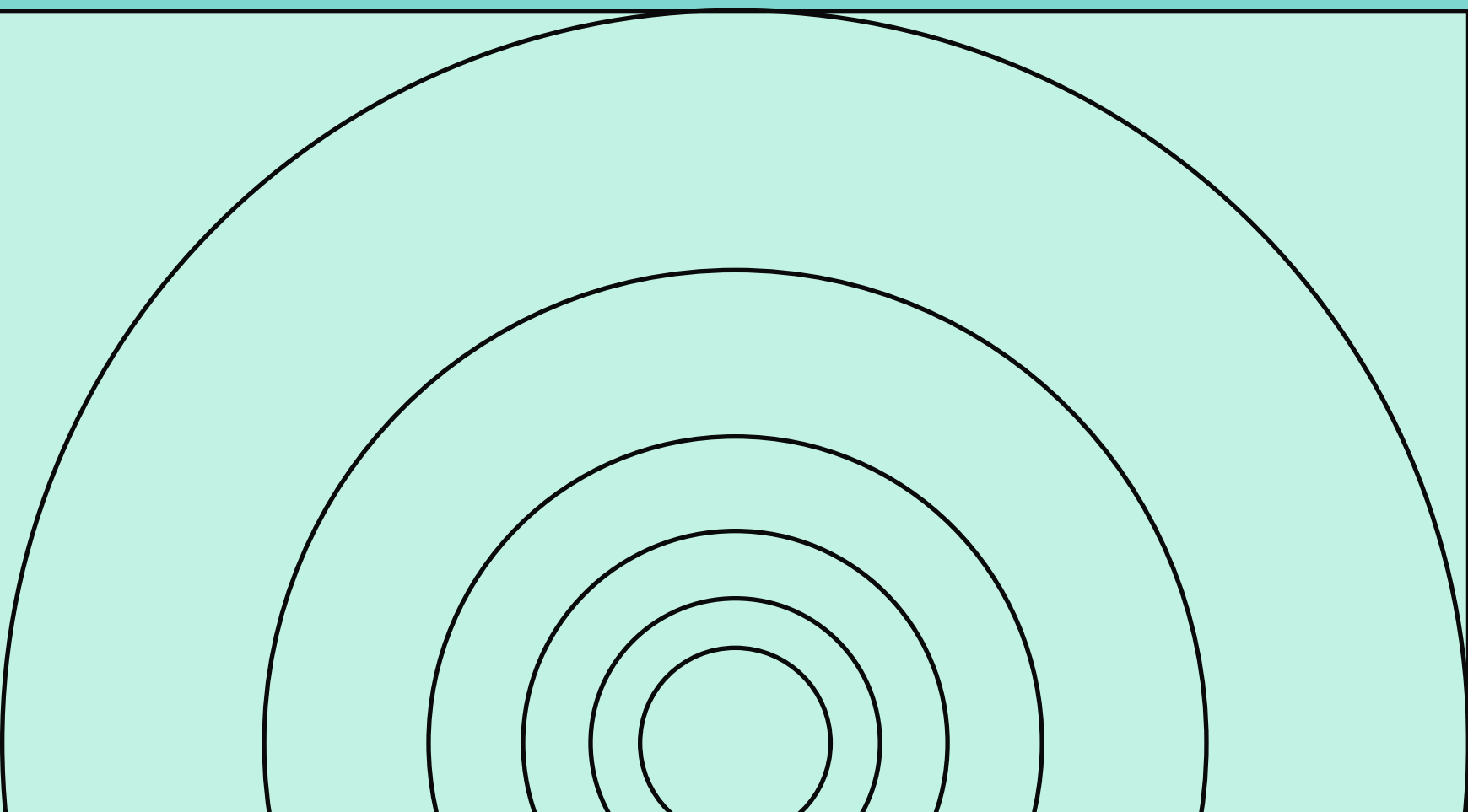


DE&I

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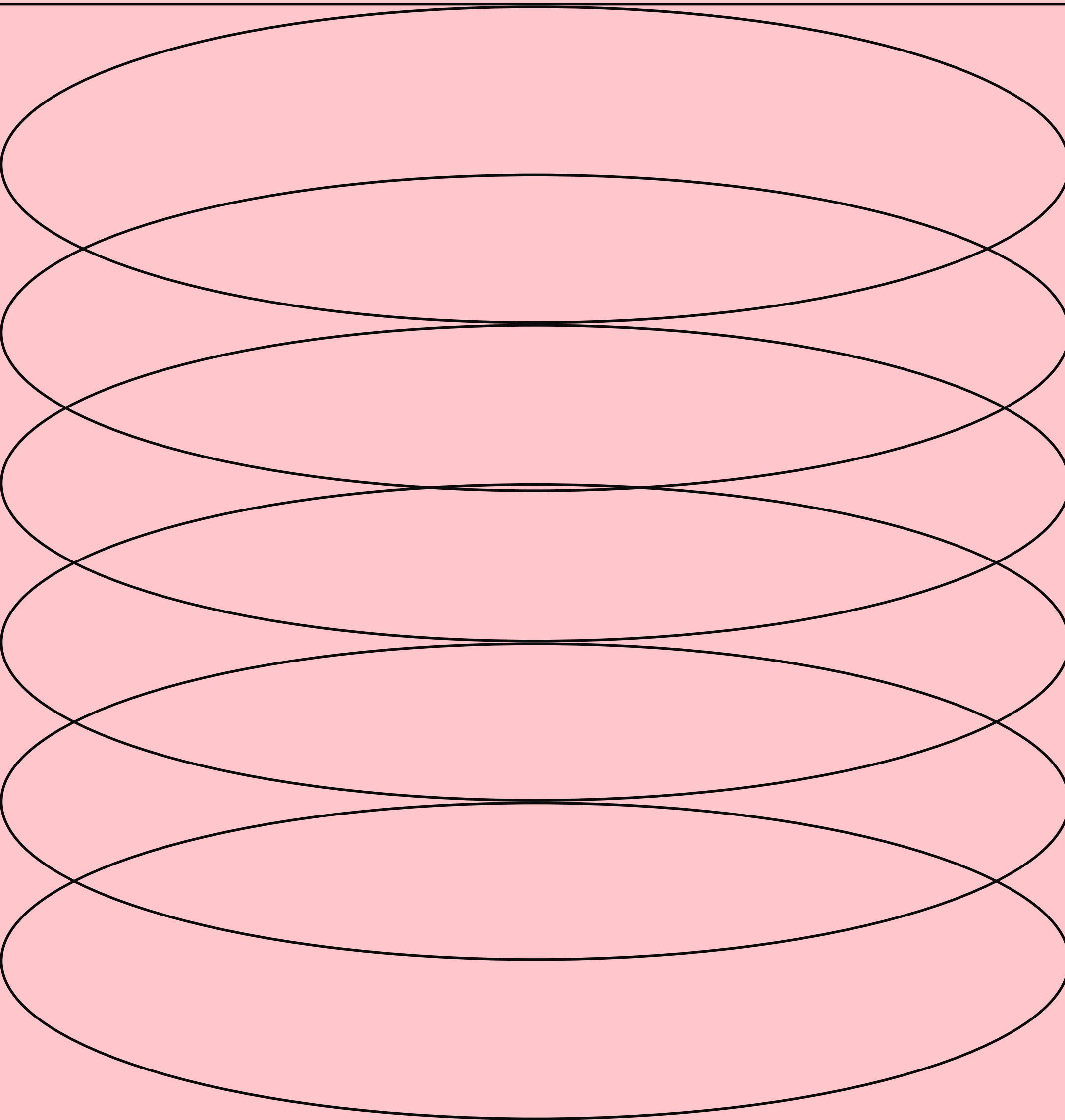
Report 2023



Introduction

Diversity, equity, and inclusion (DE&I) is well-established as a key priority at Harvard, and a fundamental pillar of our people-first promise: to ensure that any person from any background feels safe, enabled, and inspired to make their move.

