

2021 Annual Demographic Report

Guided by Good



Letter From the Editor

Wow! What another year we've had. Something I've learned over the last year is that many things can be true at once. I have learned to appreciate the light while acknowledging and understanding that there's still darkness. This brings me to our Guided by Good journey from 2020 to now.

While we started our journey back in 2016, the last year has caused us to be more strategic, intentional, purposeful, and impactful. I am proud of where we are while recognizing and accepting where we need to be and what it will take to get there. We have shifted from diversity, equity, and inclusion being an initiative to making it an integral part of who we are.

As you read through our 2021 Annual Demographic Report, you'll see our bright spots and our blind spots.

Our growth symbolizes our progress. During the pandemic, we have created jobs. A lot of those jobs include women leading from the top. We are committed to supporting women around the organization to ensure we all thrive. In fact, at present, women account for 70% of all employees and for the first time in our history, they account for over 50% of our ownership group.

As an independent organization, we have the opportunity to clear the path to ownership and access equity. I am proud to share that I was welcomed as our first Black partner in the ownership group this year. And the work continues. While I am the first, I will not be the last.

I'd also like to extend my gratitude to everyone across our Guided by Good organizations. We would not be where we are without your commitment and support. None of this would be possible without each and every one of you actually doing the work to make diversity and inclusion more than an initiative, and doing your part to make it our culture.

Thank you,

Janis Camille Middleton

EVP, Executive Director of Multicultural and Inclusion Strategy
Guided by Good



Foreword

Guided by Good is a values-based organization that strives to do good things. In fact, Do Good Things is our organization's purpose. Our goal is to do good for our people, our culture, our clients, our community, and ultimately our world. We are pleased to present to you an update on our progress against last year's commitments and an outline of our ongoing demographics, commitments, and goals.

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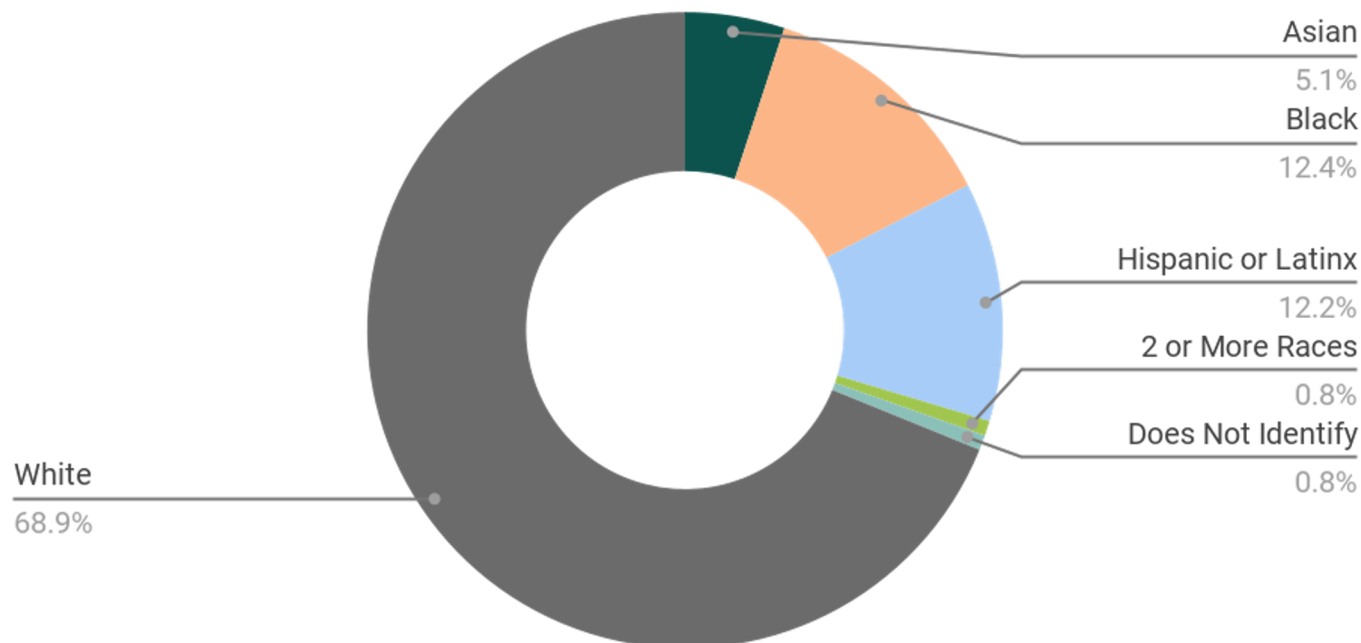
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**Diversity
Numbers**



