

100 THINGS

You Can Do Right Now To Help Drive the 3% Number Upward

Thanks to the many individuals, agencies and companies who have contributed here, many of whom are recognized in pink type.

WORKPLACE CULTURE

- 1 #ClockOutConcept – Create a hashtag for brilliance that happens off the clock and outside the office. This combats the dangerous habit agencies have for valuing availability over creativity.
- 2 Host a skill-share day where employees can show off some of their hidden talents (playing music, photography, pastry arts, etc.). Complement this with a “Fun Facts” board about co-workers that celebrates how people spend their free time.
- 3 Implement a “no assholes” role and enforce it. *Margaret Keene, Mullen*
- 4 Implement a “no interruption” policy and enforce it.
- 5 Create a “Sorry” jar and fine anyone apologizing \$1. You can still say “pardon me” or “after you” to demonstrate politeness, but kill the self-diminishing instances of women apologizing before they share a thought or ask a question. Use your sorry jar proceeds to host an improv class or other professional development.
- 6 Invite clients to your office expressly to discuss the issue of diversity and how you can both work together to support it. In an era where agencies are eager to deepen client relationships, proactively addressing an issue that affects a client’s bottom-line shows a true spirit of partnership.
- 7 Check to see how many women are on the board of your holding company. If none, or few, shoot the CEO an email with the following links: bit.ly/1uEdxPG and bit.ly/1nEk5cm.
- 8 Implement and promote a variety of flexible work options, including workforce exit and reentry opportunities, and support women returning to positions of equal pay and status. Flex-time is also proven as a great tactic to retain millennial employees.
- 9 Establish a clear, unbiased, non-retaliatory grievance policy that allows employees to comment or report on treatment in the workplace.
- 10 Banish the term “women’s account” from your vocabulary. Virtually every consumer category is dominated by female influence, including automotive and electronics.
- 11 Enable telework and make it a company policy that flexible work schedules should not affect anyone’s opportunity for advancement. *Ernst & Young*
- 12 Amplify the ideas of women in meetings. By reiterating a thought shared and attributing it to the woman who offered it, you endorse worthy ideas and ensure the appropriate person is remembered for them. *Christina Knight, INGO*
- 13 Mentor someone (or several someones).
- 14 If you have a women’s initiative, consider calling it something business minded, instead of a “Women’s Initiative.” Include men in every meeting. Otherwise it’s an echo-chamber of women talking to other women about women.
- 15 Explore the idea of job sharing to retain valuable employees, especially during transitions where full-time work may not be an option. Offering a very skilled employee 50% of the time is often more valuable to a client than a lesser-skilled employee being at their beck and call. *IPA*

MEN

- 16 Be open to mentoring young women, no matter if others make suggestive jokes. Young women need your guidance more than you know.
- 17 If your company has a women’s initiative, attend meetings and get involved.
- 18 Download our Manbassadors BINGO card and post it in your office. Aim to try one new microaction each week.
- 19 Join the 3% community and contribute to our blog’s “The 97% Speak” series.
- 20 Read up on implicit bias and stereotype threat. Talk with your team about key takeaways.
- 21 Give women the floor in meetings and ensure they’re not interrupted when speaking.