Against the backdrop of a challenging year for the industry – with a struggling tech market and broader marketing and PR industry shifts – Harvard retained its commitment to DE&I. While we are proud of the achievements this year, we recognise that in a challenging year we would have liked to have done even more.



Our six-pillar approach – which addresses DE&I through the lenses of race and ethnicity, gender, LGBTQ+, disability, neurodiversity and socio-economic – saw us continue on our journey to do better as a business and to drive change in the industry.

Each pillar has its own action plan and champion from the business’ senior leadership, working alongside a team from across the agency to drive activity. With more than a third of the agency involved in at least one of the pillars, this year, we were able to delve even deeper into the topics that matter to everyone.

Whether it be securing full Blueprint status, company-wide training on disability in the workplace, or a leadership programme for female account directors, it has been a year of some great milestones and steady progress. And a year in which we built on our continued focus on all DE&I pillars, ensuring our workforce is increasingly diverse and looks like the world around us, and that we continue to challenge ourselves and each other on the path to being a better business.

It's exciting to share some of this with you in our third 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 valuable.

DE&I

By the numbers

Our annual DE&I report is a vital checkpoint for us each year - underlining our commitment to transparency, accountability, and progress for our people, business, and the industry. We therefore track a number of metrics that allow us to see just how much progress we have made. These numbers tell only part of the story, but are fundamental to our DE&I strategy.

Representation of Black, Asian and minority ethnic talent sits at **20%**. We are **67%** female, **7%** identify as LGBTQIA+, and **60%** of us went to non-fee paying schools, while **3%** of us are aware of a disability.

We have reduced our Gender Pay Gap by 3.5% in the last year. We continue to make good progress with our gender pay gap and are proud of pay parity across the board. Our ethnic pay gap is 34%. In a year where hiring and promotions have been more challenging, we are disappointed to see this gap increase by 3% and recognise there is still much to be done here. This will be a huge focus for us in the coming year.

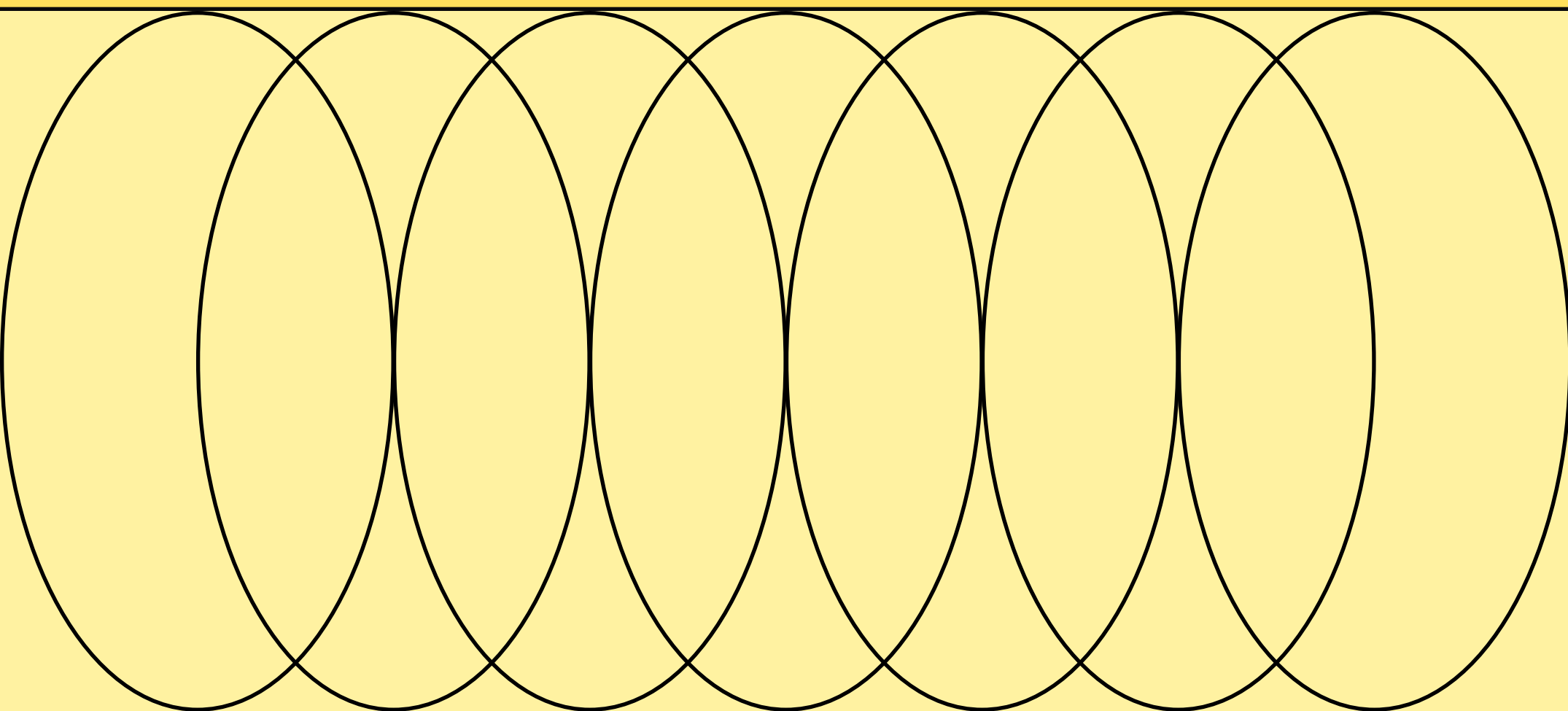
We carry out regular check-ins with our people throughout the year, with the latest data drawn from Q4 2023. Out of ten, our people gave us scores of:

7.4 I'm satisfied with Harvard's efforts to support diversity and inclusion.

8.2 I believe Harvard would respond appropriately to instances of discrimination.

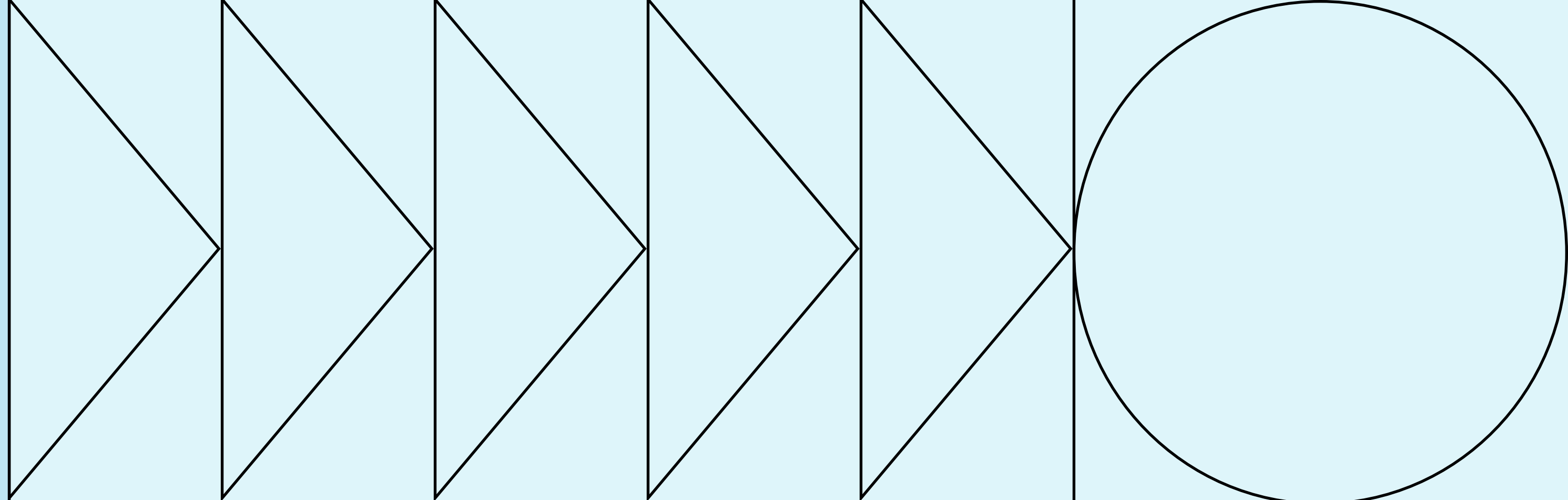
7.5 A diverse workforce is a clear priority at Harvard.

