



# MY VOICE MATTERS:

LINKING  
INCLUSION  
TO BUSINESS  
GROWTH

# MY VOICE MATTERS: LINKING INCLUSION TO BUSINESS GROWTH

## Background

The ANA Educational Foundation (AEF) published a study in 2019, [“Bridging the Diversity Disconnect: Charting More Inclusive Pathways to Growth,”](#) as part of its Talent Disconnect Series. This series examines the key disconnects across industry, academia, and talent, and then proposes programs and solutions to help bridge these gaps.

The key finding from the Diversity Disconnect study was clear: Both academia and industry demonstrated their commitment to diversity and inclusion. But despite this commitment, the research revealed four key disconnects from the talent: microaggressions, cultural illiteracy, workplace dissonance, and management disconnect.

While progress has been made on more diverse talent entering the industry, there was agreement among all key stakeholders that inclusion was the crucial ingredient to help retain diverse talent once they entered the workforce.

In the study, Val DiFebo, CEO at Deutsch New York, stated, “You can have all the diversity in the world in your offices, but if we are not encouraging inclusion — which is giving people a voice and giving power to people who have those diverse backgrounds and points of view — then there is no point in having that diversity. If these individuals don’t feel the security to express their ideas and think other people are listening to them, then I think we’ve failed at diversity and inclusion. I believe inclusion is really the more important piece because it makes people feel like they can bring ideas to the table that aren’t necessarily the norm.”

## Key Action Step from Diversity Disconnect Study

The key action step from the study was to explore how best to construct an inclusion framework to measure business results. The AEF embarked on a six-month journey to workshop this inclusion framework with key stakeholders in the talent ecosystem:

- Marketers
- Researchers
- HR Business Partners
- Recruiters
- DEI Executives
- Agency Leads
- Strategists
- Professors

As a community, we kept in mind the various inclusion data sources in the marketplace today: McKinsey, Kantar, Diversity Best Practices, and Thomson Reuters. This AEF community identified key areas where an inclusion study could deliver value based on the following assumptions:

1. There was no inclusion framework that applied directly to the marketing and advertising ecosystem.
2. There was no inclusion framework that tied to business growth.
3. We avoided defining terms like *diversity*, *inclusion*, *equity*, and *belonging*, as they have different meanings to different companies.

### Study Methodology: My Voice Matters

In an inclusive organization, every voice matters. We called this study **My Voice Matters** and looked at three key areas that linked to business performance: My Voice in the Room, My Voice in the Company, and My Voice in the Industry. Descriptions for each follow, and the full set of questions and responses are listed in Appendix A.

- **My Voice in the Room:** Decisions are often made in meetings where there are multiple inputs from different people to make a marketing resource allocation decision. The AEF wanted to measure how different voices were heard in the room where these key business decisions were being made.
- **My Voice in the Company:** Business growth is also tied to career growth of an individual at the company. The AEF examined the varying expectations of career progression and promotion opportunities across multiple demographic variables. In addition, we looked at the perceptions of diversity and inclusion efforts being implemented and measured.
- **My Voice in the Industry:** The marketing, media, and advertising industry also plays a role in cultivating a sense of belonging within a community. The AEF examined that sense of belonging of individuals to the larger community within the marketing, media, and advertising industry.

### Study Methodology: NPS Scores

The study concluded by analyzing Net Promoter Score along four different dimensions to understand individual willingness to recommend these elements as a potential career path:

- Manager
- Role
- Company
- Industry

### Overarching Observation: Great First Step as Pilot Project, More to Come

The AEF collaborated with Morning Consult to shape and administer the study in January 2020; results were available in March 2020. The survey was anonymous, and we had 268 marketing and advertising professionals respond to the survey. The full breakdown can be seen in Appendix B.

