



SJR DIVERSITY, EQUITY & BELONGING REPORT



2022



A WPP COMPANY

MARCH 15, 2023

EXECUTIVE SUMMARY

We are storytellers and content strategists. We help our clients build brand narratives, deliver insights to their audiences, and position themselves as thought leaders. But it's our people who bring the magic every day, using the power of images and words to drive impact and change for our clients – all while embedding diversity, equity, and inclusion principles into their work.

To help support our employees' efforts and well-being, we strive to show up for them. At SJR, we are guided by a series of commitments to help us foster a culture that allows everyone to be their authentic selves. We've committed to building a diverse and representative community that is nurturing and empowering; to creating a culture of belonging where everyone feels valued and respected; and to amplifying the unique voices of our colleagues, community, and clients.

How do we put our values into practice?

We are being more intentional about developing a pipeline of talent that reflects our world at large. We are increasing our efforts to retain our employees and provide them with growth opportunities. We are building a culture of belonging by honoring and celebrating the lived experiences of our staff. We are communicating our values to our external audiences. And we are partnering with our clients and using our influence to help them leverage their resources intentionally while supporting their diversity and inclusion efforts. This annual report helps bring our vision and commitments into focus. It is both reflective and a blueprint for the future. It outlines the work that's being done to get us where we are now and help us set goals for the next year and beyond.

WE KNOW THAT SUSTAINING A CULTURE OF BELONGING TAKES WORK, BUT IT'S CRITICAL AND NECESSARY. IT REQUIRES INTENTION, STRATEGY, AND A COMMITMENT FROM US ALL.

– SJR Global DE&B Committee



CANADA TEAM

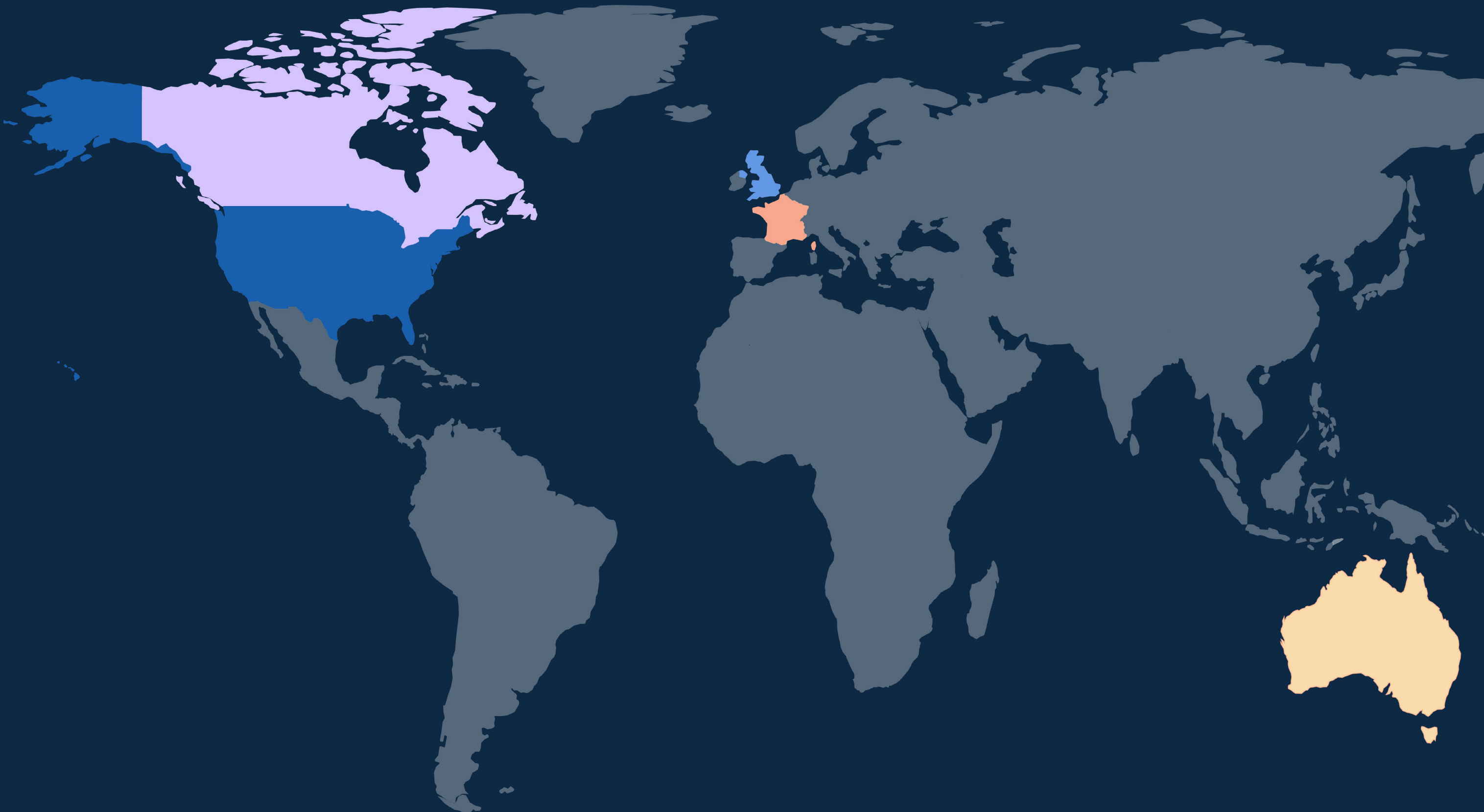
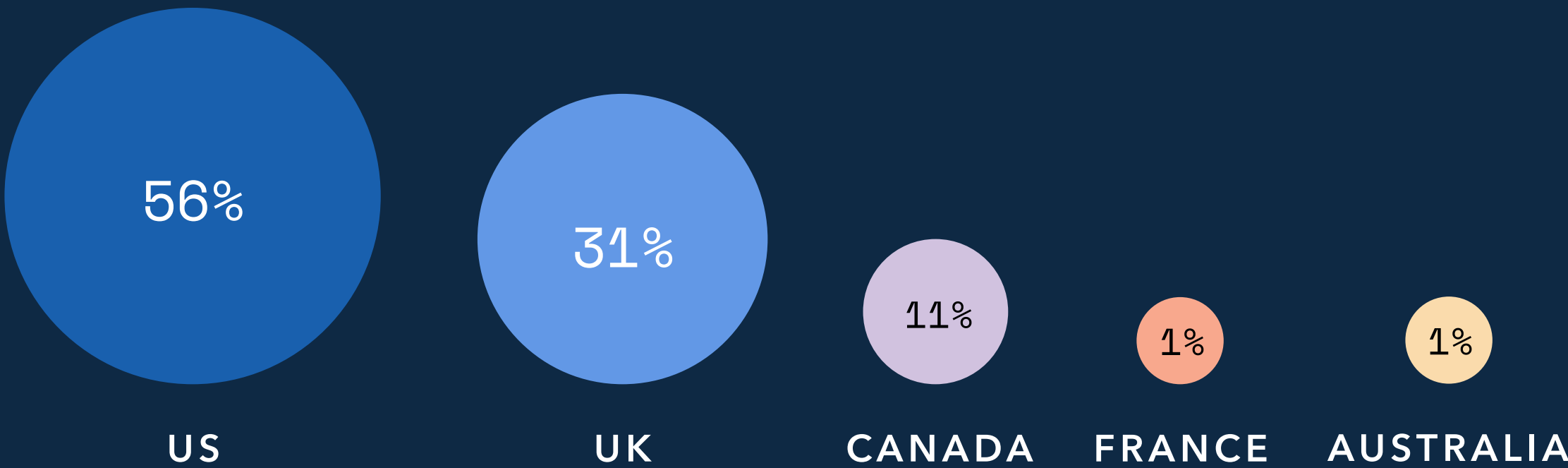
WHO WE ARE

WORKFORCE DEMOGRAPHICS

SJR represents 249 employees in six offices with headquarters across three continents.

