

Twenty Two Squared

ANNUAL INTERNAL DIVERSITY REVIEW | AUGUST 2020

TwentyTwoSquared

22Squared is a values-based organization that strives to do good things. In fact, Do Good Things is our agency's purpose. Our goal is to do good for our people, our culture, our clients, our community, and ultimately our world.

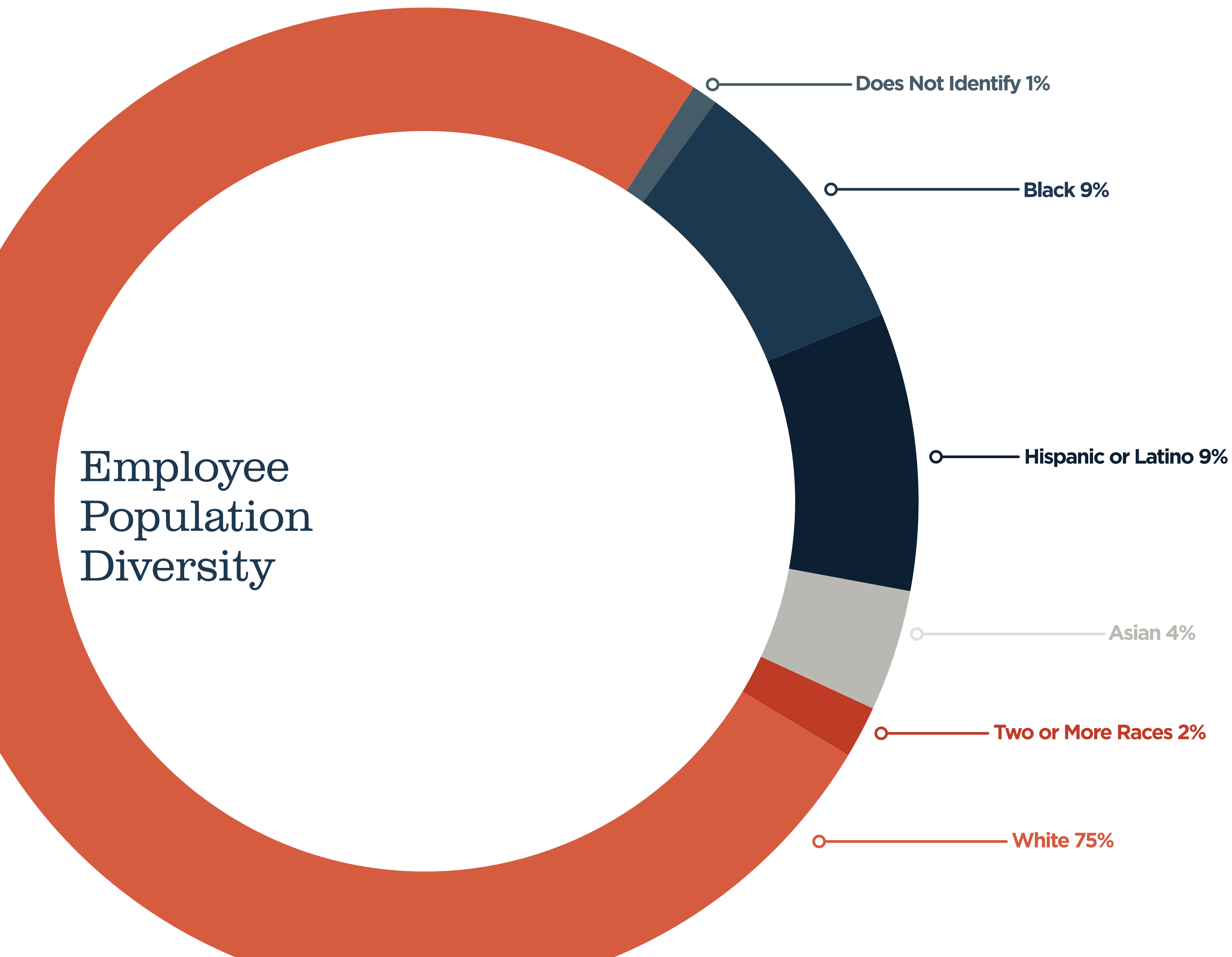
Since 2016, we have tried to create a culture and community that reflects the world that we live in. In 2019, we developed an action plan to create an equitable workplace for all of us. While we're proud of the progress we've made, we know this is just the beginning