To recap, the study investigated levels of inclusion when making business decisions, determining career progression and growth, and evaluating a sense of belonging within the industry. Our intention is for this to be an evergreen study that we could scale in size and scope to achieve more prescriptive insights. Enclosed are important elements of the pilot study to consider when reviewing the findings:

- **Lack of Intersectionality in the Data:** We covered an age range from 18 to 64 with men and women

and all races. The sample size did not allow us to report on data between races and ethnicities (Blacks versus Hispanics versus Asians), or look at intersectionality when it comes to gender and age.

- **Observations Instead of Insights:** We framed this study as eight key observations. We think this provides the right framing to further our investigation for true industry program action to be pursued.
- **Sufficient Evidence for a Future Study:** In these eight observations, the AEF concluded that there was enough richness for a future study to be conducted with the following recommendations:
  - » Maintain anonymity of individual and company
  - » Significantly increase the sample size
  - » Connect the inclusion data with growth metrics
  - » Partner with other associations for distribution:
    - Alliance for Inclusive and Multicultural Marketing (AIMM)
    - 4A's
    - AAF
- **Data Captured in a Pre-COVID Environment:** The AEF fielded the study right before the pandemic started. We withheld the results until the business environment started to normalize. While much has changed, the methodology is sound enough to build upon, as diversity, inclusion, and equity have become even more important in today's business climate than pre-pandemic.

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## Executive Summary

### Eight Observations

1. There were minimal statistically significant differences between men's and women's levels of inclusion measured across all four categories.
2. In regards to race and ethnicity, there were statistically significant differences around inclusion across all four dimensions: My Voice in the Room, My Voice in the Company, My Voice in the Industry, and Net Promoter Score.
3. With respect to My Voice in the Company, LGBTQ respondents reported a disconnect in being represented in company diversity and inclusion efforts.
4. With respect to My Voice in the Room, those married people/those living with others perceive they contribute more significantly to business decisions than those not married people/those not living with others.
5. Those in the older age bracket (55–64) feel their voice is heard in the room, across the company, and in the industry. In comparison, those in the age bracket right below (45–54) feel more disenfranchised in their company.
6. With salary bands, the same dynamic as Observation 5 plays out where the those in the highest salary band (\$100K+) perceive their voice in the room, industry, and company to have much more influence than those in the next salary band down (\$75K–\$99K).
7. With tenure, the data shows that when the 18–29 age group is invited into the room, they seem to be comfortable sharing their perspective. However, those in this younger age bracket are not invited as frequently into those discussions.
8. Other surveyed groups — military, disability, and brand versus agency — showed minimal statistically significant differences.

1.

There were minimal statistically significant differences between men's and women's levels of inclusion measured across all four categories.

**1. THERE WERE MINIMAL STATISTICALLY SIGNIFICANT DIFFERENCES BETWEEN MEN'S AND WOMEN'S LEVELS OF INCLUSION MEASURED ACROSS ALL FOUR CATEGORIES.**

**Participant Feedback**

- **“Women have made huge strides in the industry as a whole but not as well on the brand client side of the business. I’m fortunate enough to have worked for a couple of great manufacturing companies that are making diversity in the workplace a priority. However, maybe not at the most senior of roles. In addition, I think there needs to be a greater effort placed on promoting advertising as a career with people of color in particular. They are greatly under-represented in the field as a whole and consequently for the companies I’ve been employed by both on the agency and client brand sides of the business.”**  
— *White Female (45–54)*
- **“As a middle-aged white man, I am a minority in this field, which has come to be dominated by women at all levels. I feel it is a great industry for women and people of color and other minorities in the larger society. It’s a business that rewards people based on their talent and performance, regardless of gender, race or other identity factors.”**  
— *White Male (45–54)*

**My Voice in the Room**

While men feel slightly more included in being invited to meetings where important business decisions are made and comfort in sharing perspective when important business decisions are being made, there is no statistically significant difference<sup>1</sup>. Women feel like their managers include them more in key decision-making processes than men but not at a statistically significant level.