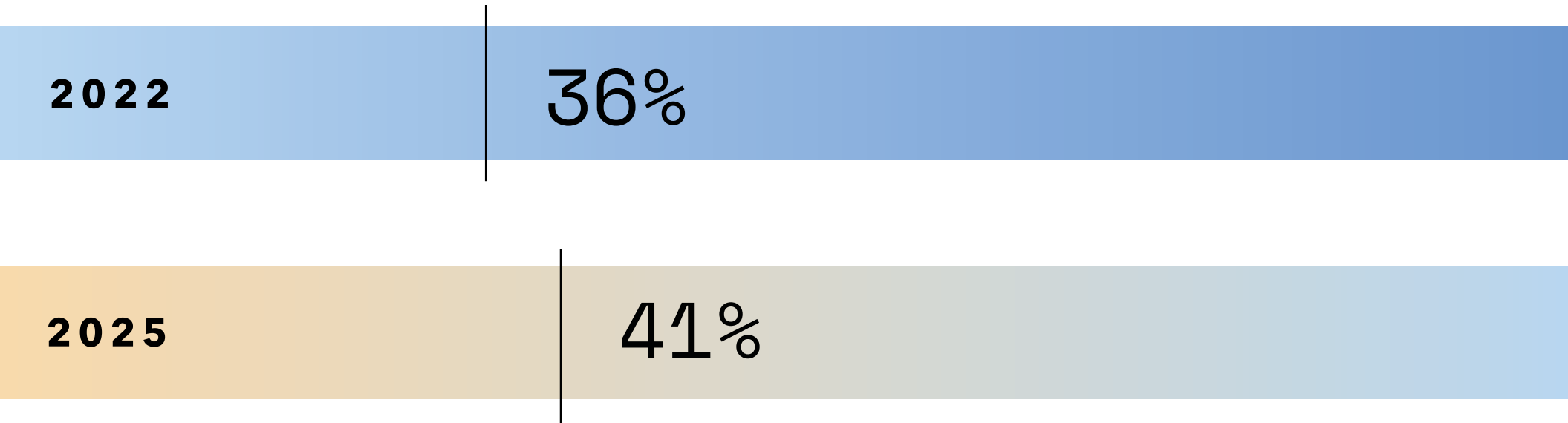
Our ambition is to increase representation across all levels of the organization, creating a culture where everyone feels like they belong. A major focus area for us in 2022 was expanding our data collection and holding ourselves accountable by being purposeful in how we leverage this data to inform business decisions and drive measurable progress. Demographic data is collected via voluntary employee self-identification in BambooHR, our employee engagement platform, and includes age, gender, race/ethnicity, military status, and disability status.

NUMBER OF GLOBAL EMPLOYEES



Our parent company, WPP, published workforce diversity data in its 2021 Sustainability Report. Aligned with WPP, SJR strives for gender parity at all levels of our business and to advance racial equity.

Of our workforce who self-identified, 36% were BIPOC (Black, Indigenous and People of Color) or another ethnic minority. We’ve set an aspirational goal to increase our BIPOC/ethnic minority representation to 41% by 2025.



“
IT’S VERY IMPORTANT TO ME
THAT WE HAVE A CULTURE WHERE
WOMEN CAN THRIVE, ADVANCE IN
THEIR CAREERS, AND EMPOWER AND
MOTIVATE OTHERS TO DO THE SAME”

– Selena Cameron, global CEO

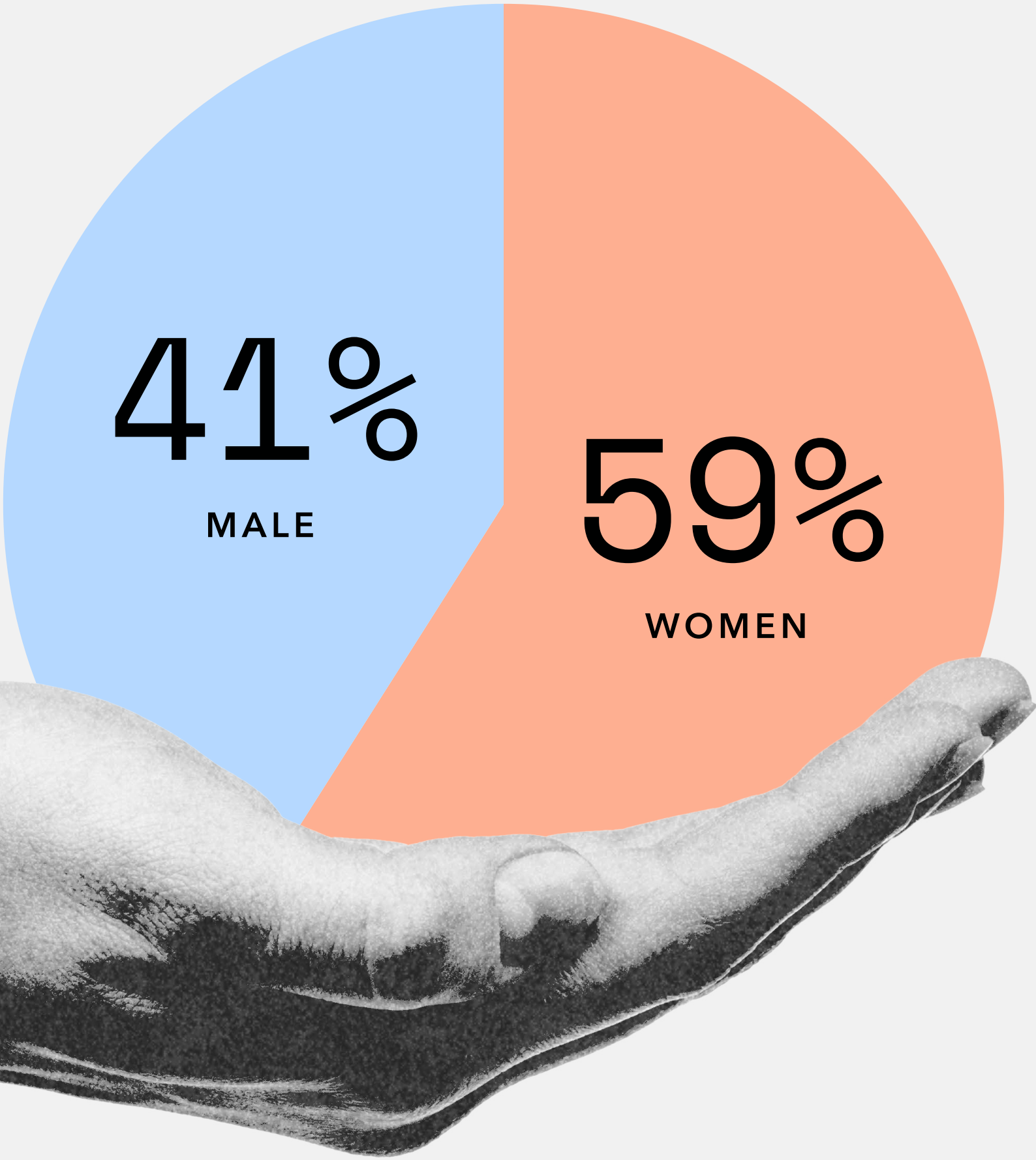


We continue to see a strong representation of women at SJR – 59% of all employees globally.