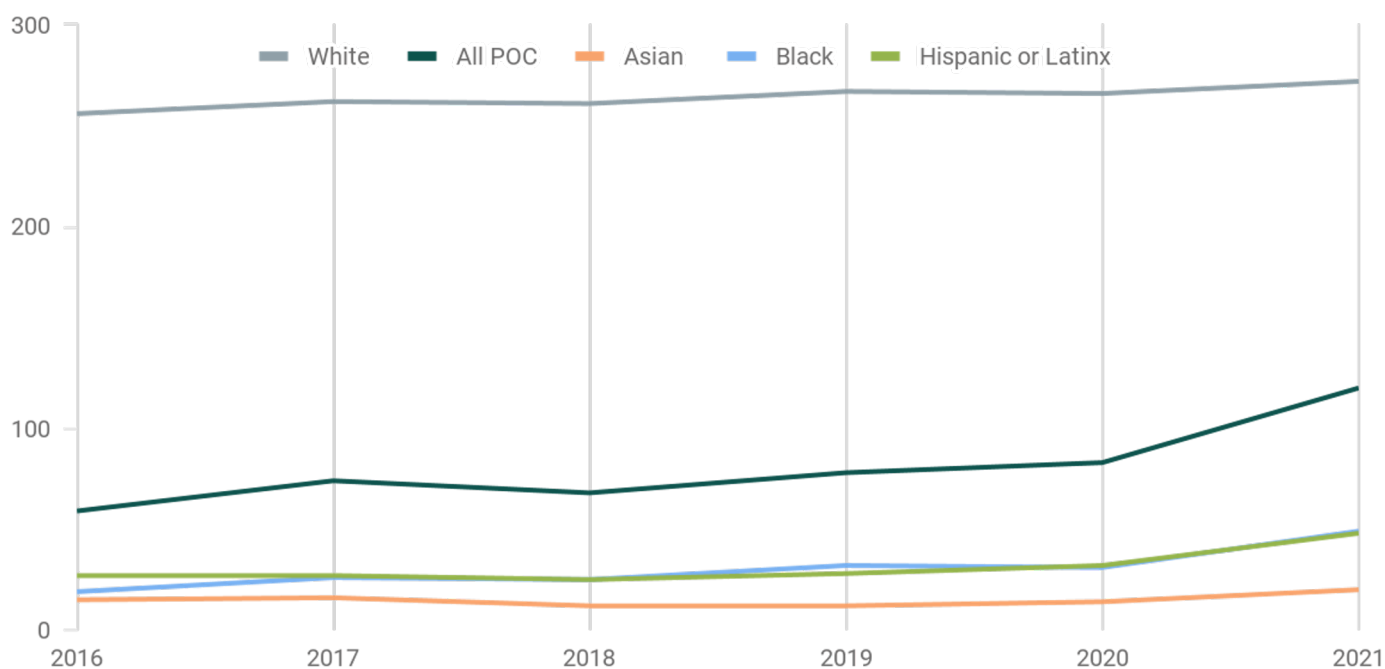
Employee Population Diversity

GUIDED BY GOOD



YOY Population Diversity By Race

GUIDED BY GOOD

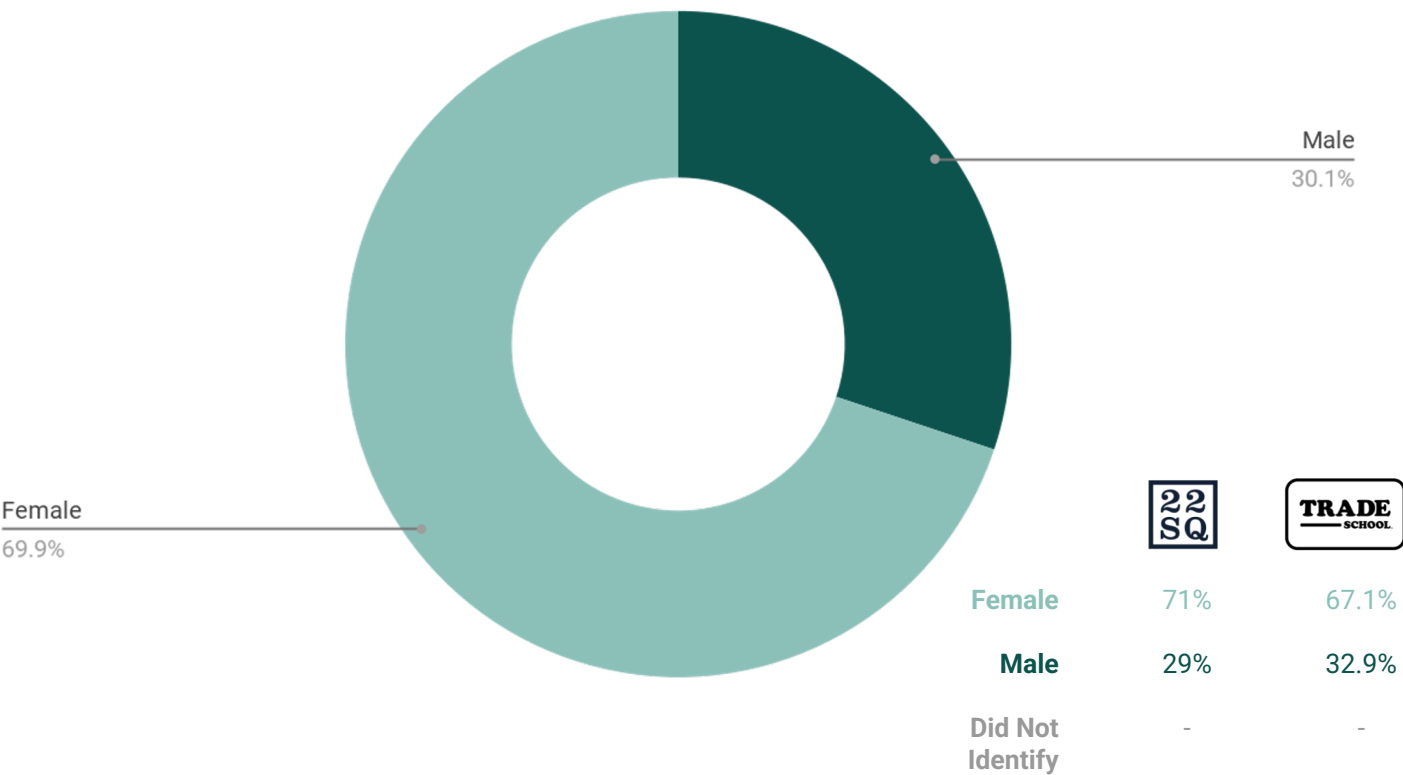


YOY Employee Population Diversity

		2021			2020			YOY Change
Race/ Ethnicity	U.S. Population Census.gov July 1st 2019	GBG Employees 395 Total	Leadership (Directors & VPs) 50 Total	Sr. Leadership (SVPs & Above) 39 Total	GBG Employees 352 Total ¹	Leadership (Directors & VPs) 40 Total	Sr. Leadership (SVPs & Above) 37 Total	
All BIPOC	42%	30.3%	20%	15.38%	24%	20%	8.1%	+44.58%
Asian	6%	5.1%	6%	7.69%	4%	5%	2.7%	+42.86%
Black	13%	12.4%	6%	7.69%	9%	7.5%	2.7%	+58.06%
Hispanic or Latinx	18%	12.2%	8%	-	9%	7.5%	-	+50%
Hawaiian/ Pacific Islander	0.2%	-	-	-	-	-	-	-
Native American	1%	-	-	-	-	-	-	-
2 or More Races	3%	0.8%	-	-	1.7%	-	-	-
White	60%	68.9%	78%	84.62%	75%	80%	91.9%	+2.26%
Does Not Identify	-	.8%	2%	-	1%	-	-	