**MY VOICE IN THE ROOM**  
Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	Female	Male
I am invited to meetings where important decisions are made	39	38	43
I feel comfortable sharing my perspective when important business decisions are being made in meetings	45	44	48
My voice is being heard, respected, and considered when making business decisions in meetings	36	36	35
I feel like my voice makes significant contributions to business decisions in meetings	40	39	43
My manager includes my perspective in key decision-making processes	36	39	29

<sup>1</sup>Statistically significant differences are measured at the 90% confidence level. Please see Appendix B to see raw data for any references to the data presented.

**1. THERE WERE MINIMAL STATISTICALLY SIGNIFICANT DIFFERENCES BETWEEN MEN'S AND WOMEN'S LEVELS OF INCLUSION MEASURED ACROSS ALL FOUR CATEGORIES.**

**My Voice in the Company: Career Paths**

Again, while not statistically significant, women believe their progression to senior management and their ability to get to the next level is greater than their male counterparts. The only area where there is statistically difference is women feeling they have the same chance to progress upward as everyone at their level versus their male counterparts.<sup>2</sup>

**My Voice in the Company: Diversity and Inclusion**

Women are more likely to strongly agree that diversity and inclusion are measured in individual performance evaluations than their male counterparts. However, women are less likely than men to strongly agree their company has a clear strategy to support diversity and inclusion, though only at directional levels.

**MY VOICE IN THE COMPANY: CAREER PATH**

Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	Female	Male
I see myself progressing to senior management at my current company	28	30	25
I see myself progressing to the next level at my current company	40	43	35
I have the same chance of progressing upward at my company as everyone else at my level	38	43	29
The company provides me the right resources to deliver superior performance in my current role	38	42	32
Voices like mine are included in decisions at the senior management level	31	33	28
Long term experience is highly respected	42	45	34

**MY VOICE IN THE COMPANY: DIVERSITY & INCLUSION**

Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	Female	Male
The company has a clear strategy to support diversity and inclusion	38	37	42
The company's strategy for supporting diversity and inclusion is connected to the overall business strategy	33	33	35
Diversity and inclusion are measured in individual performance evaluations	30	32	26

<sup>2</sup> All statistically significant differences will be highlighted with a gray bubble throughout the report.

**1. THERE WERE MINIMAL STATISTICALLY SIGNIFICANT DIFFERENCES BETWEEN MEN'S AND WOMEN'S LEVELS OF INCLUSION MEASURED ACROSS ALL FOUR CATEGORIES.**

**My Voice in the Industry**

Women respond directionally higher than men in feeling a sense of belonging across the industry across all four of these statements.

**Net Promoter Score**

With Net Promoter Score (the degree to which someone would recommend their manager, role, company or industry), there is a significant difference between men and women when it comes to recommending their role. Directionally, men are more likely to recommend their company.

**MY VOICE IN THE INDUSTRY**

Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	Female	Male
I feel like I belong in this field	49	51	46
I see myself being successful in this field	50	52	48
Voices like mine are fairly represented across the field	33	33	32
Voices like mine are fairly represented at the senior most levels in the marketing, media, and advertising field	31	33	29

**NET PROMOTER SCORE FRAMEWORK**

Would You Recommend?

	Average	Female	Male
Manager	14	16	14
Role	14	10	25
Company	24	22	31
Industry	10	9	12



## 2.

In regards to race and ethnicity, there were statistically significant differences around inclusion across all four dimensions: My Voice in the Room, My Voice in the Company, My Voice in the Industry, and Net Promoter Score.