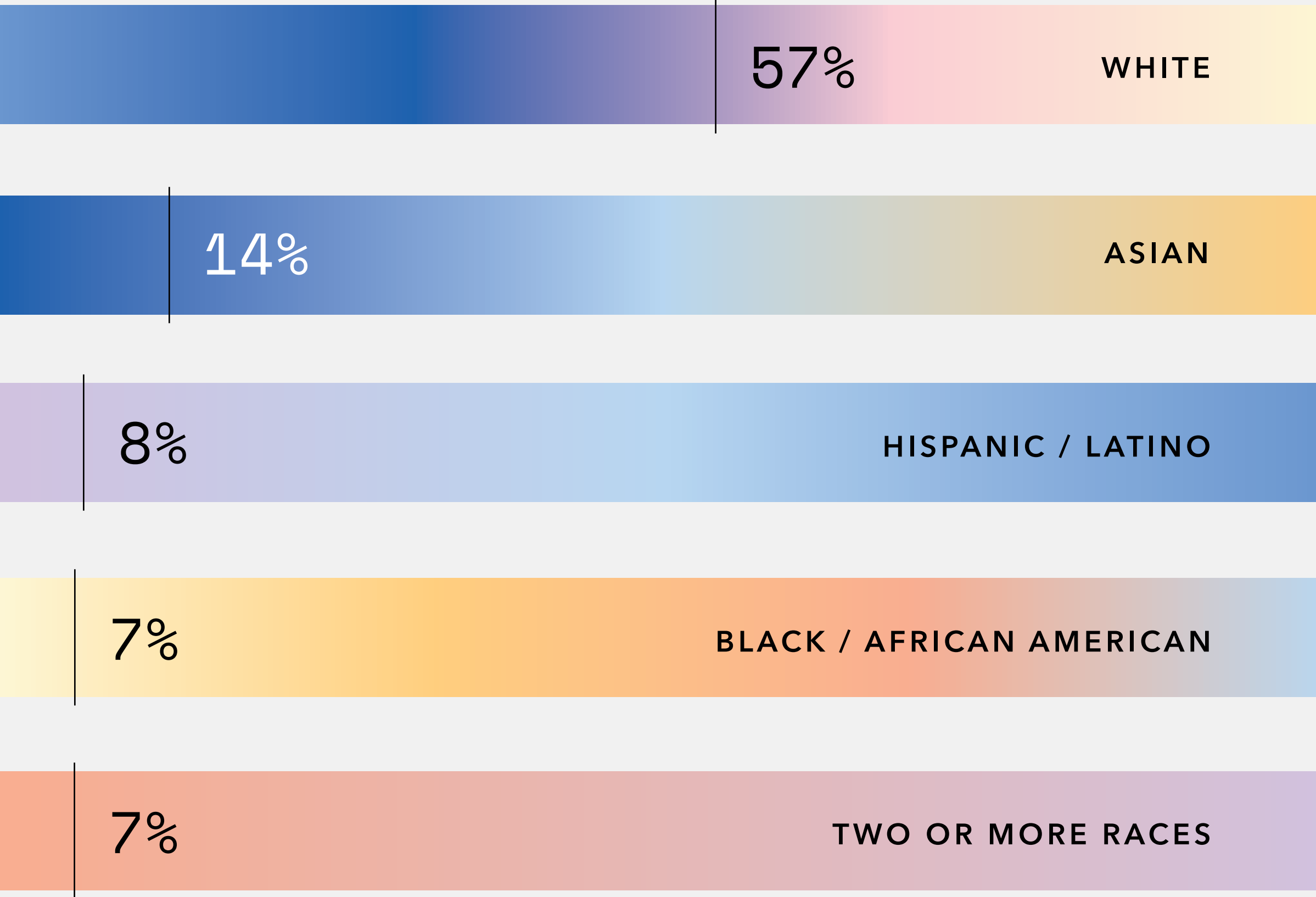
Our ambition is to have a more diverse candidate pool from all underrepresented backgrounds and increase identification of LGBTQIA+ persons, differing ability levels, and veterans.

To reach this goal, our Global Diversity, Equity, and Belonging (DE&B) committee is working with our People teams to continue operationalizing our strategy. This includes implementing strategic hiring initiatives, building communities, investing in our diverse population, and building a more diverse pipeline of client work.

WORKFORCE BY GENDER (GLOBAL)



WORKFORCE BY RACE/ETHNICITY (GLOBAL)



7% of the workforce chose to not disclose their race and ethnicity.

Data collection and analysis will support us as we continue to grow and progress in our endeavors – allowing us to assess our DE&B strategy to look for goals and opportunities that advance equity and inclusion in our workplace.

“
REPRESENTATION MATTERS BECAUSE
EVERYONE BRINGS THEIR OWN EXPERIENCES
INTO THE ROOM, AND THAT’S HOW WE
ELEVATE OUR CREATIVITY.”

– Christina Joseph Robinson, chair, Global DE&B Committee



WHAT WE BELIEVE

VISION, COMMITMENT, AND PILLARS

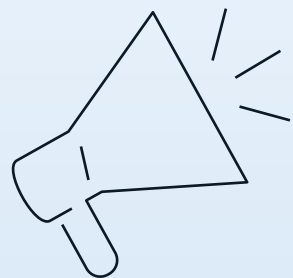
SJR is a community of talented people working together to create transformative content. But that transformation starts from within. That’s why Diversity, Equity, and Belonging (DE&B) must be the foundation of our culture and embedded in everything we do.

We hold ourselves accountable to our commitments and four key pillars: recruitment, retention & culture, community outreach, and client engagement.



Recruitment

We’re doubling down on our efforts to build a truly inclusive organization by tapping into a diverse pipeline of talent with varying experiences, perspectives, and backgrounds.



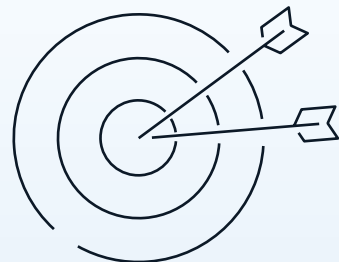
Retention & Culture

We’re collaborating across continents to nurture a culture where everyone feels valued, heard, and understood, and we’re investing in opportunities for continuous learning and growth.



Community Outreach

We aim to foster belonging and allyship within our communities and societies.