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the numbers



Employee Population Diversity

Black	9%
Hispanic or Latino	9%
Asian	4%
Two or More Races	2%
Hawaiian or Pacific Islander	-
Native American	-
All POC	24%
Does Not Identify	1%
White	75%

Race/Ethnicity	U.S. Population CENSUS.GOV JULY 1 ST 2019	22Squared ALL EMPLOYEES # EMPLOYEES: 352	Leadership DIRECTORS & VP # EMPLOYEES: 40	Sr. Leadership SVP & ABOVE # OF EMPLOYEES: 37
Black	13%	9%	7.5%	2.7%
Hispanic or Latino	18%	9%	7.5%	-
Asian	6%	4%	5%	2.7%
Two or More Races	3%	2%	-	2.7%
Hawaiian/Pacific Islander	0.2%	-	-	-
Native American	1%	-	-	-
All POC	42%	24%	20%	8.1%
Does Not Identify	-	1%	-	-
White	60%	75%	80%	91.9%

These numbers are inclusive of our newly created content shop, Trade School

Data pulled 08/07/2020

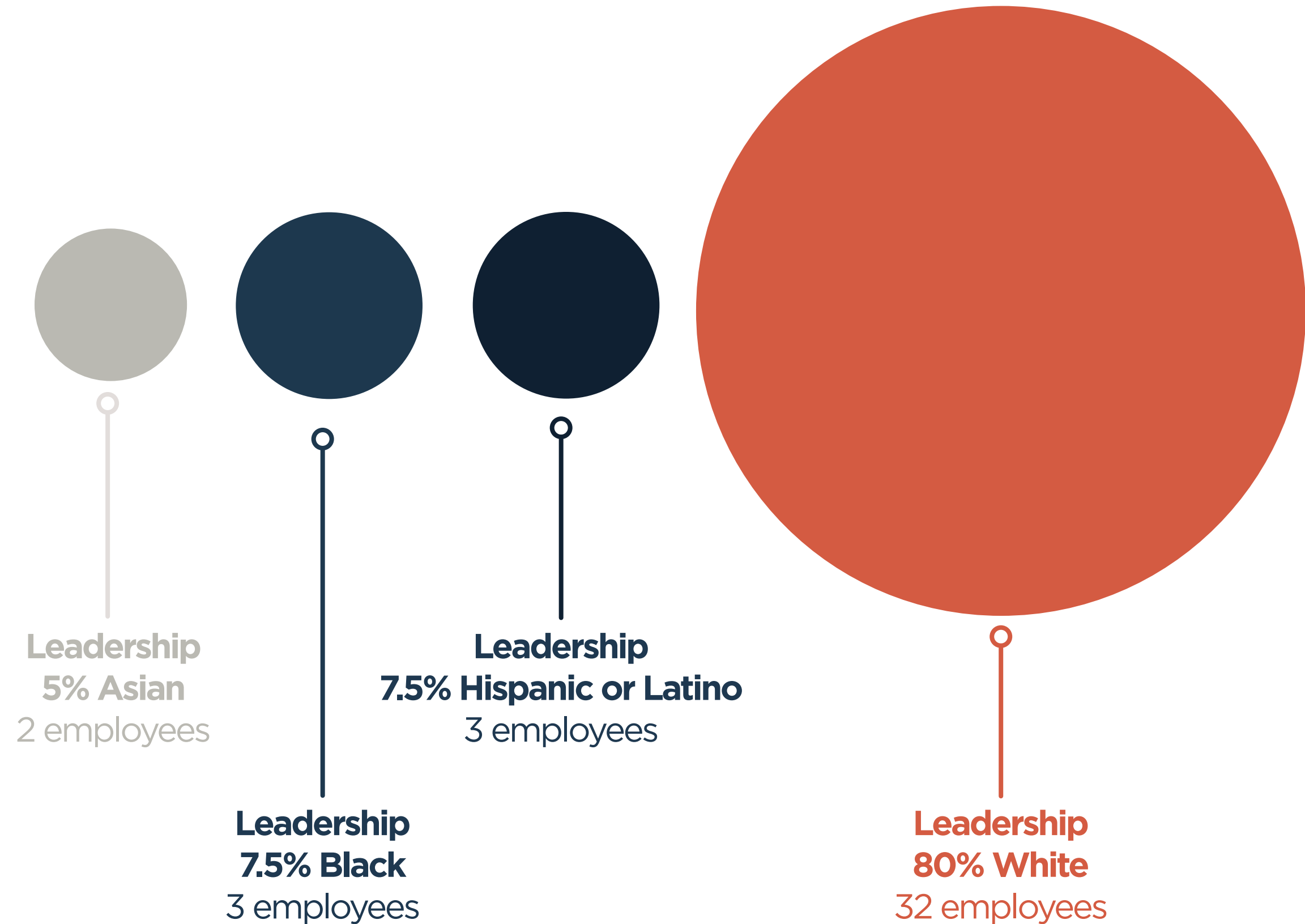
Leadership

Directors & VPs

40 employees

Data pulled 08/07/2020

Black	7.5%
Hispanic or Latino	7.5%
Asian	5%
Two or More Races	-
Hawaiian or Pacific Islander	-
Native American	-
All POC	20%
Does Not Identify	-
White	80%



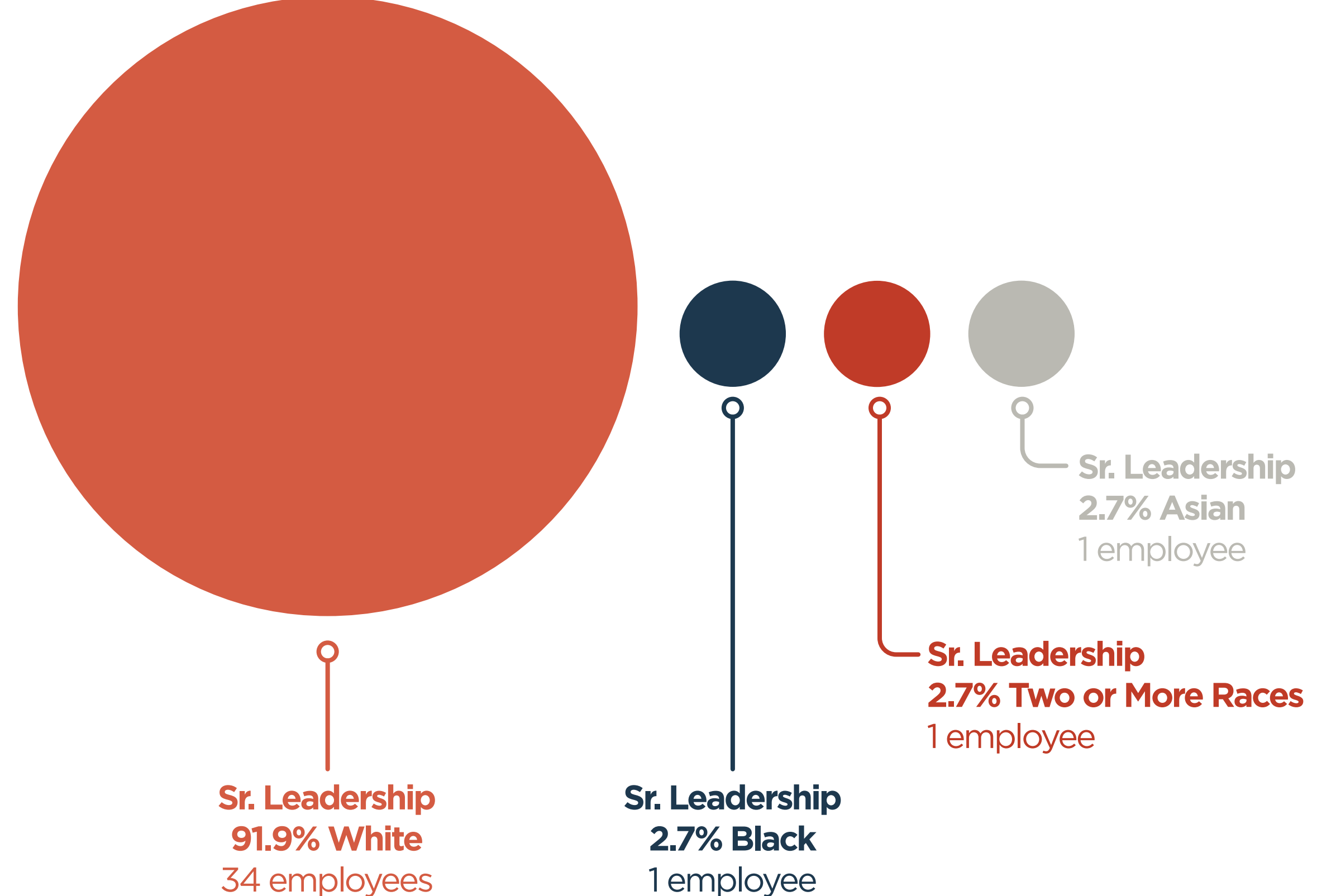
Sr. Leadership

SVPs and Above

37 employees

Data pulled 08/07/2020

Black	2.7%
Hispanic or Latino	-
Asian	2.7%
Two or More Races	2.7%
Hawaiian or Pacific Islander	-
Native American	-
All POC	8.1%
Does Not Identify	-
White	91.9%