**2. IN REGARDS TO RACE AND ETHNICITY, THERE WERE STATISTICALLY SIGNIFICANT DIFFERENCES AROUND INCLUSION ACROSS ALL FOUR DIMENSIONS: MY VOICE IN THE ROOM, MY VOICE IN THE COMPANY, MY VOICE IN THE INDUSTRY, AND NET PROMOTER SCORE.**

**Participant Feedback**

- “There continues to be a strong bias against ethnic minorities working in this industry. The bias is systemic and multiplied exponentially for minority creatives. Minorities are seen as workers and few are given the opportunity to be managers or leaders. Standards are vastly different between the majority and minority in the hiring and promotion process. The typical hiring process is designed with a majority bias built in. Minority voices continue to be overshadowed and contrarian views are written off as frivolous. The few bright spots are women and LGBT.”  
— *Asian Male (45–54)*
- “The industry will continue to have talent leave the industry to tech, client, and other industries if it does not reconcile how people are managed, given opportunity, and provided access to advocacy in the current climate. With the pressure of tech and consultant companies taking business, it will continue to push advertising and media to evolve or lose talent, leading to the end of advertising as it is known today.”  
— *Black Female (45–54)*
- “Do better.”  
— *Black Male (45–54)*
- “I don’t see enough diversity in leadership in any of these fields and there should be an intentional effort made by companies to create a pipeline to attract the talent.”  
— *Black Female (30–44)*

- “There is a long road to equality here and not everyone understands the best way to get there. Too many people are still behind in pay and job status and too many people feel they have to lose something for equality to happen. A lot of the current approach is forced diversity, which may be necessary, but is not something that goes over well. I wish there was a way to make this a win-win proposition for everyone.”  
— *White Male (30–44)*

**My Voice in the Room**

Across all dimensions, the voice of the Ethnic Minority (again, we did not disaggregate racial and ethnic data based on limited sample size) does not feel included in the room as much as their White, Non-Hispanic counterparts. In many instances, the gap is statistically significant.

**MY VOICE IN THE ROOM**  
Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	White, Non-Hispanic	Ethnic Minority
I am invited to meetings where important decisions are made	39	42	34
I feel comfortable sharing my perspective when important business decisions are being made in meetings	45	49	36
My voice is being heard, respected, and considered when making business decisions in meetings	36	38	30
I feel like my voice makes significant contributions to business decisions in meetings	40	44	33
My manager includes my perspective in key decision-making processes	36	41	28

**2. IN REGARDS TO RACE AND ETHNICITY, THERE WERE STATISTICALLY SIGNIFICANT DIFFERENCES AROUND INCLUSION ACROSS ALL FOUR DIMENSIONS: MY VOICE IN THE ROOM, MY VOICE IN THE COMPANY, MY VOICE IN THE INDUSTRY, AND NET PROMOTER SCORE.**

**My Voice in the Company: Career Paths**

The Ethnic Minority group feels that they have the same opportunity to progress to senior management as their White, Non-Hispanic counterparts. However, the gap for progression becomes wider when actually progressing to the next level and getting the right resources to support that progression.

**My Voice in the Company: Diversity and Inclusion**

Across all three dimensions, White, Non-Hispanics are directionally more likely to strongly agree that diversity and inclusion efforts at their organization have a clear strategy, are tied to business objectives, and are measured at an individual performance evaluation level than their Ethnic Minority counterparts.

**MY VOICE IN THE COMPANY: CAREER PATH**

Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	White, Non-Hispanic	Ethnic Minority
I see myself progressing to senior management at my current company	28	28	29
I see myself progressing to the next level at my current company	40	42	37
I have the same chance of progressing upward at my company as everyone else at my level	38	42	31
The company provides me the right resources to deliver superior performance in my current role	38	43	28
Voices like mine are included in decisions at the senior management level	31	37	23
Long term experience is highly respected	42	45	36

**MY VOICE IN THE COMPANY: DIVERSITY & INCLUSION**

Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	White, Non-Hispanic	Ethnic Minority
The company has a clear strategy to support diversity and inclusion	38	40	33
The company's strategy for supporting diversity and inclusion is connected to the overall business strategy	33	34	31
Diversity and inclusion are measured in individual performance evaluations	30	34	24