Client Engagement

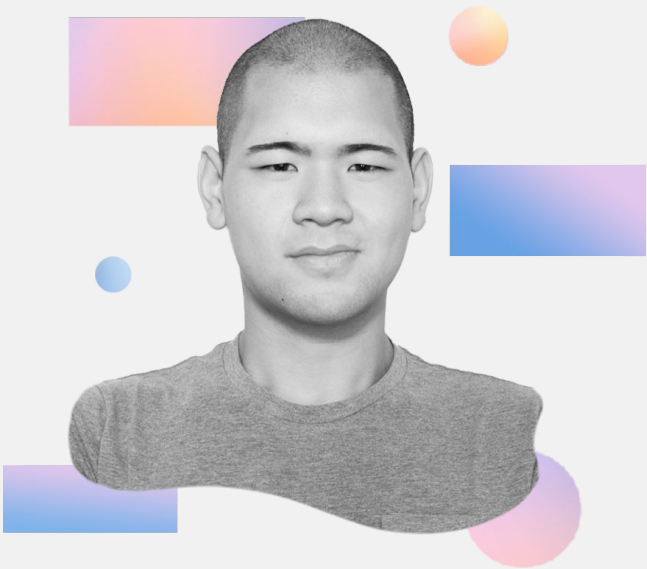
We’re committed to demonstrating dedication through action and being a force for good and growth within our industry.

Our program was launched in Q4 2021, and while still in its infancy, it has become part of our values, recruitment efforts, and ongoing programming across SJR.

WHAT WE DO

EMPLOYEE EXPERIENCE

We want SJR to be a place where you can bring your authentic self to work. A creative hub full of a variety of individuals, experiences, and ideas where we create awe-inspiring work. Every day, we are finding new ways to connect with one another, because we know that a diverse workforce and an inclusive workplace boost creativity and innovation. From our DE&B newsletter to our [company newsroom](#) to local gatherings, we're making space and giving our colleagues the tools to broaden their cultural competency.



“

The culture at SJR is inclusive, uplifting, and diverse. It's overwhelmingly encouraging to see so many complex lived and cultural experiences at a company, many of which help inform and drive the great work we do. The many events, activities, and causes SJR champions speak further to its supportive culture and the importance of the DE&B Committee and the great work they do for every office!”

– Michael Tong, senior art director, Canada



“

I feel like you have space to be yourself at SJR. It's a fun melting pot of people from different backgrounds, nationalities, talents, and experiences. It brings a new dimension to our culture and the work we do for clients.”

– Smilla Balletto, account director, UK & France



“

I'm grateful that I visited the office for a number of reasons, but the main one is that I met other Latino people that work at SJR. Talking with them and hanging out with them goes a long way in making me feel seen and represented.”

– David Harrison, associate editor, US

BUILDING A CULTURE OF BELONGING

We know that building a culture of belonging means being open to feedback and receptive to shifting our approach so all our employees feel included and respected. In 2022, our Global DE&B Committee held a series of Building Belonging sessions to amplify our vision and commitments to diversity, equity, and belonging. It was also an opportunity to highlight that each of us has a role to play in fulfilling our DE&B vision.

As a result, we received some feedback around normalizing the use of personal pronouns and collecting demographic data related to our LGBTQIA+ community – and responded accordingly. We realize that how people address you matters both physically and emotionally. Using the correct pronouns creates space to honor and celebrate people’s multiple, diverse, and intersecting identities. To honor every individual’s personal preference, we updated our company directory to allow individuals to indicate their personal pronouns.

We also expanded our demographic categories in our HR reporting as it relates to gender identity. This move will allow us to gain a more accurate reflection of our SJR community. With these insights, we can develop strategies on how to recruit and retain talent from underrepresented communities, which includes those who identify as LGBTQIA+.

UK BISCUIT COMPETITION



UK CHARITY COFFEE MORNING



US LUNAR NEW YEAR CALLIGRAPHY CLASS



US CHEEKY SANDWICHES FOR BHM



UK SCAVENGER HUNT



SHARING OUR DIVERSE EXPERIENCES

In 2022, we started our monthly Diversity, Equity, and Belonging newsletter, *The Collective*, which is distributed globally to our entire workforce. It’s a place where we share news that celebrates SJR’s diverse community and amplifies the unique voices, experiences, and perspectives of our colleagues, community, and clients globally.

One way we’ve approached normalizing disability in the workplace was to feature a presentation created by an employee who highlighted what it means to be dyslexic, aiming to help others understand how a dyslexic person sees the world. In response to a rise in violence against Asians and Jews, we encouraged employees to take bystander intervention trainings during Asian American Pacific Islander (AAPI) and Jewish Heritage Months, and featured quotes from colleagues about what they learned in the class. We’ve reflected on the service and sacrifice of veterans and explored the intersection of identity and race during UK Black Pride.

Our intention is to create connections and gain a better appreciation of the dynamic individuals who make up our SJR family. And by providing this space for our colleagues to reflect and celebrate, we’ve increased our efforts to create more opportunities for them to build community and share experiences together through curated in-person events and gatherings.



THE COLLECTIVE

Dis·a·bil·i·ty

/dise·biled/ noun

A physical or mental condition that limits a person's movements, senses, or activities



International Day of Persons With Disabilities

Celebrated annually on December 3, the day is meant to promote awareness and understanding of disability issues, as well as support for the rights and well-being of persons with disabilities. The observance was first proclaimed in 1992 by the United Nations General Assembly and has a different theme each year. This year’s theme is “Transformative solutions for inclusive development: the role of innovation in fueling an accessible and equitable world.” Across the globe, there will be dialogues about inclusive development in three topics: how it can be applied in the workplace, how it reduces inequality, and how it has succeeded in the sports industry.

DIVERSITY AWARENESS CALENDAR

- World AIDS Day, Thursday, Dec. 1



THIS MONTH

A Declaration of Human Rights

Saturday, Dec. 10

What's This About

Human Rights Day is celebrated every year on December 10 to mark the day in 1948 when the United Nations General Assembly adopted the Universal Declaration of Human Rights (UDHR). The UDHR enshrines the fundamental rights all human beings are entitled to, regardless of gender, religion, ethnicity, nationality, political views, or any other status. Available in more than 500 languages, it's the most translated document in the world.



Welcome to SJR's Inspiring Figures Newsletter Pride Edition

Each week of June we're highlighting some of the LGBTQ+ people who have inspired our team. And we'd love to hear about the people who matter to you! Please send your nominations to our regional Belonging@SJR rep, Kate Arthur. (Nominations can be anonymous if you'd prefer to just share some amazing people)



Lou Reed

Nominated by: Ben Graham

Who they were

Singer/songwriter of the Velvet Underground and decades long solo career, Reed's a discography ranges from '60s experimentalism and unnervingly dark pop music to [deliberately unlistenable](#) soundscapes. Endlessly influential, Reed produced multiple classic albums every decade of his working life with shifting perspectives and genders of narrators a key feature.

While Reed was always evasive about defining his sexuality (most now consider him to have been bisexual) he recounted being forced to undergo electroshock therapy as a teenager to "discourage homosexual feelings" and challenge heteronormative society throughout his career.

Why I nominated them

Like Velvet Undergrounds initial manager and collaborator Andy Warhol, Reed craved mainstream success and fame. However, his songs are always intrinsically drawn to those society had pushed to the fringes – sex workers, drug addicts, and transgender people, many of whom were friends, partners and inspirations in some of his most poignant pieces.