DIVERSITY AND INCLUSION

- 22 Celebrate diversity in its entirety. Diversity comes not only in the form of culture, race, and gender but also includes elements such as socio-economic background, education level, geographic location, sexual orientation, thought, and many others. Each of us brings to the table a lifetime of experiences and knowledge and these differences add value to our agencies. *VisionSpring*
 - 23 Appoint a clearly accountable person for Diversity + Inclusion at your agency. Doing so increases the ability to drive initiatives from both an organizational and industry perspective. *AD CLUB's i'mPART & PwC*
 - 24 Be attuned to differences in perceived inclusivity at your agency. Within the non-leadership population, Caucasian and older age groups are more likely to say their organization is diverse and inclusive than other groups. *AD CLUB's i'mPART & PwC*
 - 25 Be relentless and visible in your diversity and inclusion efforts. Employees notice and rate their agencies as more inclusive when there is a sustained and public effort. *AD CLUB's i'mPART & PwC*
 - 26 Report publicly about your agency's diversity progress. Female employees respond even more favorably than men to news of diversity gains. *AD CLUB's i'mPART & PwC*
 - 27 Survey employees regularly to surface concerns about your policies and to keep an open dialogue.
- ## SPEAKING UP
- 28 Refuse to speak at conferences with a speaker lineup that doesn't include at least 20% women.
 - 29 Be vocal when you attend conferences that fall short on diversity, tweeting and posting your observations. Conference organizers need to know that attendees value women on the power panels, not just on the "women's panels." *Cindy Gallop*
 - 30 Have answers ready for naysayers who claim advertising is a meritocracy and/or gender-blind. Direct them to research that proves otherwise. Data often opens minds that don't even know they're closed.
 - 31 Encourage your CEO to make a public statement and his or her commitment to gender equality via a blog post, speech, op-ed piece, or annual report.
 - 32 Skip the edible, drinkable, or consumable gifts to clients this holiday season (believe us, they won't mind) and opt for the incredible. Make a donation in their names to an organization that promotes gender equality or supports female empowerment, such as Equality Now or Tangible Hope.
 - 33 Have your female CDs each pledge to judge at least one award show per year. Those who have travel limitations can judge many digital/radio campaigns online.
 - 34 Have your female CDs pledge to speak at one conference every year.
 - 35 Build a napping room where people can snooze for power naps. This is especially useful during intensive pitch phases or for employees whose travel schedule is especially punishing. *McCann and Ketchum*
 - 36 Take a page from Edward Boches' playbook and withdraw your participation from a conference panel that is all white men (unless you're not a white man!).
 - 37 Host an improv session at your agency to bolster the confidence of all creatives.
 - 38 Take an inventory of your creative department and learn about your male-female ratio. Then set a goal to improve it. Declare it publicly and report back on your progress publicly.
 - 39 Get to know the Women's Business Enterprise National Council (WEBENC). Encourage and support women's entrepreneurship. Seek business relationships with women-owned businesses and vendors, including micro-enterprises, and work with them to arrange fair credit and lending terms. *Andrea Saparoff, Saparoff Music*
 - 40 Maintain ethical marketing standards by respecting the dignity of women in all sales, promotional, and advertising materials. Minimize or eliminate any form of gender or sexual exploitation in marketing and advertising campaigns.
 - 41 Considering amending your creative brief to include language that makes a dedicated commitment to a respectful depiction of women. This makes disrespectful work as "off strategy" as other work that never makes it in front of the client.
 - 42 Consider your production schedules. If you routinely create round-the-clock fire drills, take a step back. Would it hurt the campaign to add another day or two? Knowing that a more diverse team could service the project – and/or that your entire team will avoid burnout – it may be worth the extra time.
 - 43 Working on emails late at night? Schedule them to be sent at 8 the next morning. Otherwise, you risk making your team think they should work whenever you work. *Kathleen Hall, Microsoft*
 - 44 Designate one day each quarter to be meeting- and email-free. Spend it evaluating how you work. A more efficient process improves the work.
 - 45 If you are a manager, show your team that you have a life outside work. Take vacation days. Talk about hobbies. Leave early once in a while for an important non-work event.
 - 46 Don't wait for a sexual harassment lawsuit to have a stated policy about your agency's stance about how such behavior will be handled.