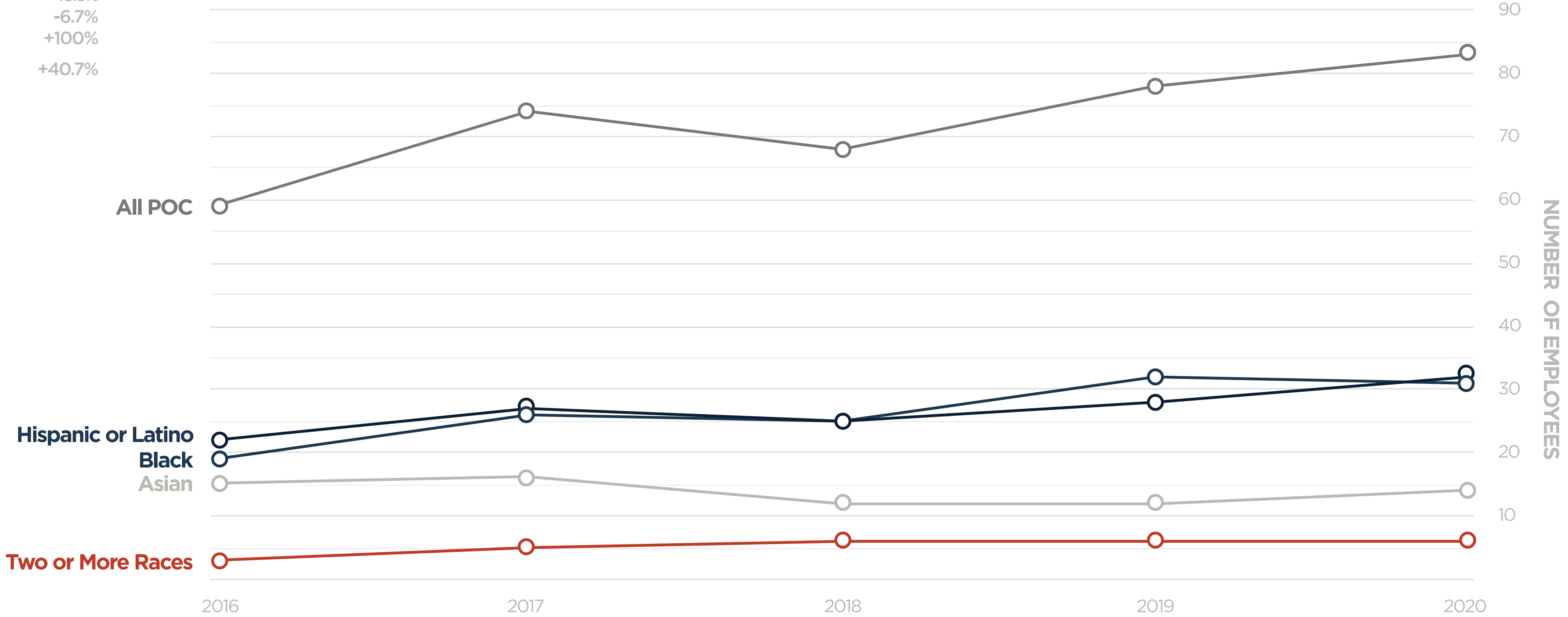
Race/Ethnicity Breakdown by Year

YOY Diversity

% Increase From 2016-2020

Data pulled 08/07/2020

Black	+63.2%
Hispanic or Latino	+45.5%
Asian	-6.7%
Two or More Races	+100%
All POC	+40.7%



71%

of 22Squared employees
are women.

While our data is trending in the right direction, we have miles to go before we sleep. We've been able to achieve gender equity in many areas, especially in leadership, with **71% of our agency employees** and **62% of our senior leaders being women.**

We cannot say the same for our race and ethnicity numbers. In full transparency, **our agency's C-suite and Ownership are 100% white and 33% women.** We know we need to find and create opportunities for our Black and Non-Black People of Color (NBPOC) employees, and we need to do a better job of nurturing them to rise to the top.