Trans and multigender people in-particular played roles in his life and works that feel decades ahead of the time.

In the world of classic rock that's often dominated by lads and dads it's important to acknowledge the influence of LGBTQ+ people in pushing it forward."

Virginia Woolf

Nominated by: Mia Teixeira

Who they were

Virginia Woolf was an English writer, considered one of the most important modernist 20th-century authors and a pioneer in the use of stream of consciousness as a narrative device. Woolf's work captures the fast-changing world in which she was working, from transformations in gender roles, sexuality, and class to technologies such as cars, airplanes and cinema. In 1928, Virginia Woolf



DYSLEXIA AWARENESS WEEK

03-09 OCTOBER 2022

Dyslexia Awareness Week: Breaking Through Barriers

Dyslexia Awareness Week is an opportunity to build understanding of dyslexia, highlighting both the strengths and challenges it may bring. This year's theme looks at how those living with dyslexia have overcome obstacles in their lives, this could be during education, work, or general day-to-day living.

Dyslexia influences **at least 1 in 10 people** and is a genetic difference in an individual's ability to learn and process information.

DYSLEXIA

is a learning difficulty which primarily affects reading and writing skills.

Dyslexia is about information processing.

Dyslexic people may have difficulty processing and remembering information they see and hear, which can affect learning and the acquisition of literacy skills. It can range from mild to severe, and it can co-occur with other learning difficulties. It usually runs in families and is a life-long condition.

It is important to remember that there are positives to thinking differently. Many dyslexic people show strengths in areas such as **reasoning** and **in visual and creative fields**.

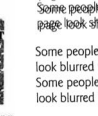
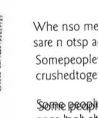
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The government classifies dyslexia as a disability. However, while it certainly brings challenges, I believe it is not. It is a normal, healthy and desirable part of neurodiversity - **our brains are all different**. It is our education system that is disabling this minority, whose minds do not work in the way that education is designed to teach. One day our education system will also be diverse, and **everyone will be taught in a way that allows them to reach their potential**.

Jim Rokos, curator of Dyslexic Design

VISUALS

What is it like reading with dyslexia?



When no one looks at a page they are sure it is right and correct. Some people have dyslexia and see words all crunched together when they try to read.

Some people who have dyslexia say that the words on a page look shadowed or doubled when they try to read. Some people who have dyslexia say that the words on a page look shadowed or doubled when they try to read.

Some people with dyslexia say that the words on a page look blurred from a central point when they try to read them. Some people with dyslexia say that the words on a page look blurred from a central point when they try to read them.

EXTRA LINKS:
[Watch Dyslexia PSA](#)
[Why dyslexia makes you a great designer](#)
[Designing with dyslexia is 'a cognitive plus'](#)
[The Typographic Project Designed to Help People Understand Dyslexia](#)
[Dyslexic Design Thinking](#)
[British Dyslexic Association](#)

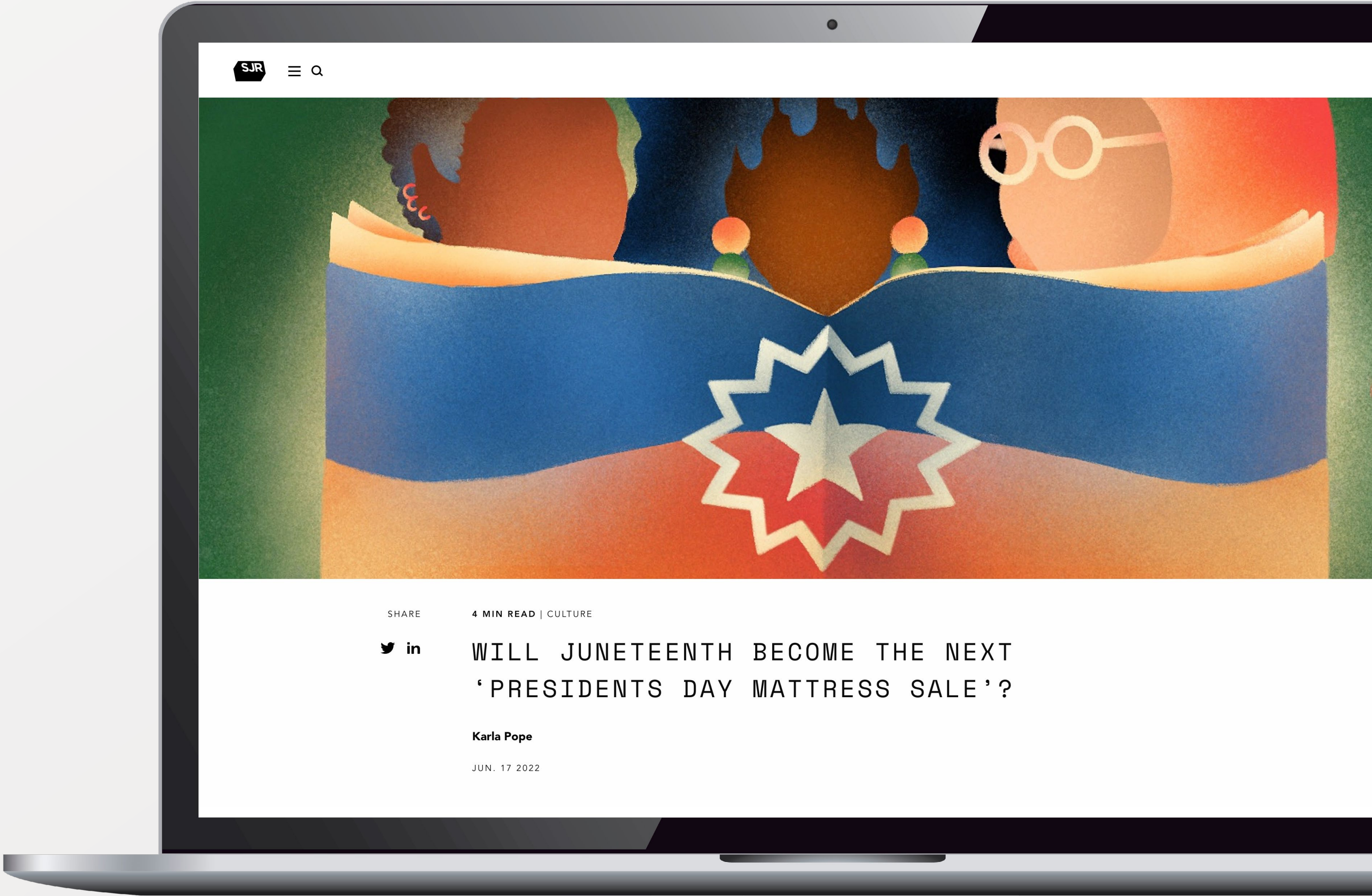
Thank you for reading!



Our SJR Newsroom provides our take on the trends shaping content, including insights on how our colleagues in the industry should embed inclusion into their practices.