UNLEASHING GENIUS FROM EVERYONE

- 47 Encourage junior creatives to build their books by doing volunteer work through The TapRoot Foundation or other nonprofit organizations.
- 48 Enter work from all your teams into award shows, not just from established hotshots.
- 49 Invest in professional development: public speaking, management skills, social media, etc.
- 50 Host informal creative presentations within your agency (without any clients present). When the stakes aren't so high, every creative team can turn presentation experience into confidence.
- 51 If you see women sitting on the edges of the room when there are seats at the conference room table, invite them to join you at the table.
- 52 Help all your creatives become persuasive presenters. In an industry known for the unpredictability of workload, perhaps nothing helps women stay in advertising better than being able to sell her own work. Women are far less likely to have to work all weekend or book a last-minute client visit if she can nail it on round one.
- 53 Shuffle teams and assignments. If you have girl teams and boy teams or junior teams and senior teams, mix things up. If two people have similar frames of reference, one of them becomes redundant. *Glenn Cole, 72 and Sunny*
- 54 Offer a creativity allowance where every employee can use funds to kindle new ideas. Encourage people to be “double majors” and feed creativity from outside of work. *IDEO*
- 55 Celebrate failures as well as successes. Allow your most senior teams to present during lunch and showcase projects that didn't go as planned. This telegraphs to everyone that the agency values guts and risks and that we learn as much from failure as from success.
- 56 Let creatives shadow other departments for a day. Seeing the interconnectedness of roles builds more cohesive teams and reminds everyone that there are so solitary geniuses.
- 57 Host Fearless Fridays where you invite people into the office to talk about bold challenges they've faced.
- 58 Make risk-taking one of the metrics that employees are measured against on their performance reviews. The outcome doesn't tie to the rating – just the fact that you took the risk. *Wendy Clark, Coca-Cola*
- 59 Consider dispersing your creative department throughout other departments, both to cross-stimulate, and to avoid a boys' club fortress-like atmosphere that can feel impenetrable to women. Agencies where Creatives do not sit together have a higher than average proportion of women in both Copywriting and Art Direction.

- 60 Instead of feedback, offer feedforward. Don't crush work early on; look for the gem in every idea and encourage teams to mine a direction fully.
- 61 Mix up seating arrangements periodically so that everyone sees how it feels to sit in the power seats or along the sidelines.
- 62 If you have a hard stop at the end of the day – whether you're a parent relieving a nanny or a pet owner with a dog to walk, or a triathlon to train for, or a life to live – take a page from the smoker's playbook. They don't announce, cigarette in hand, “I'm going to go take a smoke break...” They just get on with it. Once you've alerted management to your schedule, live by it without apologizing for it every time you leave. *Jen Stocksmith, VaynerMedia*
- 63 State your agency's commitment to diversity when pitching new business, and enlist a diverse team to create and present the work. Clients notice gender discrepancy. As *Kim Getty* of Deutsch told us, when they were the fourth team pitching HP, CEO Meg Whitman looked at the almost all-male lineup and exclaimed: “What is wrong with advertising that you have no female leaders?”

HIRING/PROMOTING PRACTICES

- 64 Host a summer intern through Multicultural Advertising Intern Program (MAIP).
- 65 Participate in the E4 Youth program, which exposes inner city youth to advertising as a career choice
- 66 Broaden the types of portfolios you review. Look beyond portfolio schools for juniors or hot-ticket names for seniors. Talent hides in surprising places.
- 67 Revamp your recruitment ads: Feature female managers (instead of stock photos of men) and send a message of innovation, vision, and enthusiasm.
- 68 Write your recruitment ads with an understanding of top items that motivate women in the workforce: making a difference, being challenged, believing in the company's direction, a sense of satisfaction in their team, and recognition.
- 69 Follow Sweden's “one of three” law and ensure that at least one woman or women-owned company is considered for every three candidates you consider. This goes beyond full-time hires to project-based hires like commercial directors, composers, production assistants, etc.
- 70 Use the term “salary negotiable” in job postings. Women negotiate in equal numbers to men when they see this phrase. Otherwise, women are far less likely to negotiate a salary which snowballs over the years into a vast income gap.
- 71 Advertise job openings on LEVO.COM.
- 72 Compensate leaders at least partly based upon how they maintain or grow the diversity of their

departments: it's a business value and should be measured as such. *Michael Roth/IPG*

- 73 Do a salary audit and make immediate adjustments of any pay inequity between women and men. *Beth Rilee-Kelley, The Martin Agency*
- 74 Name a woman partner and put her name on the door. Women tend to name agencies after a benefit rather than after themselves, limiting their name recognition in the industry.
- 75 Ensure equitable layoffs.
- 76 Host exit interviews and ask departing women why they're going and what the agency could have done to retain them.