7.0 People of all backgrounds have the same opportunities at Harvard.



Disability

Pillar



Disability remains one of the most under-invested-in areas of DE&I across the business community - our goal is to ensure it sits at the heart of Harvard's promise to create a workplace where anyone, from any background, can thrive.

Addressing this in business is not simply about the physical environment, as is often the default thought. The physical environment is key, but equally important is the attitude, behaviour and knowledge of the entire workforce. And the working processes that make up the everyday.

Our belief is that if you get knowledge, processes and environment right, you create a safe, open and thriving place for anyone with any form of disability. A group that is often overlooked and ignored, meaning the world misses out on the incredible talent they bring.



Moves we've made

- This year has been about building knowledge – stage one of our three-year plan. We kicked off by hosting an all-agency full-day training programme, in partnership with Leonard Cheshire, which saw every member of staff spend half a day learning about disability. From the history of how it has been viewed in society through to modern support and experiences, it set a clear foundation of awareness on which we are then building.

- Our year has then focused on a steady stream of activity – including a range of events, learning forums and a tonne of initiatives for Disability Pride Month which became a real calendar moment for the entire business.
- We hosted a panel session alongside our sister agency, TeamSpirit, which explored the experiences of those with disabilities, the progress made in business, and the challenges we still face.
- And we will be rounding off with cultural events such as a film screening and a theatre trip to Deafinitely Theatre.

Move we want to make

2023 has seen us make real progress in our overall aim and the move we need to make is to create a workplace that doesn't worry about, or hesitate in, working with and for those with any form of disability, because we know our business is set-up perfectly to support them. 2024 will be focused on reviewing our working practices and processes within that - and continuing to grow our knowledge, with the business welcoming a host of new people into the fold, we will be making sure they have the same knowledge and understanding as everyone else.

“2023 allowed Harvard to be a safe space for people with disabilities. All because there is encouragement and enthusiasm to learn about other people and how we can support each other, where needed. This encouragement comes from open panel discussions, and various training sessions led by the pillar. It ultimately allows people to come together to discuss insights and ask questions to challenge their understanding of disabilities. It is extremely heartening to see the positive change come about from discussions, experiences, and ideas being shared all around the year.”

Ashna Syal

Gender *Pillar*

Gender, and building a workplace and culture which is focused on parity and equality, has and always will be a focus at Harvard. Our starting point is understanding the data as that provides us with a clear view of where we are and where we want to get to.

The encouraging news is we have reduced our gender pay gap by 3.5% in the last year and are proud of pay parity across the board. Last year we showed a positive pay gap for women at the three most senior levels. This is now replicated for account executives and at manager level it is minimal.

While we use data to clearly analyse where we are, we know a data-led approach alone won't ensure we continue to progress. Crucially, we recognise there are behaviours created and enforced by society which create biases and barriers which we must challenge as a business to help our people develop, thrive and take care of their wellbeing.



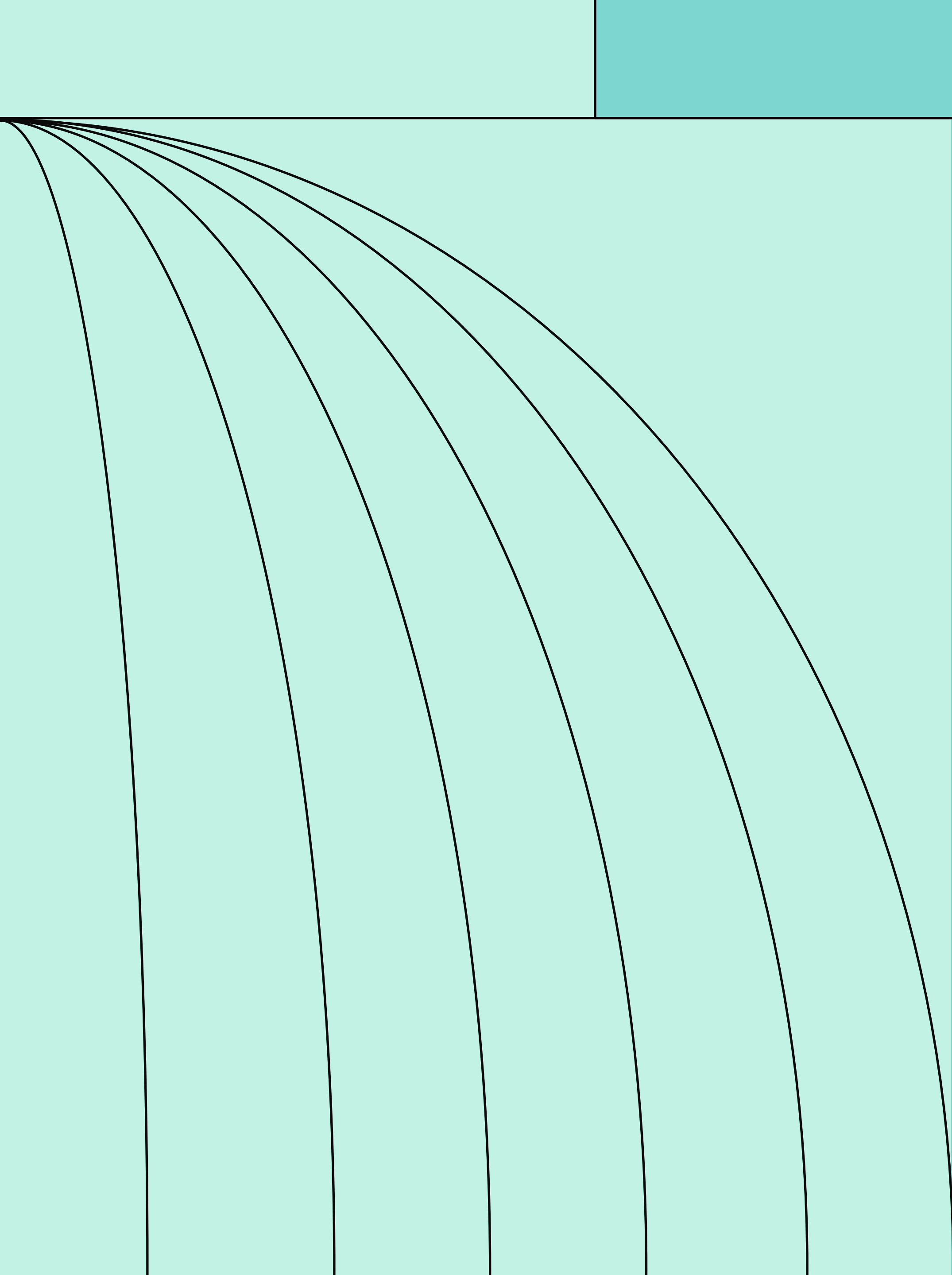
Moves we've made:

- We delivered a year-long training programme Championing Change with clients and industry partners for the future female leaders within Harvard to address areas we know can often be barriers in careers. The programme directly addressed important topics such as imposter syndrome, authenticity, work-life balance, confidence, and authority.
- Wednesday Wanders has become a key fortnightly item in the Harvard calendar, encouraging our male-identifying employees to open up on their mental health and how they are feeling.
- We marked International Women's Day by celebrating what we admire about the female-identifying employees we work with and launched a new DE&I library to mark the occasion, helping further educate and inspire our people.
- We also marked International Men's Day with a panel on men's mental health through an intersectional lens, exploring different aspects such as race and ethnicity and parenthood.