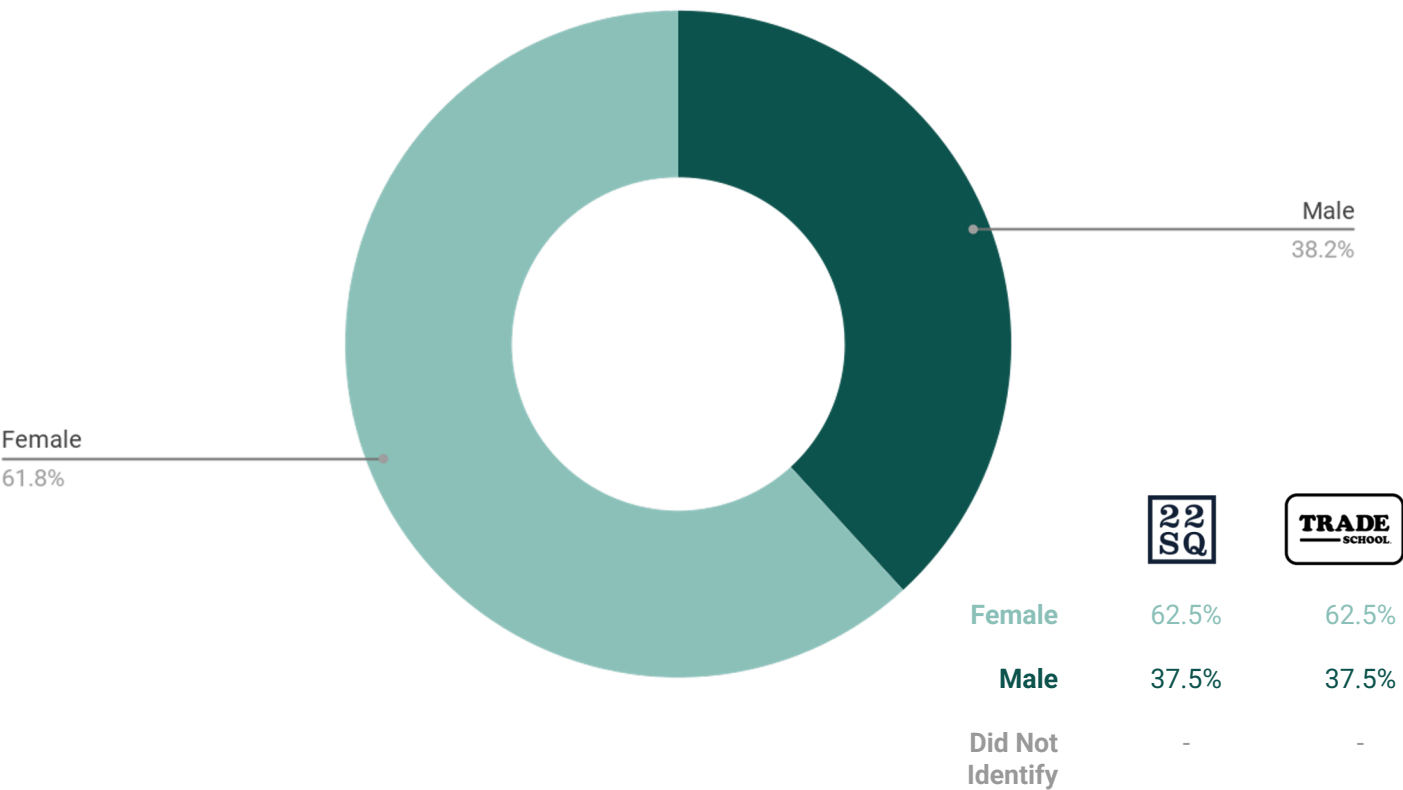
Gender Diversity of Employee Population

GUIDED BY GOOD



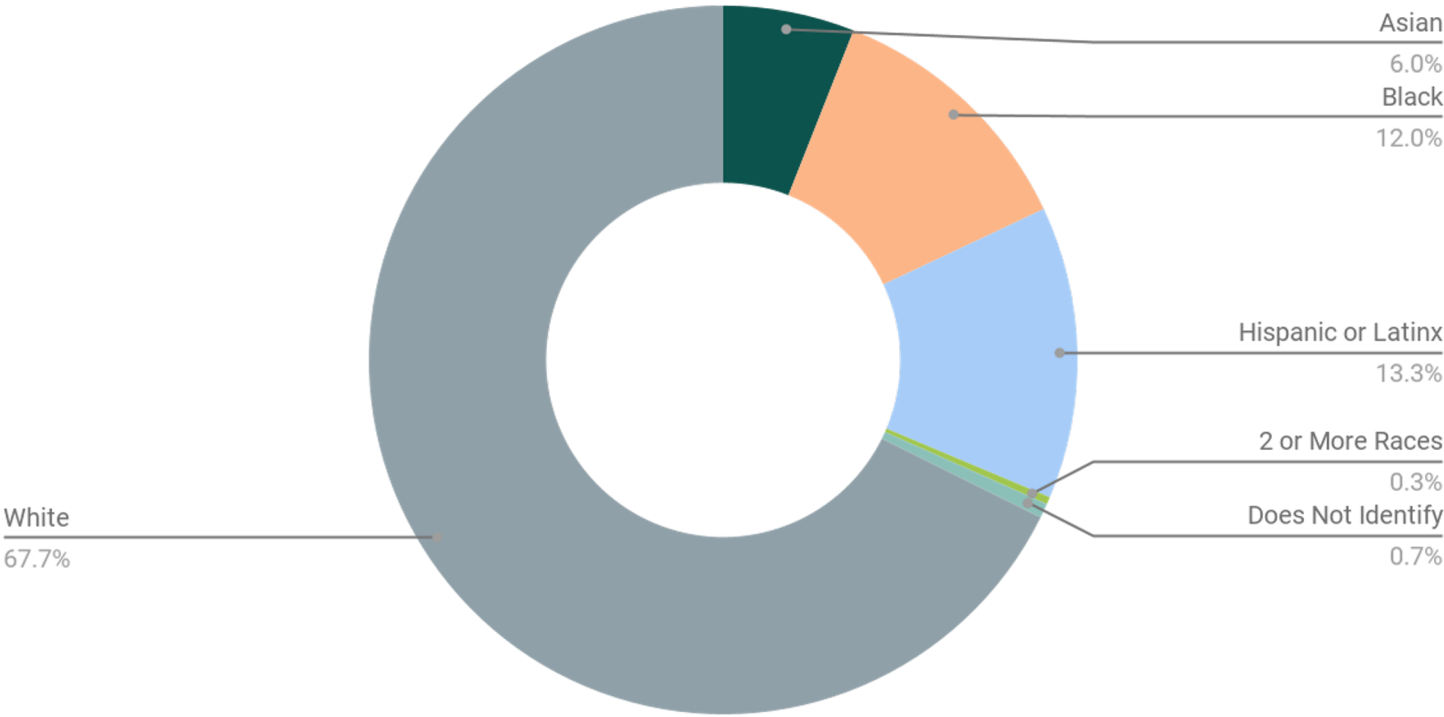
Gender Diversity of Leadership

DIRECTORS, VPs, SVPs, EVPs, & OWNERS



22Squared Employee Population Diversity

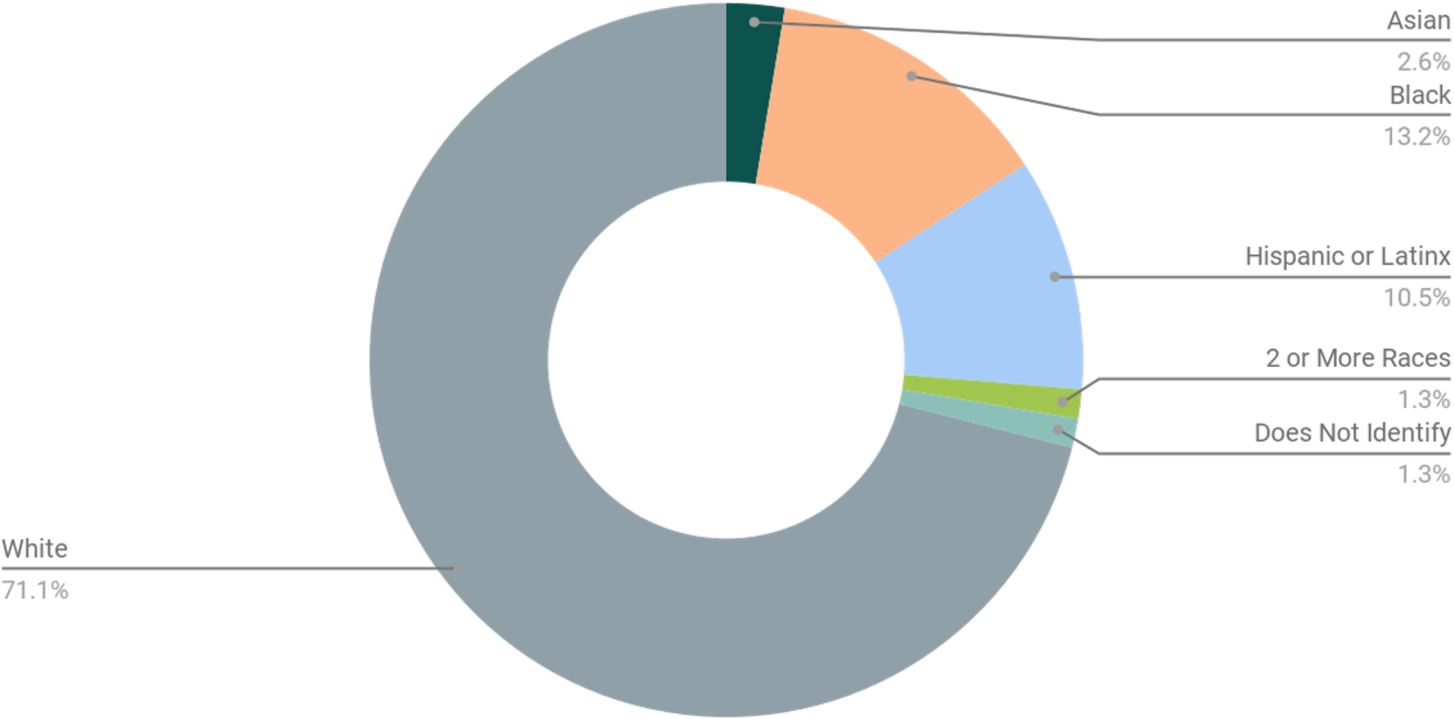
22SQUARED



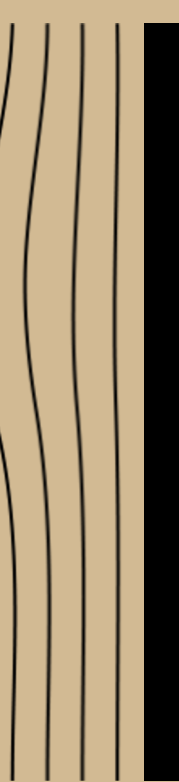
Race/Ethnicity	U.S. Population Census.gov July 1st 2019	22Squared Employees 300 Total	22Squared Leadership (Directors & VPs) 40 Total	22Squared Sr. Leadership (SVPs & Above) 24 Total
All BIPOC	42%	31.67%	20%	16.67%
Asian	6%	6%	5%	12.5%
Black	13%	12%	5%	4.17%
Hispanic or Latinx	18%	13.3%	10%	-
Hawaiian/Pacific Islander	0.2%	-	-	-
Native American	1%	-	-	-
2 or More Races	3%	.3%	-	-
White	60%	67.67%	77.5%	83.33%
Does Not Identify	-	.67%	2.5%	-

Trade School Employee Population Diversity

TRADE SCHOOL



Race/Ethnicity	U.S. Population Census.gov July 1st 2019	Trade School Employees 76 Total	Trade School Leadership (Directors & VPs) 7 Total	Trade School Sr. Leadership (SVPs & Above) 9 Total
All BIPOC	42%	27.6%	28.58%	11.11%
Asian	6%	2.6%	14.29%	-
Black	13%	13.2%	14.29%	11.11%
Hispanic or Latinx	18%	10.5%	-	-
Hawaiian/Pacific Islander	0.2%	-	-	-
Native American	1%	-	-	-
2 or More Races	3%	1.3%	-	-
White	60%	71.1%	71.43%	88.89%
Does Not Identify	-	1.3%	-	-



**In the last year,
our employee
population
became 44.58%
more racially
diverse.**

We are 100% employee owned and more than **50%** of our owners are **women**.

Our biggest area for improvement...well there are many and that's why we're here.



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Diversity Numbers

02

Commitment Updates ↘