COMMUNICATING BEST PRACTICES FOR CELEBRATING CULTURAL EVENTS

When Juneteenth, the day commemorating the end of slavery in the United States, became a federal holiday on June 17, 2021, its commercialization was imminent. The following year, the floodgates opened for marketers, and an onslaught of items instantly became Juneteenth “relevant.” From ice cream to salads, an influx of companies attempted to cash in on the new holiday – but not without backlash and pushback from the community. As a leader in the space, we decided to dig deeper and ask industry experts and professionals **their thoughts surrounding the controversy** to get their advice on how we can help fellow marketers and companies get it right.



ELEVATING OUR WORK WITH AN EYE FOR INCLUSION

SJR’s copy editors and designers are integral components of the high-level work we produce for our clients, but that quality control extends beyond ensuring typo-free text and stunning visuals. We created this **mock article** to show how SJR’s copy editors and designers apply an eye for inclusion to the work we create. Clients can count on us to catch near misses before publication and dissemination, and we get to help shift mass quantities of content – and perhaps public perception – toward a more inclusive and inviting way of being.



● DESIGN EDITOR
Representation matters. Think about whom you are excluding here.

To do them right, go for quality and quantity. That means messages from the CEO and C-suite that are relevant and timely as well as unexpected and personal. Encourage all managers to keep an ear out for things their direct reports have done that warrant kudos. It’s important to create face time and share some positive news more often than during review cycles. Follow up any congratulations with a personalized email to those individuals: *Hi Lily, your manager let me know how pivotal you were to the company’s banner year, and by that of course I mean breaking our fourth-quarter earnings goal. You picked the low-hanging fruit where others left it to rot, and doing so truly moved the needle. I’m here to tell you that your solutioneering absolutely ‘goes noticed’ and I am grateful that you’re a part of this company.*

● COPY EDITOR
Couple of legibility points here:
— Let’s break this graf in half.
— Use indentions (not italics) to set off the note from the CEO.

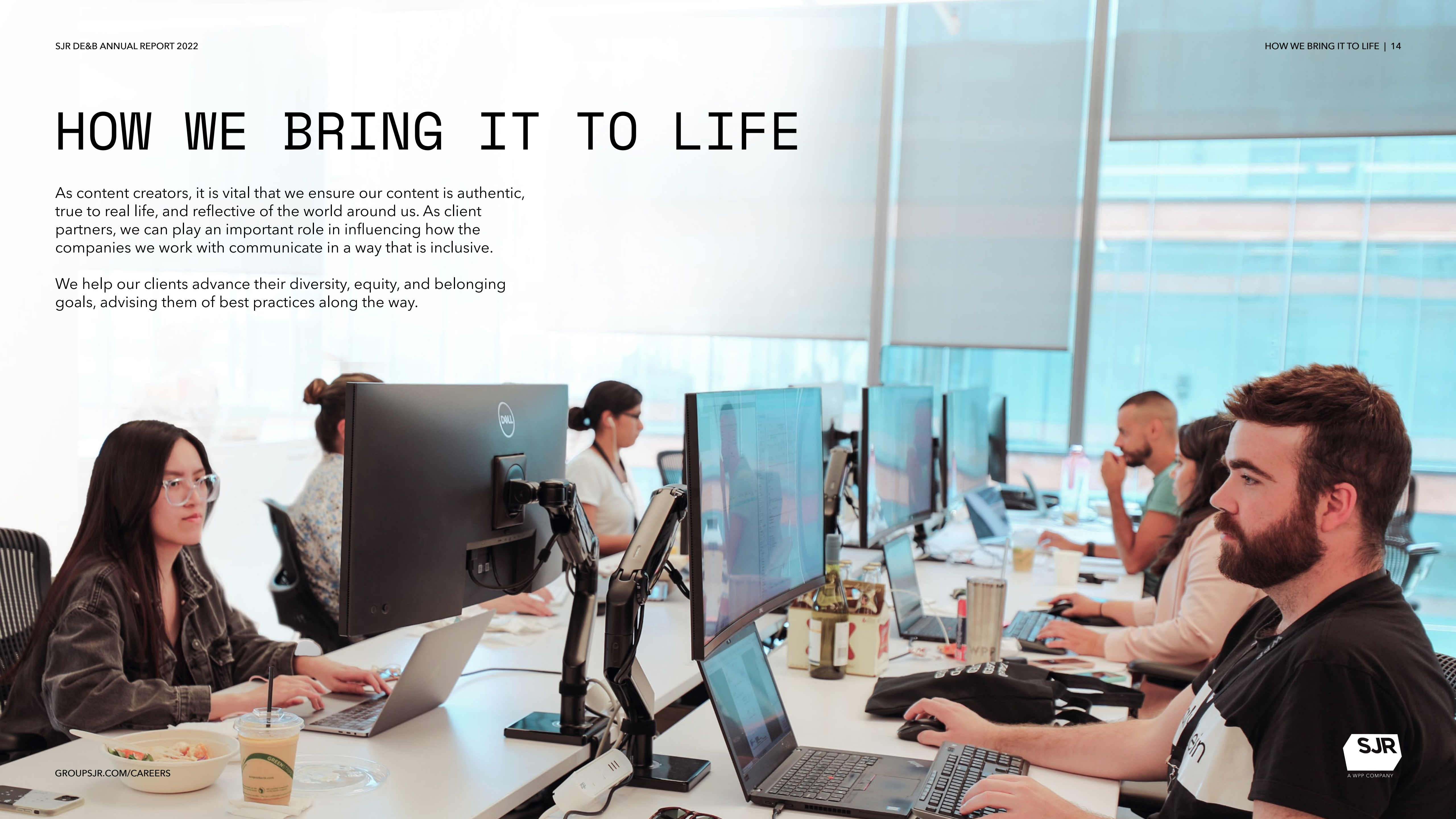
● COPY EDITOR
Consider whether this sample note is necessary. If we keep it, we need to remove the business jargon peppered throughout.

Quality means video meetings that are fun. Yep, fun. Not every single meeting is going to be a trip to Six Flags, but some should be. Remember, the purpose of them is to ramp up company culture, so they are extra by nature. Consider the best variety shows and what makes them work. And, last but not least, incorporate some healthy competition and rewards. Prizes are up to your discretion! (But tossing some gift cards your employees’ way is never a bad idea!)

HOW WE BRING IT TO LIFE

As content creators, it is vital that we ensure our content is authentic, true to real life, and reflective of the world around us. As client partners, we can play an important role in influencing how the companies we work with communicate in a way that is inclusive.

We help our clients advance their diversity, equity, and belonging goals, advising them of best practices along the way.