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The move we want to make

Through training, we are keen to continue to hold a mirror up to our behaviours individually and as a business to ensure we don't conform to biases and address any barriers for our people based on their gender. We will continue to repeat and refine our future leaders' training programmes to supercharge our people's development, and partner with our working parents group to ensure we continue to evolve our practices to create an environment where anyone can thrive.



“We’ve made great progress towards gender equality and parity this year with some great initiatives aimed at the whole agency. We successfully launched Championing Change, a dedicated programme for our future female leaders focusing on building networks, career experience and training. We’re hoping to launch the second cohort in the new year, so watch this space. We’ve also had a focus on men’s mental health this year with the successful launch of Wednesday Wanders and have exciting plans for the upcoming International Men’s Day in November. We’re hoping to build on the success of this year with more events, training opportunities and knowledge sharing in 2024!”

Joanna Jones, Gender pillar

LGBTQ+ *Pillar*

2023 was a tough year for LGBTQ+ rights as we found our trans community under attack and a resurgence of conservative ideas both in the US and UK that have served to marginalise a group that has deep lived experience of discrimination and rejection among wider society. We know that the business community has the power, resources and ability to really shift perceptions and build a safer world for queer and trans people, and Harvard aims to be a really core part of making that a reality.

Our pillar exists to help LGBTQ+ people feel safe, enabled and inspired at work. Our mission across Harvard and the wider VCCP Business group has been to provide a space for LGBTQ+ people to express themselves, educate their fellow colleagues and find a sense of community in their workplace.

Moves we've made:

- We focussed on community building in 2023. We rebranded our VCCP Business-wide LGBTQ+ employee network. It's now called Beam which is a reflection of the light we hope LGBTQ+ people bring to the environments they are in, and it's a nod to the iconic rainbow beam symbol of Pride.

- We combined forces with our sister agencies Teamspirit and VCCP to put on Pride events and attended VCCPride together.
- For Pride, we marked the occasion with a book club, badge and zine making, an intersectional movie night, a queer comedy night, blogs and weekly Pride newsletters.
- We have made real steps towards community inclusion through our Pride activity and have taken it a step further by drafting our trans inclusion policy and accompanying guidelines for both people transitioning and their line managers to ensure inclusive conversations happen at every level. This piece of work was drafted with the expert help of the team The Queer Box and we hope it will launch early 2024.

The move we want to make

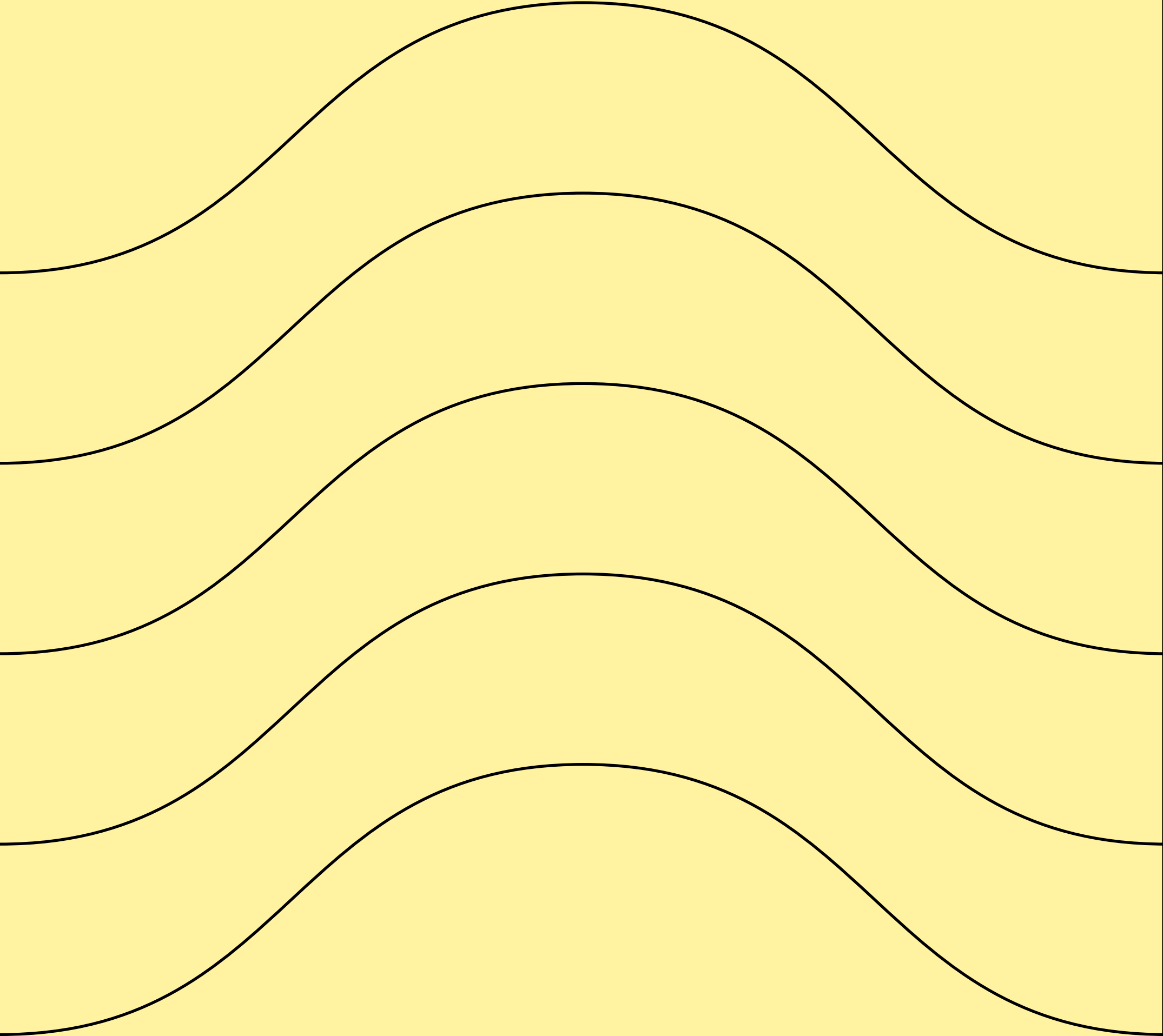
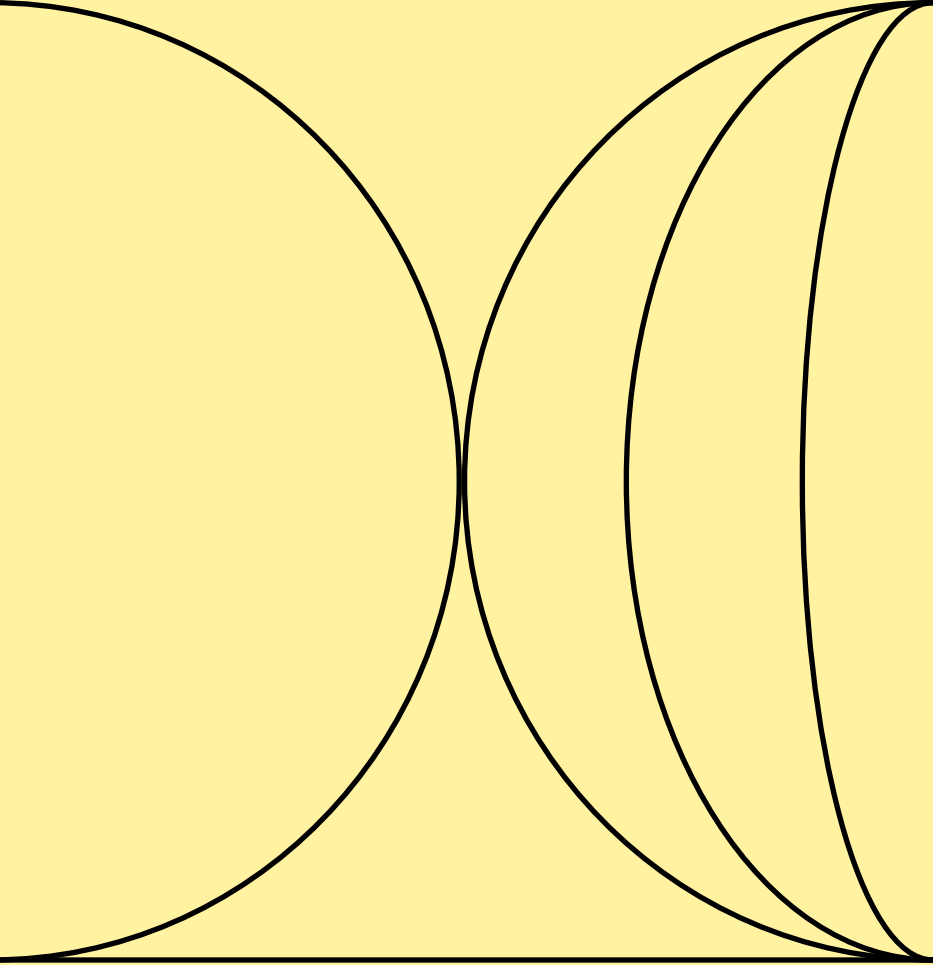
In 2024 we want to get our trans inclusion policy socialised and understood, and refocus on balancing awareness and community building with education.