SUPPORT FOR PARENTHOOD

- 77 Create a maternity leave policy *and* a paternity leave policy.
- 78 Set up a Mother's Room where breastfeeding moms can pump. Let the women who will use the room decide how to outfit and decorate it. *Colle + McVoy*
- 79 No matter what your paid leave policy, use presumptive language like "See you in 12 weeks." Otherwise, well-intended wishes like "take as much time as you need" leave the onus on the new parent on how soon they should come back and makes them feel their choice may reflect poorly on perceived dedication at work.
- 80 Read up on "the motherhood penalty" and train all employees to avoid this bias about the productivity of mothers at work. (HINT: women don't get less productive after giving birth and men don't get more productive after becoming Dads.)
- 81 Offer the most generous maternity and paternity policies possible. For every month of paternity leave taken by a new Dad, his partner's future earnings increase \$7,000. *FCB*
- 82 Meet with pregnant employees before their maternity leave to jointly draft a "job plan." Like a birth plan, this is how you both envision and hope the coming months pan out for the employee. Make it clear this is a flexible, living document; the goal is to show your commitment to retaining your employee and co-imagining how it may play out.
- 83 Consider extending return dates for new moms. Many babies don't sleep through the night until four months of age. Demanding women back to work by eight weeks can set them up for a sleep-deprived nightmare, possibly leading to a mass exodus of skilled employees.
- 84 Support access to childcare, either by providing services, preferably on-site, or referrals. Consider joining forces with other agencies in town to make this affordable and available to all. *Mullen Lowe*
- 85 Create a Parental Leave policy where primary caregivers would not have to travel for the first year of their children's lives. *Accenture*

- 86 If new parents must travel on agency business, pay a nanny's plane ticket, meals and hotel room. *KKR Investments*
- 87 Feature a bulletin board in the agency where people can post photos of their extended families, whether human or pets. *Swirl*

IDEAS FOR CLIENTS

- 88 State in your RFPs that you seek agency partners with diverse teams.
- 89 Eliminate unpaid pitches. It reinforces a culture of fear/scarcity that creates agency environments of burnout and sameness – neither of which will serve your business well in the end.
- 90 If your agency sends all or mostly male or white teams to present work, express aloud your concerns.
- 91 Involve a diverse team in the creation of all your work. The opinions you didn't get in the conception phase may cost you millions (and public embarrassment) when the public calls you out for being insensitive or clueless and you have to pull produced work.
- 92 Amend your brand guidelines to include a section about diversity. Express your aim to feature diversity in imagery that reflects the marketplace. Make it just as "off brand" for agencies to perpetuate stereotypes in your ads as it is for them to use the wrong logo or fonts.

AD SCHOOLS

- 93 Incorporate peer review into your curriculum so that students start to learn the future skill of creative directorship. *Nancy Tag, CUNY*
- 94 Use videos from 3% Conference events in a flipped classroom approach where students watch assigned videos during off-time and discuss during class-time. Almost all of our programming is available free to anyone on our YouTube Channel.
- 95 Educate the educators: ad professors who've been out of the industry for years often don't realize how valuable diversity has become and how to encourage all students to seek out and value diverse partners.

3% COMMUNITY

- 96 Follow the 3% Conference on Facebook, Twitter, LinkedIn, and Pinterest. Lend your voice to the discussions.
- 97 Author a piece for the 3% blog.
- 98 Organize a 3% Meetup. We'll be unveiling a Community site in 2016 that will make this easier than ever.
- 99 Participate in our Super Bowl Tweetup.
- 100 Nominate someone doing important diversity work for our Three Cheers Award.