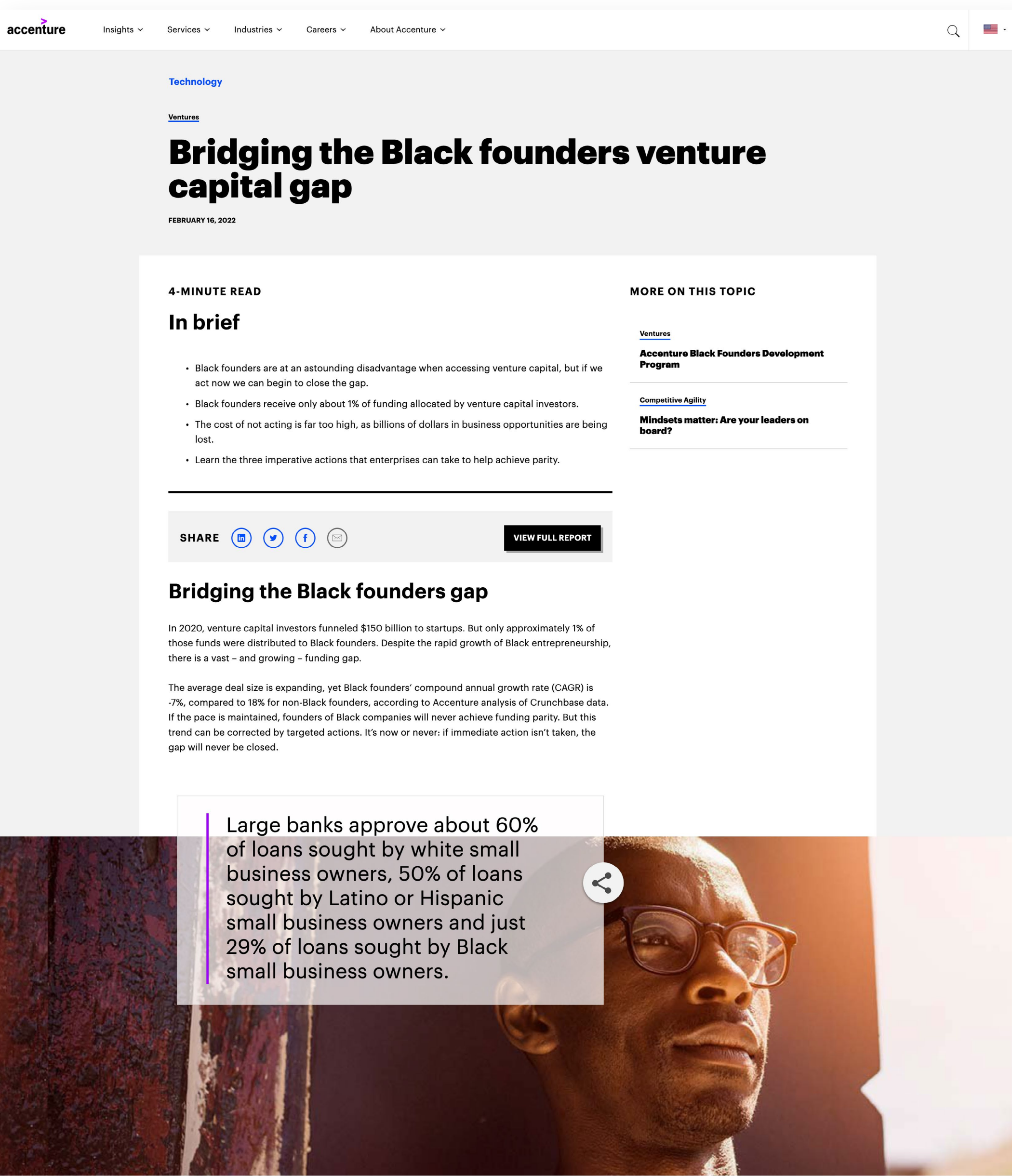


BRIDGING THE BLACK FOUNDERS GAP WITH ACCENTURE

The racial wealth gap continues to widen, and one area where growth remains stagnant is lack of access to capital funds for Black entrepreneurs. Black founders are at an astounding disadvantage when accessing venture capital:

They receive only about 1% of funding allocated by venture capital investors. But acting now can help to start closing the gap.

We worked with Accenture to explain their research and findings, highlighting **three imperative actions that enterprises can take to help achieve parity.**



AMPLIFYING TOYOTA'S COMMITMENT TO D&I

Respect for People is Toyota's North Star, and SJR continues to work with the mobility company's North American headquarters to help amplify its commitment to diversity and inclusion (D&I).



Toyota practices D&I in everything from workforce development, community sustainability, and continued support for multicultural communities, to hiring persons with disabilities and creating a workplace where everyone can belong. Over the course of 2022, SJR identified an array of milestones for the **Toyota** and **Lexus** newsrooms, showcasing how fostering a community of belonging is part of Toyota's DNA.

We captured why Toyota employees participate in business partnering groups – also known as employee resource groups – such as **Spectrum** for LGBTQ+ employees and allies and **TODOS** for Hispanic and Latino employees. We leveraged a **video interview with a Toyota employee** and member of the Toyota Veterans Association (TVA) to create a unique content piece. The article explained why TVA brought “The



Wall That Heals,” a replica of the Vietnam Veterans Memorial, to Toyota's manufacturing plant in San Antonio for employees and the public to view. And we highlighted why it's important for the growing mobility company to **make space for ToyotAbility**, a group made up of employees who are personally impacted by or who want to be an ally for those with physical, invisible, temporary, and permanent disabilities as well as neurodiversity. SJR also helped readers explore

the significant African American history near the cities that Toyota's manufacturing plants call home with **this infographic and guide**. And we featured the **Toyota Mentoring Program**, an initiative designed to create a culture that consistently supports and promotes diverse supplier engagement.

Women's leadership development is a top priority for Toyota, so in honor of International Women's Day, we created quote cards for social and the web highlighting some of the female **Toyota** and **Lexus** employees who love working in the industry. During Women's History Month, we explored **how Toyota cultivates an ecosystem that supports its female employees**. And for International Women in Engineering Day, **we celebrated the women behind some of Toyota's most innovative patents**.



SUPPORTING TOYOTA’S PARALYMPIC MOVEMENT

Toyota has been an active supporter of Paralympic athletes and adaptive sports, so our team had the opportunity to amplify a variety of stories in support of recent company milestones. These efforts resulted in a steady cadence of engaging stories grounded in Toyota’s content pillars.

2022 STORIES INCLUDE:



Profile feature story for each Team Toyota Paralympian



A **spotlight on the Big Game ad that featured** Canadian Paralympian and Global Team Toyota Athlete Brian McKeever and his brother, Robin



An **explainer on the first-ever Toyota Sit-Ski**, a project to support athletes even further as they chase their dreams



Coverage of Toyota’s **U.S. Paralympic Fund**, a first-of-its kind program offering monetary support and sponsorship opportunities to all eligible U.S. Paralympic athletes