“LGBTQ+ representation and support in the workplace remains as important as ever. That’s why, working as part of the Beam network, it’s been brilliant to share ideas and put into practice the many ways we can ensure Harvard is a place where queer and trans people continue to feel welcomed and can thrive.”

Chris Patmore

Neurodiversity

Pillar



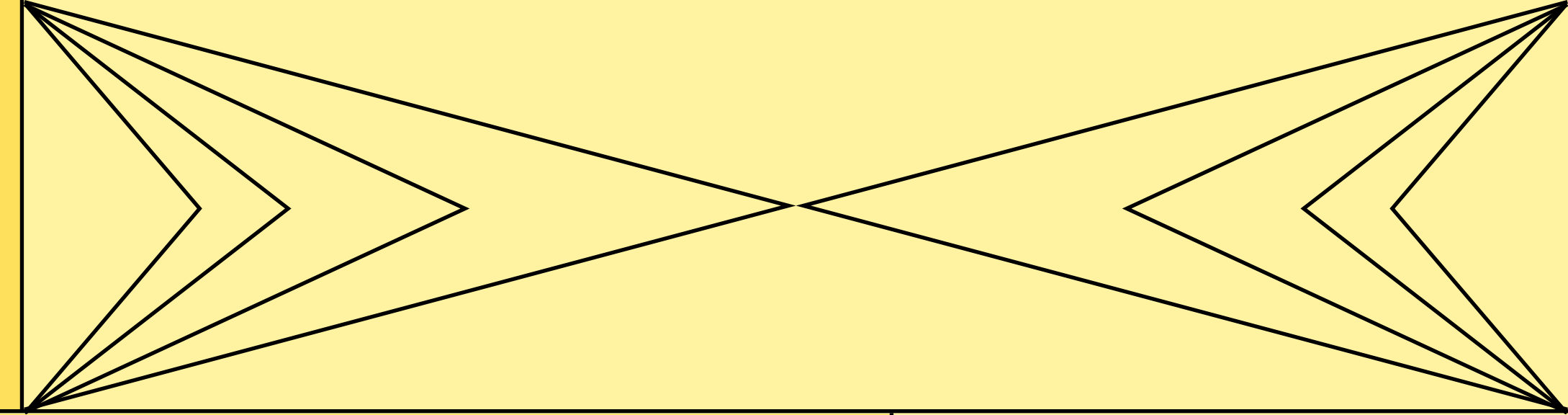
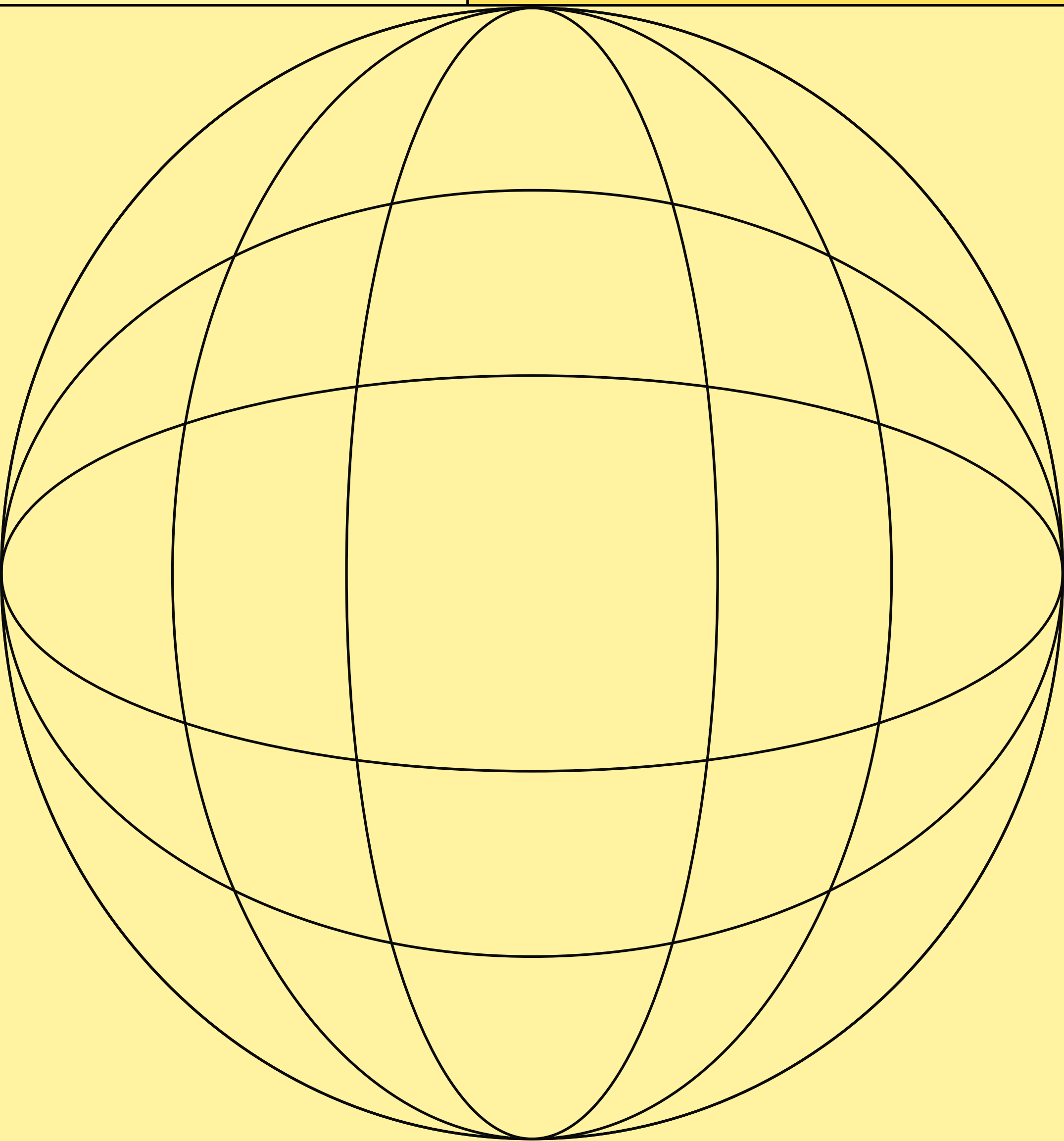
Harvard sees neurodiversity as a strength for our people, our agency and our clients. Neurodivergent people can add huge value by approaching information and ideas in different ways from neurotypical people.

As an industry, tech has always attracted and empowered neurodivergent people who have had an outsized impact on its growth and success – we're proud to continue that legacy.