**2. IN REGARDS TO RACE AND ETHNICITY, THERE WERE STATISTICALLY SIGNIFICANT DIFFERENCES AROUND INCLUSION ACROSS ALL FOUR DIMENSIONS: MY VOICE IN THE ROOM, MY VOICE IN THE COMPANY, MY VOICE IN THE INDUSTRY, AND NET PROMOTER SCORE.**

**My Voice in the Industry**

Compared to White, Non-Hispanic, the Ethnic Minority group doesn't feel the same sense of belonging in the industry across all four dimensions measured. There are two — “I feel like I belong in this field” and “Voices like mine are fairly represented across this field” — where there is a statistically significant difference.

**Net Promoter Score**

With Net Promoter Score, the Ethnic Minority group scored “Role” and “Industry” with negative numbers. This suggests they would not recommend either the role or industry to their friends. In addition, “Manager” is another area where there is a statistically significant difference between Ethnic Minority and White, Not-Hispanic.

**MY VOICE IN THE INDUSTRY**

Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	White, Non-Hispanic	Ethnic Minority
I feel like I belong in this field	49	55	40
I see myself being successful in this field	50	55	45
Voices like mine are fairly represented across the field	33	37	24
Voices like mine are fairly represented at the senior most levels in the marketing, media, and advertising field	31	33	29

**NET PROMOTER SCORE FRAMEWORK**

Would You Recommend?

	Average	White, Non-Hispanic	Ethnic Minority
Manager	14	22	1
Role	14	25	-7
Company	24	34	10
Industry	10	16	-2

### 3.

With respect to My Voice in the Company, LGBTQ respondents reported a disconnect in being represented in company diversity and inclusion efforts.

### 3. WITH RESPECT TO MY VOICE IN THE COMPANY, LGBTQ RESPONDENTS REPORTED A DISCONNECT IN BEING REPRESENTED IN COMPANY DIVERSITY AND INCLUSION EFFORTS.

In the My Voice in the Company section, there was one statistically significant difference between the average and LGBTQ response: “The company has a clear strategy to support diversity and inclusion goals.” In the My Voice in the Industry section, there was a statistically significant difference between the average and the LGBTQ response of “feeling a sense of belonging in the field.”

The implication is that the LGBTQ community may not necessarily feel like they are represented in the overarching diversity and inclusion narrative. As one woman (18–29) shares, “I wish there were support groups for women and LGBT. Working here is good, but sometimes I feel isolated.” More research needs to be conducted to explore this observation.

#### LGBTQ COMMUNITY DISCONNECTED FROM D+I GOALS

COMPANY		INDUSTRY	
Percentage of Strongly Agree with “The company has a clear strategy to support diversity and inclusion goals”		Percentage of Strongly Agree with “I feel like I belong in this field”	
Average	LGBTQ	Average	LGBTQ
38	24	49	33

## 4.

With respect to My Voice in the Room, those married people/those living with others perceive they contribute more significantly to business decisions than those not married people/those not living with others.

**4. WITH RESPECT TO MY VOICE IN THE ROOM, THOSE MARRIED PEOPLE/THOSE LIVING WITH OTHERS PERCEIVE THEY CONTRIBUTE MORE SIGNIFICANTLY TO BUSINESS DECISIONS THAN THOSE NOT MARRIED PEOPLE/THOSE NOT LIVING WITH OTHERS.**

**MARRIED PEOPLE PERCEIVE THEMSELVES TO HAVE MORE OF A VOICE IN THE ROOM**

Top Box Strongly Agree (Five Point Scale, Percentages)

	Average	Married / Living with a Partner	Not Married / Not Living with a Partner
I am invited to meetings where important decisions are made	39	44	33
I feel comfortable sharing my perspective when important business decisions are being made in meetings	45	53	34
My voice is being heard, respected, and considered when making business decisions in meetings	36	41	30
I feel like my voice makes significant contributions to business decisions in meetings	40	44	35
My manager includes my perspective in key decision-making processes	36	42	29