Commitment to Our People

WHAT WE'VE ACCOMPLISHED

Striving for Equity

Every organization, at its most fundamental level, is a group of people. Guided by Good is committed to taking a methodical and deliberate approach to growing our group.

Our recruiting and hiring practices have evolved into a comprehensive, thoughtful approach that puts the organization and the individual on a more equal footing.

Diversifying the Pipeline

These agency initiatives are how GbG is paving a wider path to our front door and clearing obstacles for the applicants who may not have reached us before.

Advertising for Change

As a founding member of this Atlanta agency collective, we've created 360 advertising campaigns for nonprofits, mentorship of Black-owned agencies in Atlanta, and opportunities for conversation between Atlanta's diverse professional talent and those who seek to enter the field of advertising and know that they belong.

Internships

This year, our focus was on recruiting the most diverse group of student talent that we've ever assembled with over 50% of our interns coming from traditionally marginalized communities. The 2021 superclass of GbG interns was our best-ever, representing a wide range of nationalities, backgrounds, educational institutions, and advertising disciplines.

What we won with those efforts: shockingly good student project work that netted full-time job offers for six of our interns.

MAIP

For the 8th year running, we've integrated the 4A's MAIP interns into our homegrown internship program and supported the unique work that they do as part of the 4A's program.

At the end of each MAIP program, the 'Advertising For Change MVP' gets an on-the-spot job offer with the AFC agency of their choice, culminating this three-way partnership.

Mobilize

Our 48-hour hackathon for advertising, marketing, and communication students has been running for close to a decade, and much like our internship program, we invested our efforts in building out diverse teams. The student teams were paired with nonprofits to solve real-world problems with integrated campaigns.



**Commitment to
Our People**



**Commitment to
Our Culture**

WHAT WE'VE ACCOMPLISHED

Our Professional Home

Within these virtual walls, we are deliberate in creating the type of home that everyone can agree is: a respectful, safe place of belonging, where both collective and individual growth is fostered.

Creating Accountability

In order to achieve an environment of inclusivity, each person must believe in and embody our commitments. We believe that every person at GbG has the ability and the responsibility to lead our commitments at any and every level.

Audits and Reporting

In 2020, we promised to hold ourselves accountable with frequent assessments of the demographic composition of the organization. These periodic evaluations are the foundation for our framework of responsive and highly intentional hiring strategies that meet the unique needs of each team. An annual report is made available to the public on our site.

Diversity & Inclusion Action Plan

Each year, our executive leadership group charts the course for D&I growth, for both our people and our business. We then share our plan, initiatives, goals, and success metrics with the entire organization to drive the individual and collective ownership of D&I success.