Moves we've made:

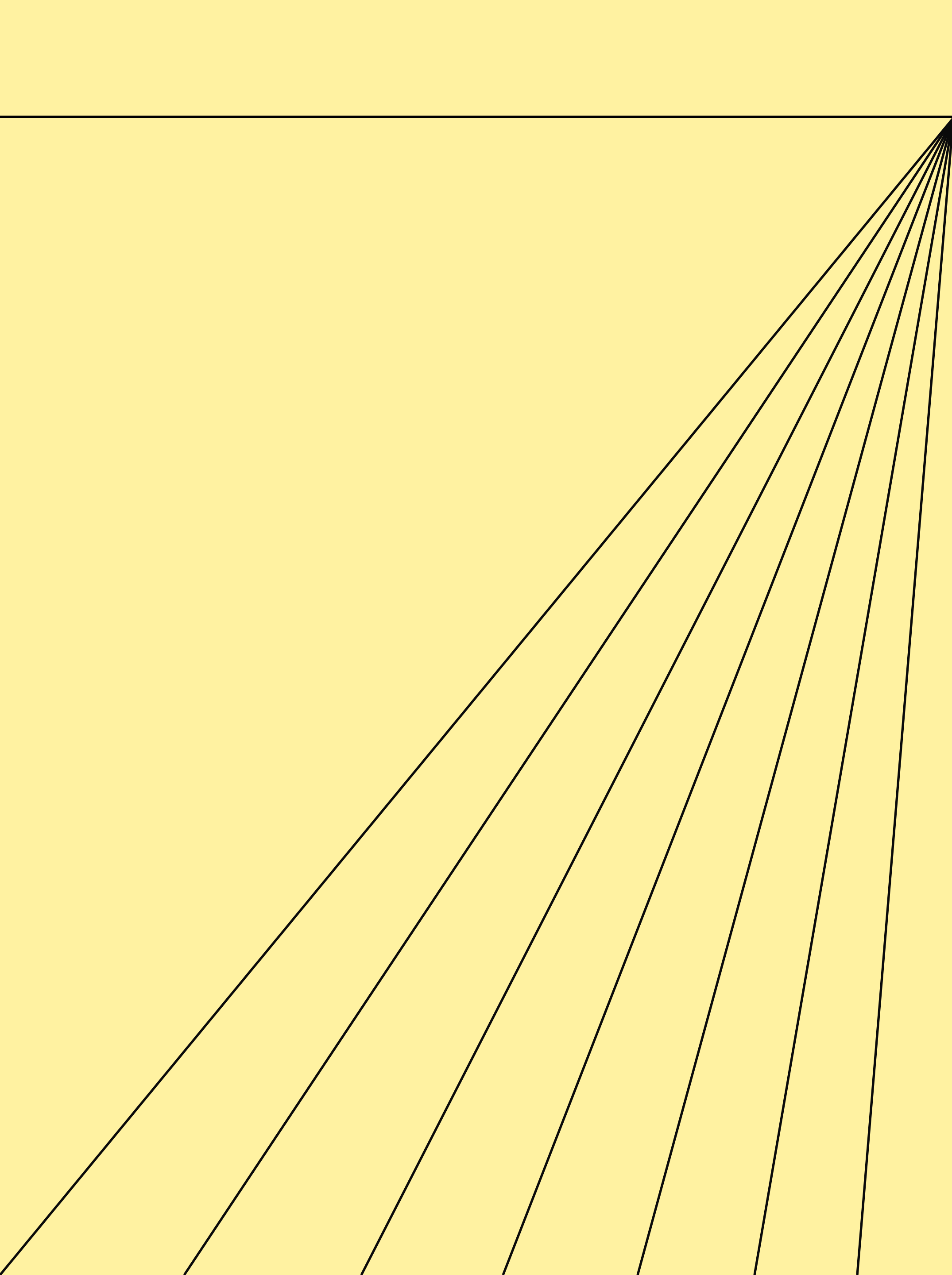
- We hooked into public conversations around neurodiversity with an intersectional film night screening and discussion around the film 'Everything, Everywhere All at Once'.
- We shared educational newsletters with our people including explaining what people's experiences of ADHD can look like and how they can differ.

- We encouraged idea sharing around how we as an agency can help neurodivergent people feel safe, inspired, free to make their move and reach their potential.
- One of our brilliant team members spoke about how dyslexia is her superpower on stage at a multi-agency gathering. This was a brilliant learning experience for the audience, and a great platform for her, which included external training on delivering TED-style talks.



The move we want to make

The next year is about getting down to business. We are currently scoping out the work style and workplace adjustments needed for our people with neurodivergent conditions. From this we'll build a programme of support and clearly articulated policies which will together help cement our continued work around creating awareness.



“This year is really about feeling out what works for our people from a neurodiversity perspective. As in all our pillars, we know there will be individuals who are happy to share their experiences and those who might not be comfortable sharing their journeys or even joining these conversations just yet. It has taught us that all we can do is just do something - and see what works and how people respond. Actions around encouraging openness and educating have worked well, and from there we can build.”

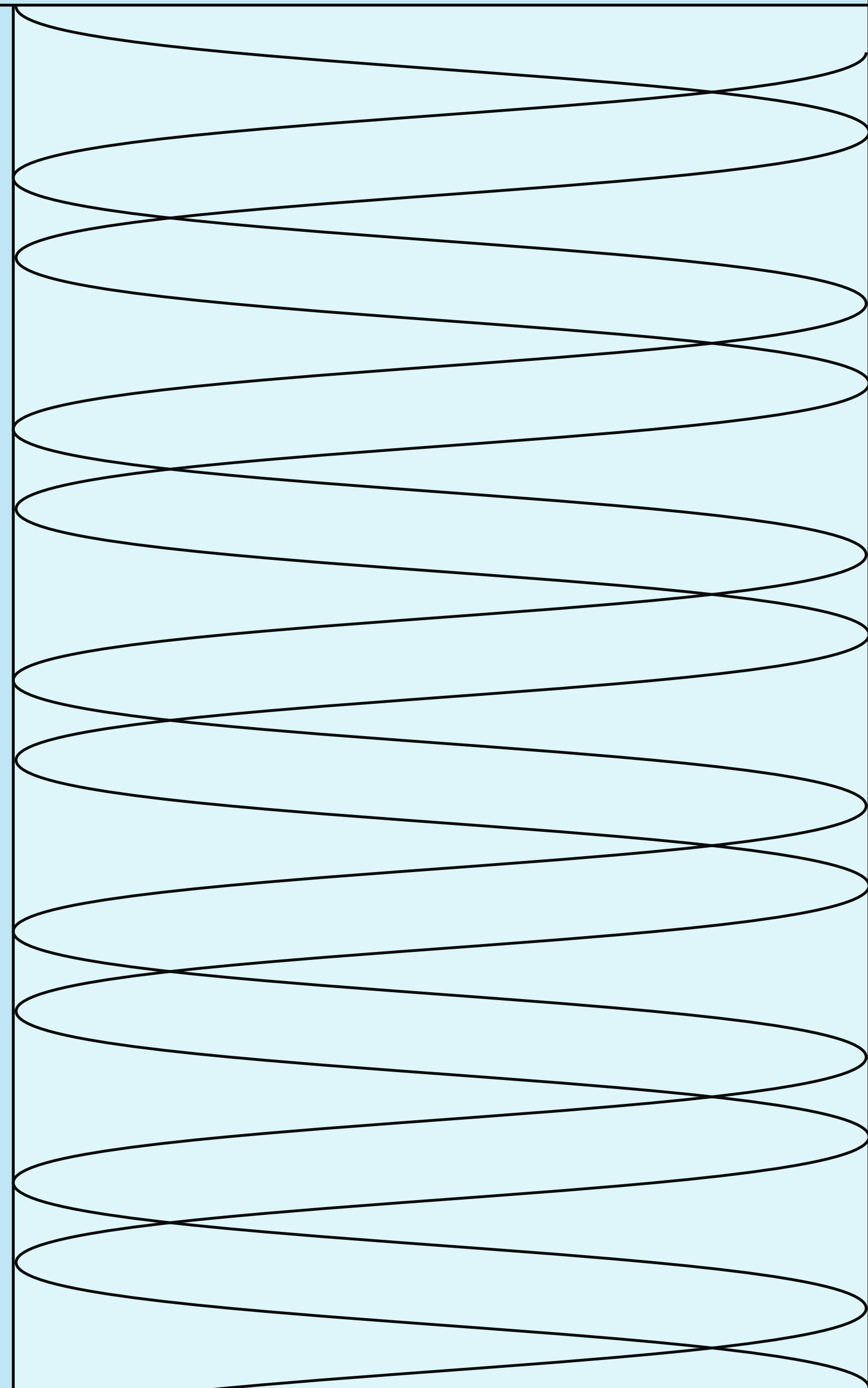
Rose Prinelle

Socioeconomic *Pillar*

Data tells us that there is still a long way to go to level the playing field in terms of socio-economic representation in the marketing and comms industry. So this newly-created pillar is here to help in two ways. We want to inspire future talent to know there is a place for them in our industry, whilst also educating the market by sharing experiences of Harvard and Eat the Fox employees from a range of different socio-economic backgrounds, in order to make everyone feel safe and accepted.