## 5.

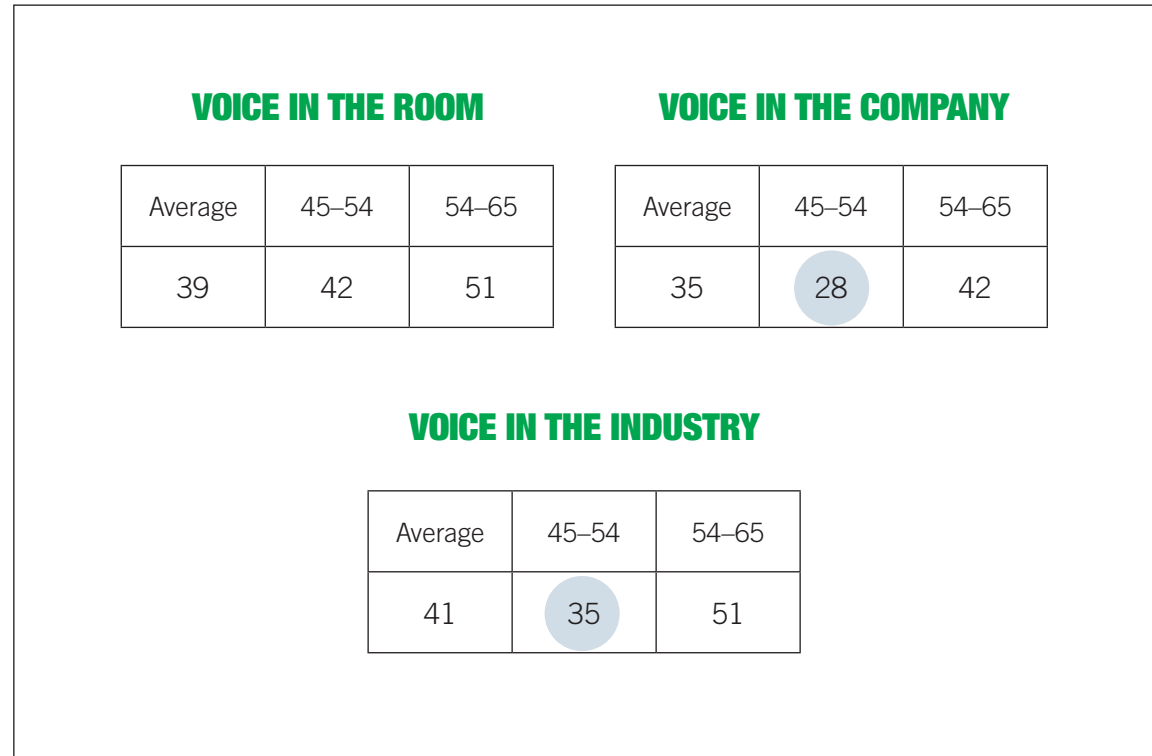
Those in the older age bracket (55–64) feel their voice is heard in the room, across the company, and in the industry. In comparison, those in the age bracket right below (45–54) feel more disenfranchised in their company.

**5. THOSE IN THE OLDER AGE BRACKET (55–64) FEEL THEIR VOICE IS HEARD IN THE ROOM, ACROSS THE COMPANY, AND IN THE INDUSTRY. IN COMPARISON, THOSE IN THE AGE BRACKET RIGHT BELOW (45–54) FEEL MORE DISENFRANCHISED IN THEIR COMPANY.**

One white man (45–54) said, “The little-mentioned but most insidious discrimination of all, age discrimination, runs rampant across my industry, and many others. What is hard to understand is that while not everyone is a minority, and only a small percentage of the population is LGBTQ, those population segments receive the lion’s share of anti-discrimination attention, while ageism can affect everyone. Yet ageism gets minimal attention.”