Overhauling Our Benefits

2022 will usher in a new, wider range of enhanced benefits to more holistically support our people and positively impact their families, lifestyles, and overall health and well-being in this challenging era.

WHAT WE'VE ACCOMPLISHED:

Sustaining Our Culture

Good ideas can come from anywhere, so everyone is empowered to imagine and implement the kind of programming that can open hearts and change minds. We meet our people wherever they are with original programming and a customized curriculum. The range of resources is wide and rich; all are designed to provoke greater understanding and deeper respect for each other. Here are the shared spaces and thought pieces where we actively turned empathy into action:

Brave Spaces
Bleacher Talks
Netflix and Chat
D&I Toolkit
Culture Add/Culture Fit

Diversity in Leadership

Marian Wright Edelman said, "You can't be what you can't see." We believe that diverse representation in our leadership ranks is vital to access and equity. On average, we've driven a 50% increase in the diversity of our leadership at all levels, including welcoming our first Black partner to the ownership group.

Women now comprise 70% of Guided by Good, including our women leaders at each entity

Guided by Good:

- **Chief People Officer**
- **Chief Financial Officer and Board Member**
- **Chief Legal Officer**
- **Executive Director of Multicultural and Inclusion Strategy**

22Squared:

- **President and Chief Operating Officer**
- **Chief Financial Officer**
- **Chief Strategy Officer**
- **Two Managing Directors**
- **Two Executive Creative Directors**
- **Ten Department Heads**

Trade School:

- **President**
- **Managing Director**
- **Executive Director of Partnerships**
- **Three Department Heads**

WHAT WE'VE ACCOMPLISHED:

Light The Way Mentorship

In 2021, we piloted our Light The Way mentorship program with six diverse mentor/mentee pairings who will complete an original GbG curriculum that openly addresses the unique challenges that marginalized groups encounter in the workplace. Mentees learn directly from people who have lived through it, with the expectation that they, too, will work to Light the Way for others.

Our Investment Beyond Words

In order for D&I to be woven into the fabric of our DNA, we must financially invest in our initiatives and fairly compensate and support the people leading this important work. We have restructured our dedicated D&I roles to live at the Guided by Good level to ensure that our Executive Director of Multicultural and Inclusion Strategy works alongside our CEO and CPO. We also hired another dedicated D&I staff member.

We want all our leaders to be successful, influential, and, most importantly, impactful, so we have increased our capabilities for D&I training, widened our perspective on who gets access to executive leadership training and coaching, and invested in agency-wide training through LinkedIn Learning. We want all our leaders to be successful, influential, and, most importantly, impactful, so we have increased our capabilities for D&I training, widened our perspective on who gets access to executive leadership training and coaching, and invested in agency-wide training through LinkedIn Learning. In 2021, we invested over 7,000 hours into our overall programming and client-specific efforts, with over \$250,000 in budgets. And we'll grow from here.



**Commitment to
Our People**



**Commitment to
Our Culture**



**Commitment to
Inclusive Work**

WHAT WE'VE ACCOMPLISHED:

Inclusion Beyond Casting

It is time to shift from mass audience reach to mass audience representation. Mass audience representation is bigger than diverse casting. It starts at the brief with cultural insights, so it should be at the core.

Casting for the Business

In order to get to inclusive work, we're building a diverse workplace with people who hold inclusive mindsets at all levels (see our commitments to our people, as noted).

We have also increased our multicultural capabilities across the board by leading inclusive strategies with our existing clients and garnering new clients through our multicultural lens.

Department Training

We're in active collaboration with leads from all departments to forge inclusion strategies that are relevant and impactful to them; from Assistant Account Executives to department heads, and everyone in between.

Briefs

Inclusive creative starts with our Strategy Team, which pushes hard to look through the kaleidoscopic lens of heterogeneity for the pivotal insights and innovative segmentations that disrupt the way our work moves through the world.

Process and Tools

Getting to inclusive work is not any one single process; it's a seamless integration of new tools and key inflection points into our existing workflows. The evolution of our creative review process now has us building in D&I touchpoints from start to finish.

Inclusive Client Approach

We take an adaptive, customized and intentional approach to each brand in our client roster. Beyond the moral imperative, diverse and inclusive marketing is good for business. We educate, and guide, our clients on intentionally building inclusion into their business and not bolting it on. We are trusted partners in brand-building and connecting people and will meet our clients wherever they are on their journey.



**Commitment to
Our People**



**Commitment to
Our Culture**



**Commitment to
Inclusive Work**



**Commitment to
the Community**

WHAT WE'VE ACCOMPLISHED

Amplifying Action

We have many opportunities to speak to, and for, the forgotten; so let's use our megaphone to amplify action. Our social responsibility is to think and act beyond our walls, and beyond our clients' walls, to create a more just future that we want to do business in.