Overall, we commit to ensuring that diversity at 22Squared is not divorced from inclusion, equity, and equality. We know they all go hand-in-hand.

We are not perfect. We are far from the experts, but this matters to us. So we are committed to being change leaders. Here are our key commitments for the future. We will build on what we launched 4 years ago and continue to evolve:

Do
good
things.

*for our
people*

01

Paving the Way

We commit to creating an inclusive environment for all to thrive in.

We will build an internal mentorship program that will light the way for all to become successful, whatever that may mean for each individual, specifically with regard to our Black and NBPOC employees. We want to make sure they are equipped to be the next leaders at the same level and pace as everyone else.

Progress: To be provided in Q2 2021

02

Creating Accountability

We commit to yearly audits of agency policies.

- We will consider the needs of all under-represented and marginalized employees within our agency. Every year, we'll perform audits to hold ourselves accountable to fair policies.
- We will ensure equal pay regardless of gender and race.
- We will continue creating fair & just policies to support parents at home and work.
- We will support our LGBTQ+ employees in ways specific to their needs.
- We will provide space and resources for mental health.
- We will create a welcoming and empowering environment for people with disabilities.

These are just a few of our commitments that we are currently working on.

Progress: We will update our progress at the end of 2020 and each quarter thereafter as these are ongoing efforts.

03

A Space for Growth

We commit to investing in training for all employees at all levels.

- We are rolling out Culture Add vs. Culture Fit training.
- We have implemented ongoing diversity education and training for all of our people.
- We will develop Unconscious Bias training.
- We will create ongoing courageous conversations and brave spaces to openly talk about race and many social justice topics.
- We will continue to invest in third-party curriculum for the agency.

Progress: We will update our progress at the end of 2020 and each quarter thereafter as these are ongoing efforts.

04

Representation in Leadership

We commit to adding Black and NBPOC employees to SVP roles and above by Q1 of 2021.

Simply put, our numbers have shown us that there is a ceiling that Black and NBPOC are hitting when it comes to upward mobility after the Director and VP levels.

- In support of In For 13 with the 4A's, we are committed to having 13% of our leadership positions filled by Black people by 2023.
- We commit to increasing visibility and upward mobility of Black and NBPOC employees in SVP roles and above.
- Our senior leaders commit to increasing their cadence of engagement with Black and NBPOC employees at all levels to mentor, develop, and coach. This is a two-way communication effort as Black and NBPOC employees will be afforded the safe space to share their ideas, stories, experiences, and thoughts with senior leaders.

Progress: We will provide an update in Q2 of 2021.

Do good things.

for our culture

05

Diversifying Our Pipeline

We commit to building ways to bring in people of diverse backgrounds and experiences.

We will ensure our internship and Mobilize programs are at least 50% diverse and include students from HBCUs and non-traditional schools. We'll also include people who are not students and do not have a traditional advertising path or background, but are looking to make a career change.

Progress: We are proud to be a founding agency of Advertising for Change, which is a collective of Atlanta agencies who are committed to finding diverse talent in non-traditional places. For the years of 2018 and 2019, we had our most diverse groups of students in those classes, including HBCU students. Pending COVID, we will provide an update in Q2/Q3 of 2021

06

More Seats at the Table

We commit to hiring more Black and NBPOC employees at all levels.

This means going outside of our normal pools and finding talent in non-traditional places, like tapping into HBCU networks, diverse resource pools of creative talent, ADCOLOR, 3%, MAIP, We Are Next, People of Craft, etc.

We'll sit down with hiring managers as roles open up to:

- Define the role and remove bias from job descriptions.
- Review the work without implicit bias.
- Interview using behavioral-based questions
- Discuss how everyone on the team plays a role in keeping diverse talent by cultivating an inclusive environment, which starts with the department heads and team leads.

We'll run demographic numbers by department and set goals with department heads by partnering on strategies for creating and sustaining an inclusive environment.

Progress:

- Internally, we will revisit our hiring numbers quarterly. We will share our progress on hiring Q1 of 2021. We are in the process of reevaluating our hiring timelines so that we can ensure a broader array of diverse talent. In the words of Marla Kaplowitz, "We must hire Black people. We must hear Black people. We must promote Black people. And we must ensure advertising includes everyone."
- We are in the process of collaborating with department heads to set goals and strategies for their respective departments. We will have an update at the end of 2020.
- In 2019, we conducted an agency survey to determine our progress on cultivating an inclusive culture. We plan to conduct another survey at the end of 2020/beginning of 2021.