**AGE BRACKET (54–65) PERCEIVE THEY HAVE A LOT OF INFLUENCE COMPARED TO THE AGE BRACKET RIGHT BELOW THEM (45–54)**

*Segment Average of Top Box Strongly Agree (Five Point Scale, Percentages)*



## 6.

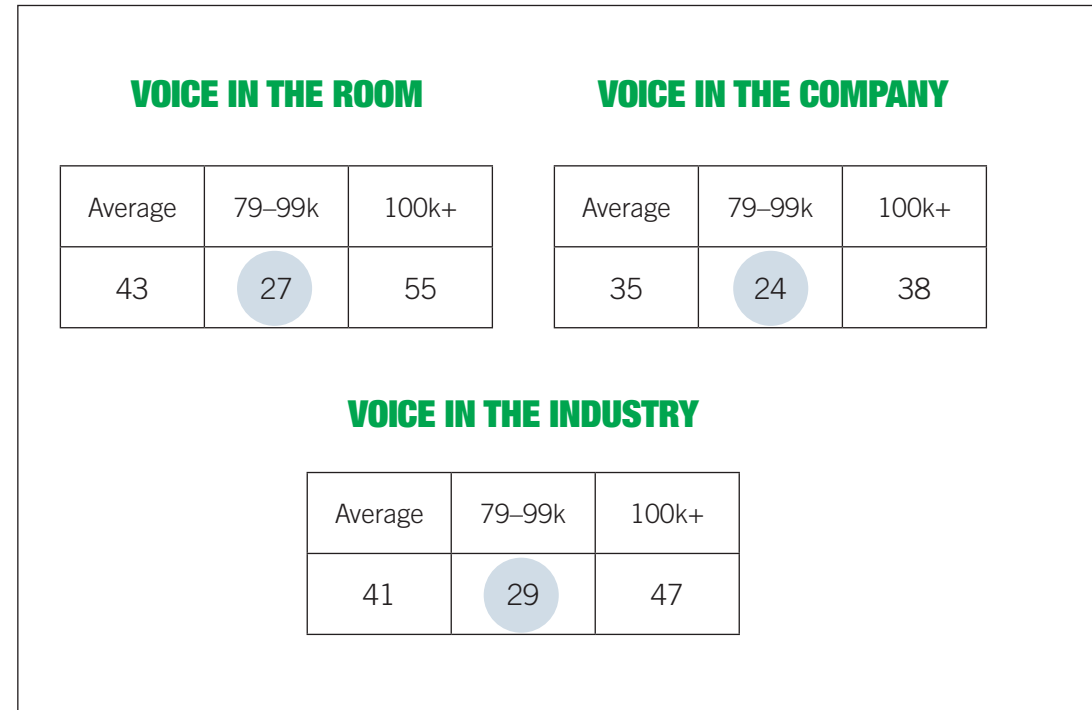
With salary bands, the same dynamic as Observation 5 plays out where the those in the highest salary band (\$100K+) perceive their voice in the room, industry, and company to have much more influence than those in the next salary band down (\$75K–\$99K).

**6) WITH SALARY BANDS, THE SAME DYNAMIC AS OBSERVATION 5 PLAYS OUT WHERE THE THOSE IN THE HIGHEST SALARY BAND (\$100K+) PERCEIVE THEIR VOICE IN THE ROOM, INDUSTRY, AND COMPANY TO HAVE MUCH MORE INFLUENCE THAN THOSE IN THE NEXT SALARY BAND DOWN (\$75K–\$99K).**

Those making more than \$100,000 feel they are influencing the room, the company, and the industry. Those making \$75,000 to \$99,000 do not feel they have that same voice in those categories.