Moves we've made:

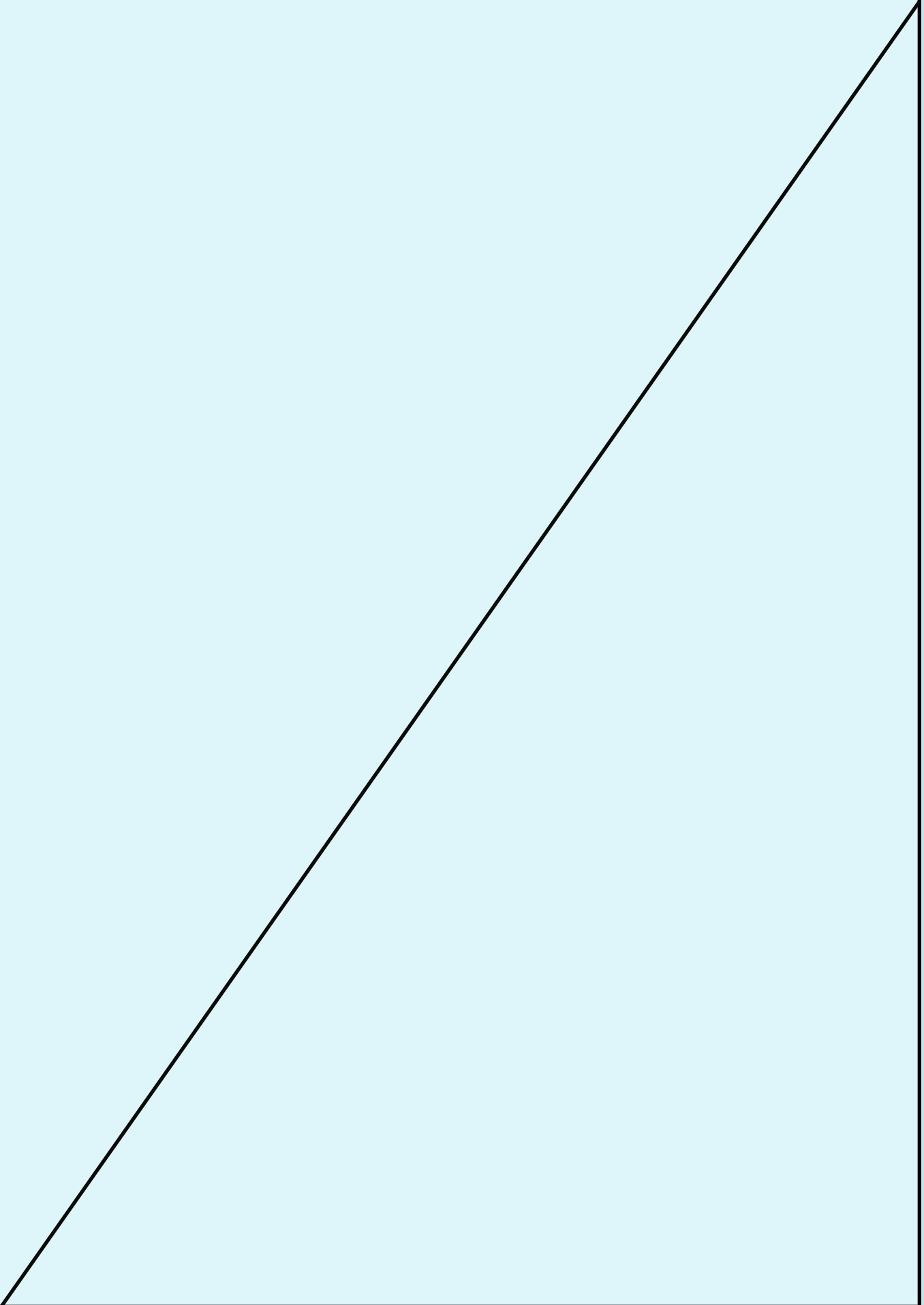
- This first year was about setting the foundations and taking initial action. We forged a strategic partnership with charity 'Learning to Work' and held an event at our offices with 30 students where they had to launch a campaign, from strategy and planning through to pushing into market.
- We have also been in schools to educate students on the tangible steps they can take to access a career across PR and marketing.
- Alongside this we have been using video storytelling to showcase the various routes our colleagues have taken to enter the sector and get to where they are now.





The move we want to make

2023 has seen us make an excellent first step in educating, inspiring and providing access to those who might not typically have considered a career in our sector. 2024 will be all about building on these efforts and impacting even more future talent whilst continuing to showcase our own, unique stories.



“The socio-economic pillar has been on a mission this year to make sure Harvard and Eat The Fox are tackling the comms industry’s diversity problem at the root of the issue - lack of knowledge and access. For the socio-economic team, our mission is all about telling powerful stories and working towards creating a new face for the comms sector. I’m proud that we have taken our first step on this journey”