Count Me In

We launched the Count Me In site this year to provide access to resources for organizations that are starting out on their own D&I journey. We'll continue to update the site with the original GbG content that we're building on our path to a more diverse, equitable, and inclusive workplace.

Philanthropy Through Pro Bono Work

Like other progressive organizations, for many years, we have used our resources to amplify awareness and action for various non-profit organizations. This year, we've stepped it up a notch by partnering with **LA Pride** to create an international advertising campaign to get people excited about virtual pride.

We also took on an unexpected project with Morris Brown College, which recently regained its accreditation after a 20-year hiatus, to help them reclaim their prominence as an institution for Black education and excellence in Atlanta. Trade School created a TV spot, and 22Squared secured media donations to run a multi-channel awareness campaign. We are excited to watch **Morris Brown College** grow and thrive right here in our own backyard.

Our donated time, resources, media, and hard costs for our pro bono work are the ways we contribute to the community in the most impactful way. We have also given direct contributions to amplify the efforts of the following organizations:

Stop Asian Hate

The Thurgood Marshall College Fund

AARP

Lost-n-Found Youth

Youth Automotive Training Center

Deliver The Dream

The Home Depot Foundation

The NAACP Legal Defense and Education Fund

The NAACP Atlanta Chapter

WHAT WE'VE ACCOMPLISHED

Advertising for Change

Our 2021 Multicultural Advertising Internship Program (MAIP) interns partnered with Goodwill Industries, Inc. to create awareness around their mission of getting people back to work, especially in a pandemic. Because the interns did such an amazing job, AFC provided funding to Goodwill Industries, Inc. to bring the campaign to life.

Volunteer Time

All GbG associates are given one paid week per year to spend on volunteerism in their own communities and to support the cause of their choice.

Additionally, we offer one month of service leave after two years of being a part of the GbG family, and in 2022 we will be offering a non-service based sabbatical.



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Diversity Numbers

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Commitment Updates

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Looking Ahead ↘

WHAT COMES NEXT:

Guided by Good's Goals

Our commitment to driving meaningful change, inside and outside our walls, continues to escalate. While we're proud of how far we've come over the last seven years, we stay resolutely focused on what we'll do next.

Our Leadership

We're investing in the upward mobility of our diverse leaders to break through the VP ceiling and build out our highest ranks with wider representation.

Hiring Process Evolution

In 2022, we're implementing new recruitment strategies that continue to dismantle barriers to our workplace diversity. We're reevaluating our job descriptions to remove bias from our hiring requirements. Furthermore, we're layering steps into our hiring process to create more accountable collaborations between our recruiters and hiring managers.

Inclusive Work

We're challenging ourselves to do **research with diverse communities**, not research on diverse communities. In order to truly live up to this, we must stretch our arms further to recruit and hire talent with different variations of diversity beyond race, ethnicity, and gender.

Hiring for inclusion, across the board and at all levels, is the cornerstone of our agency-wide process for inclusive work, impacting everything from concepts to casting to production.

We're also exploring partnerships with creative, production, and other groups that are aligned with our D&I mission and vision.

WHAT WE'VE ACCOMPLISHED

D&I Council Structure

Our council has always been composed of people from all races, backgrounds, departments, and levels coming together to bridge the gaps in our culture through events and honest conversation. That will always be at this team's core.

Going forward, our council will be structured to drive greater impact on individual people, the work, and the community, as well as the culture at large. To do this, we're bringing a wider breadth of perspectives to the table so we can do more for veterans, the neurodivergent, LGBTQ+ folks, people with disabilities, people who are gender non-conforming, BIPOC, and people whose families reflect the rapidly evolving definition of the word.

Evolving How People Identify

We're enhancing our new hire intake process and paperwork to expand our categorizations of gender, race and ethnicity, sexual orientation, veteran status, etc. We want to ensure we're meeting the needs of all of our people and creating a platform for everyone to identify as, and be, who they truly are.

A Space for Cultural Observances

We're committed to creating space for our people to celebrate and be who they are. A space where everyone can openly engage with all aspects of their heritage, and where we respect each other's cultural and religious observances and aim to create spaces that enable such celebration

WHAT WE'VE ACCOMPLISHED

Allyship for Women

The 2021 McKinsey "Women in the Workplace" study confirmed what we already knew: organizations are still failing women of color, LGBTQ+ women, and women with disabilities. To address that, we're putting allies into action with training on becoming an active bystander; we're providing tools to support women; and setting the expectation for zero tolerance of microaggressions against women of marginalized communities, and replacing them with micro affirmations.



Thank You!

Guided by Good



Learn more at countmein.guidedbygood.com