**THOSE IN THE SALARY BAND (\$75–\$99K) SEEM TO HAVE LESS OF A VOICE THAN THOSE IN THE HIGHER SALARY BANK (+100K)**

Segment Average of Top Box Strongly Agree (Five Point Scale, Percentages)



## 7.

With tenure, the data shows that when the 18–29 age group is invited into the room, they seem to be comfortable sharing their perspective.

However, those in this younger age bracket are not invited as frequently into those discussions.

**7. WITH TENURE, THE DATA SHOWS THAT WHEN THE 18–29 AGE GROUP IS INVITED INTO THE ROOM, THEY SEEM TO BE COMFORTABLE SHARING THEIR PERSPECTIVE. HOWEVER, THOSE IN THIS YOUNGER AGE BRACKET ARE NOT INVITED AS FREQUENTLY INTO THOSE DISCUSSIONS.**

A white woman (18–29) shared, “I wish that management took young people more seriously. I don’t even get brought into meetings, and the few times I am, I’m not even mentioned. I just sit and listen. I feel unsatisfied and unfulfilled. I’m a smart and motivated person but I just feel worn down. I feel like I’m being used to assemble reports and monitor PR coverage for clients. My opinion isn’t ever asked or considered.”

**MY VOICE IN THE INDUSTRY**

*Top Box Strongly Agree (Five Point Scale, Percentages)*

	Average	Less than 1 Year	1–3 Year	3–7 Year	7+ Year
I am invited to meetings where important decisions are made	39	25	28	44	46
I feel comfortable sharing my perspective when important business decisions are being made in meetings	45	41	40	38	52
My voice is being heard, respected, and considered when making business decisions in meetings	36	38	28	30	44
I feel like my voice makes significant contributions to business decisions in meetings	40	34	38	38	45
My manager includes my perspective in key decision-making processes	36	28	36	38	61

## 8.

Other surveyed groups — military, disability, and brand versus agency — showed minimal statistically significant differences.



# **KEY ACTION PLAN**



## KEY ACTION PLAN

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Diversity and inclusion is an industry mandate. The ANA's Alliance for Inclusive and Multicultural Marketing (AIMM) and ANA's #SeeHer are leaders in the industry in advocating for change with respect to diversity and inclusion.

However, the ANA Board of Directors and ANA membership composition study suggests that the percentage breakdown of diverse racial talent hasn't changed for more than a decade. Inclusion plays a huge part in keeping that talent within an organization and locked into our industry ecosystem.

We see the next iteration of this study becoming a centerpiece in helping companies benchmark their own inclusion efforts against industry norms. This includes:

**Phase 1:** Share with Key Trade Association Entities (Q3 2021)

- **Embed Within CMO Growth Council:** Make this study more visible to the CMO Growth Council Talent and Marketing Organization and Society and Sustainability divisions
- **Integrate Study Findings and Future Research into Work Flow of AIMM and #SeeHer:** Share findings with the membership community of both AIMM and #SeeHer and plan for future study iterations as a joint collective
- **Create a Sense of Ownership with Other Trade Associations:** Work with trade associations such as the 4A's, the IAB, and the AAF to elevate these findings.

**Phase 2:** Secure Input for Next Study (Q4 2021)

After sharing the pilot study, we will ask everyone to contribute any additional inputs accounting for post-pandemic situations such as the nature of remote work, geographic changes, and varying employment trends.

A key priority will be to tie this study more closely to business and brand growth outcomes. Linking these key categories to growth drivers will quantify the importance of inclusion as a true business imperative.

**Phase 3:** Administer Study and Collect Findings (Q1 2022)

Upon collecting this feedback and getting industry alignment, we will administer the study to as broad of a sample as possible that fits within the parameters that we establish. We will look to build this in a software tool that will allow for company benchmarking if this study can become adopted as an industry norm.

**Phase 4:** Report on Findings (Q2 2022)

In securing this input, we will then look to release the study in Q1 2022 with more prescriptive insights that the trade associations, companies, and individuals can act on with more programmatic solutions that can improve the quality of inclusion in a material way.

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