Amandeep Turna



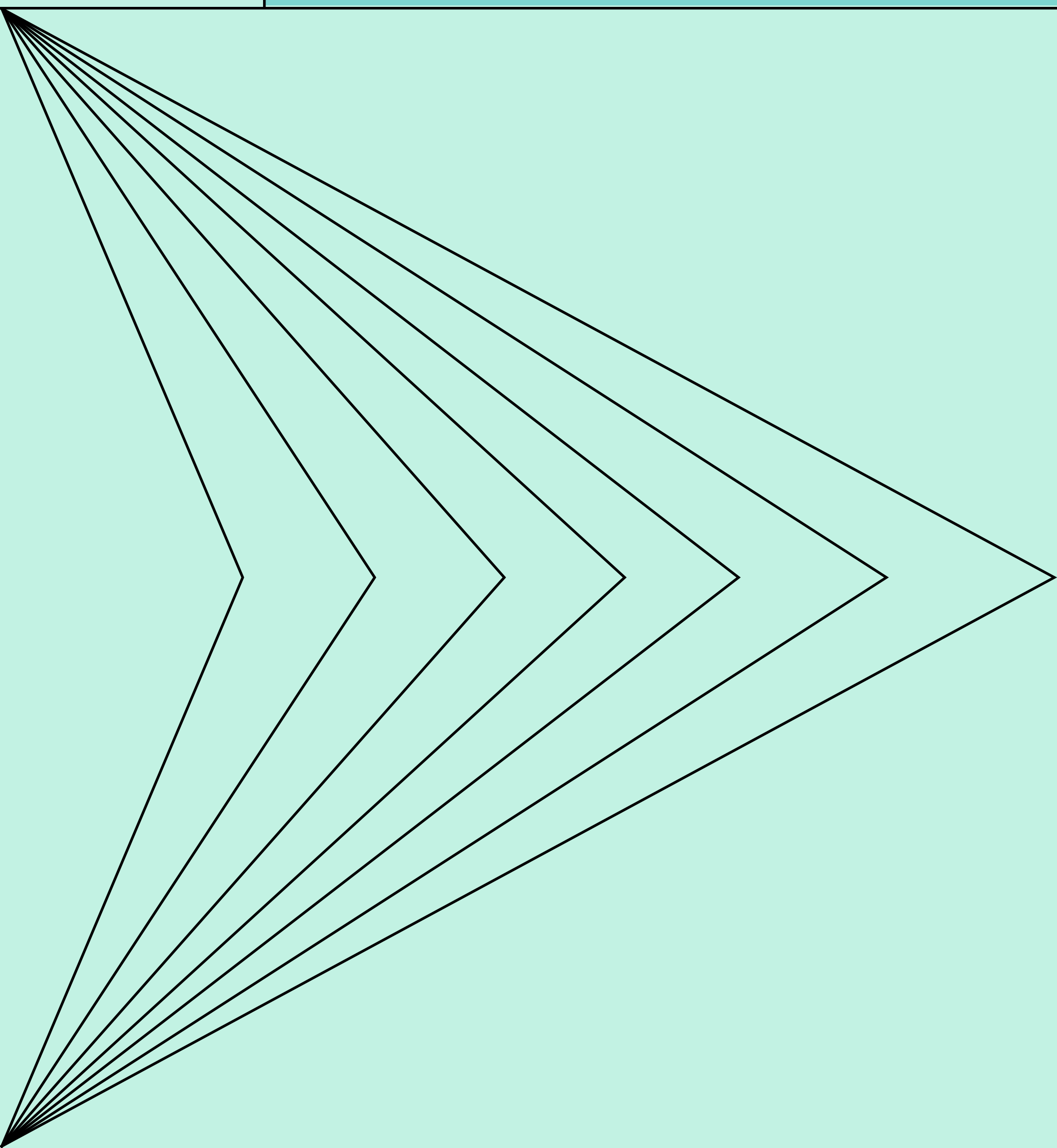
Race and Ethnicity *Pillar*

For the race and ethnicity pillar, we are focused on ensuring individuals from every race and ethnicity feels comfortable to embrace their authentic self and culture at work, without fear of persecution or exclusion. We want to create a safe environment in which everyone can progress, creating a platform for senior representation.

Moves we've made:

- This year, our hard work saw us awarded full Blueprint status from the BME PR Pros – something we're very proud of and plan to build on more. The Blueprint is a diversity mark that helps organisations attract, retain and nurture diverse talent. It helps talented Black, Asian, Mixed Race and Ethnic Minority comms pros find employers committed to supporting them to achieve their career dreams.

- We revisited Race at Work training, something the entire agency went through, for people who joined more recently. This training has been invaluable in developing our understanding and ability to discuss race at work.
- We also worked more closely with our sister agency Teamspirit to work on cross-agency activities. This has seen us learn more from each other, for example with panel sessions exploring 'Being your authentic self at work'.



The move we want to make

We know we've made brilliant progress as an agency, underpinned by our full Blueprint status. But, we know the journey never ends and the issues and challenges are constantly evolving. While we are proud of the progress we have made, we believe 2024 must see greater progress made with representation across the board and a fresh take on driving further change.

“This year, we’ve made solid progress with the race and ethnicity pillar, from awareness raising during Black History Month to Race at Work training for 15 employees. Picking a standout achievement, I’d say being awarded full Blueprint status was huge - it underlines the journey we’ve been on and continue on, the progress we’ve made, and the inclusive culture we’ve fostered. I’m so excited to see what we can achieve next year!”

Nadia Ali

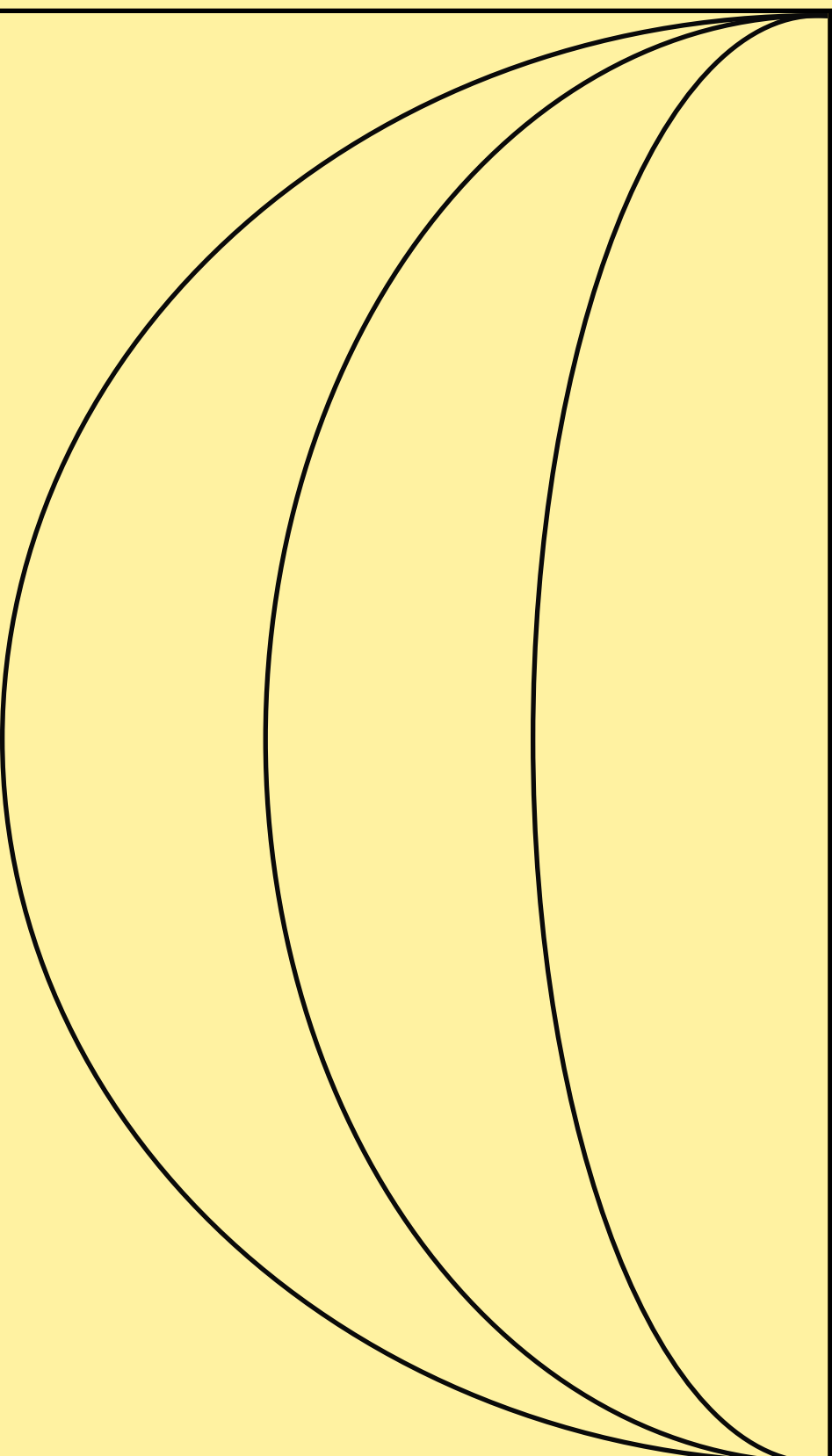
Forward

Looking to 2024

We are proud of the ongoing efforts we've made in 2023, with the agency continuing to be a leading business in our approach, policies, and culture. In a challenging year for the industry, the progress we've made has been steady.

We recognise that our DE&I journey must accelerate in 2024 to maintain our leadership position and to do what's right. We will reinvigorate our programme with refreshed pillar teams and plans for 2024, we will invest in training and new initiatives, and we will establish a clear set of targets to aim for.

We look forward to revealing more on those throughout the year with a rocket-fueled programme.



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