Our 22Squared diversity and inclusion journey began in 2016 during a time when America and the world were on edge. Leading up to a polarizing General Election, there were a few racially charged deaths, specifically Alton Sterling and Philando Castile, at the hands of the police that summer. We found ourselves at a crossroads, where some of our employees were hurting because of the news of the deaths and felt unseen, while other employees weren't as dialed into the news of the deaths and quite frankly didn't know anything about them. At that moment, we knew we needed to make a change. We brought in Al Vivian of Basic Diversity, a diversity and inclusion expert, to hold focus groups and help us get to the root of the problem. One of his key recommendations was that we should form a Diversity and Inclusion Council. From there, we formed a council of people of various races, ages, professional backgrounds, organizational levels, and disciplines.



07

Dedicated Support of DEI Programs

We commit to appointing people to lead this effort, guide the agency, and hold all leaders and senior leaders accountable.

- In January of 2020, with the support of our CEO, CPO, and other senior executives, we solidified roles to lead the Council. We currently have a Director of Diversity, an Associate Director of Diversity, a Lead, two Coordinators, and a 13-member Council.
- We commit to increasing our DEI budget to fund and support our initiatives.
- After the killing of George Floyd in 2020, our agency, C-suite, and Owners donated \$22,000 to the NAACP Legal Defense Fund. In addition, our employees came together to donate over \$12,000. We know that it doesn't stop there. We will continue to engage and strengthen our already solid partnership with Richard Rose, President of the Atlanta Chapter of the NAACP, and to support causes we believe in to promote diversity and inclusion.
- As a founding member of the Atlanta chapter of Advertising for Change (AFC), we contributed \$5,000 to help young Black entrepreneurs and Black-owned startups in the areas of advertising, design, and social media.

Progress: These are just a few of our commitments that we are currently working on. We will provide an update on our resource site Q4 of 2020

Do
good
things.
for the world

We are

makers

& doers.

08

Beyond Our Walls

We commit to doing good in the communities in which we operate.

- In 2016, we announced a program that allows our employees to take a week or a month off to volunteer. We will continue this effort and ensure we are helping social justice organizations and other organizations right in our backyards.
- We have a responsibility to educate the community. We are advertisers, we are makers, and we are doers. Our role is to advertise, make, and do what's right. We commit to encouraging our employees to utilize our 22Hours program, which allows employees to create campaigns for nonprofits, bring awareness to social justice issues, etc.
- Partner with local organizations to donate creative, strategy, and planning hours to nonprofit organizations to help them gain awareness and get their messages out to the masses.

Progress:

- For the last two years we have tasked our interns and Mobilize participants with doing good things for a nonprofit that means something to them. We believe our summer and Mobilize projects should focus on helping companies that don't have big budgets. We will provide more updates on our resource site Q4 of 2020.
- Over the years, we have partnered with our Southeast Toyota (SET) and The Home Depot clients to support their causes, such as the Youth Automotive Training Center (SET) and The Home Depot Foundation.
- We will update our progress on our efforts on an ongoing basis.

Do good things.
for our clients

09

Making the Work Better

We commit to using diverse talent to get to work that is more inclusive and reflects the world we live in.

- This starts with ensuring diverse talent is in the creative department. We commit to hiring four Black and/or NBPOC creatives by Q2 of 2021.
- Create a review process that allows time for D&I leaders and/or council members to review all work, from a social post to a brand campaign.
- Include D&I leaders and/or council members in new business pitches.
- Advise our clients on their efforts in not only diverse and inclusive advertising, but also in their culture and their community efforts.

Progress: We will provide an update in Q1 of 2021

Do
good
things.

for our industry

10

Transparency

We commit to joining 600&Rising and #CommittoChange.

We are sharing our diversity and inclusion data and updating them every year to track progress for all to see where we've made progress and where we still have work to do. Internally, we are committed to tracking these numbers quarterly.

11

Spread the Word

We commit to building a site of resources, which will house our demographic data on an ongoing basis, but will also house any resources that we've created and found helpful for our employees.

Please check back for this site.
This is our commitment to our industry.

We are

committed

to sharing

progress.



Do good things.