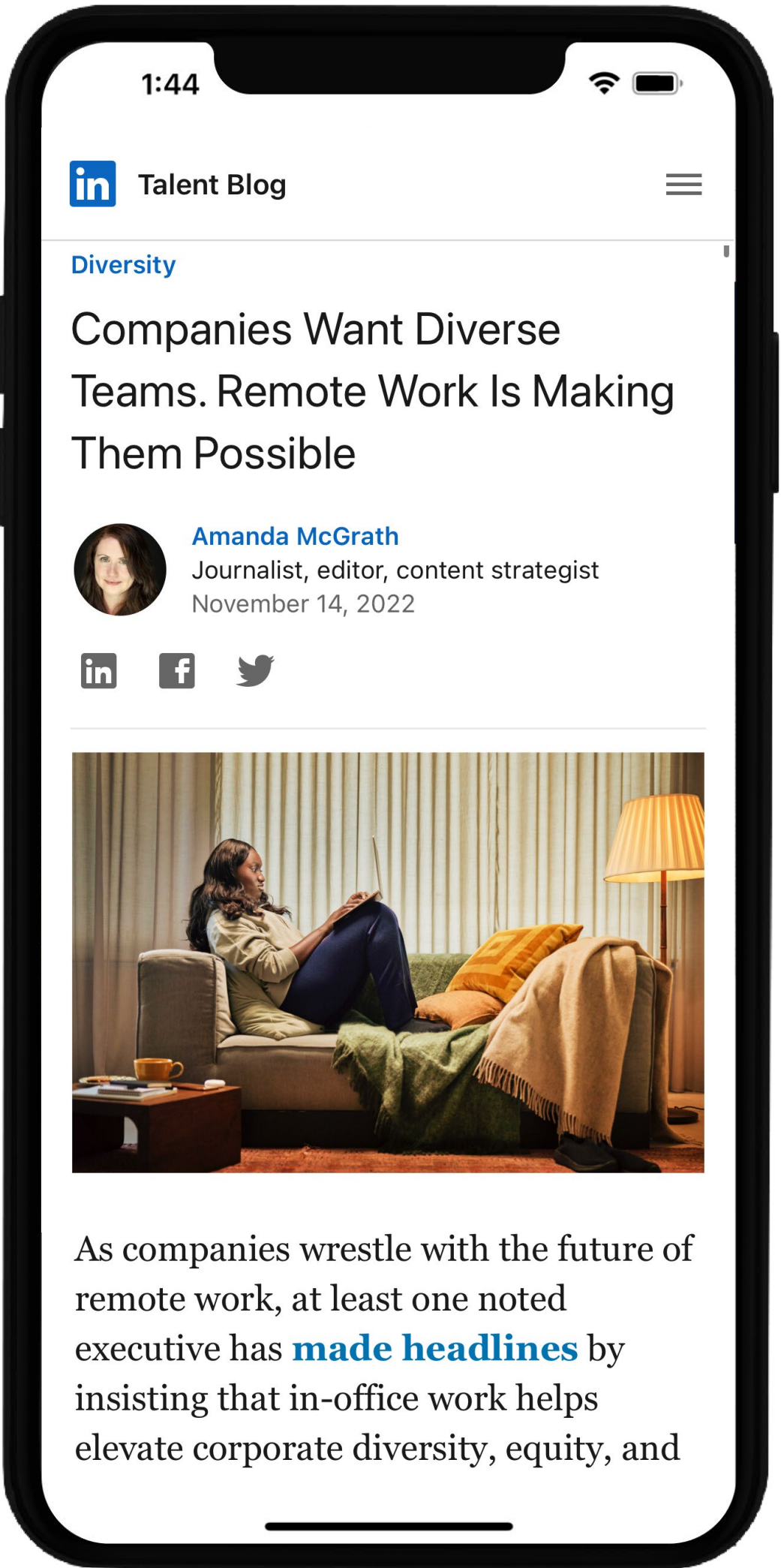
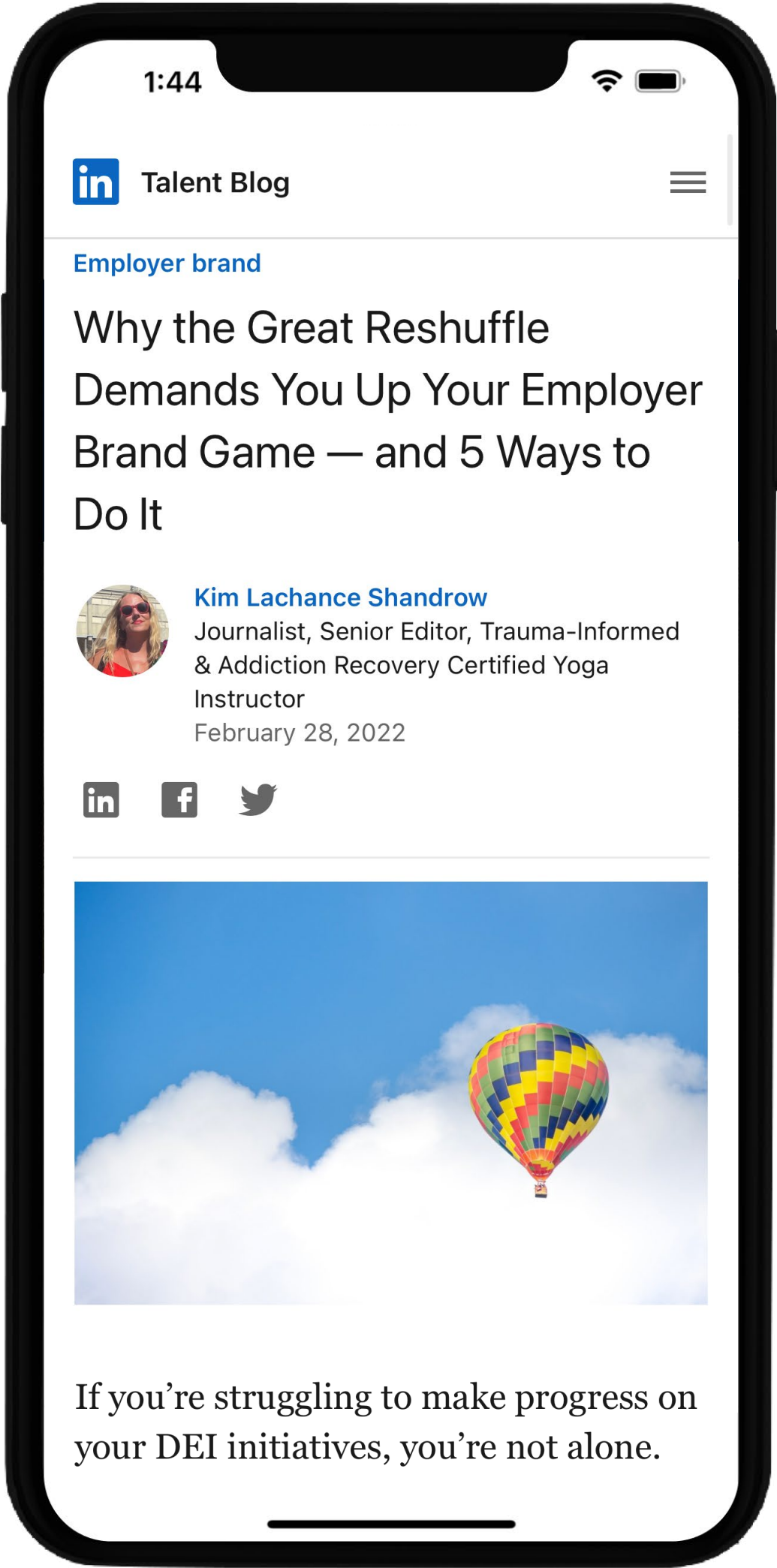
Team Toyota highlights from the Paralympic Winter Games Beijing 2022

PROMOTING BEST PRACTICES IN DEI WITH LINKEDIN

As more and more companies are reimagining their company cultures and employer branding strategies, policies and programs around diversity, equity, inclusion, and belonging are a critical component. SJR continued its partnership with LinkedIn to create content for its Talent Solutions blog aimed at chief human resources officers, hiring managers, talent acquisitions professionals, recruiters, and small-business owners.

Following the 2020 murder of George Floyd, companies around the world pledged to focus more on

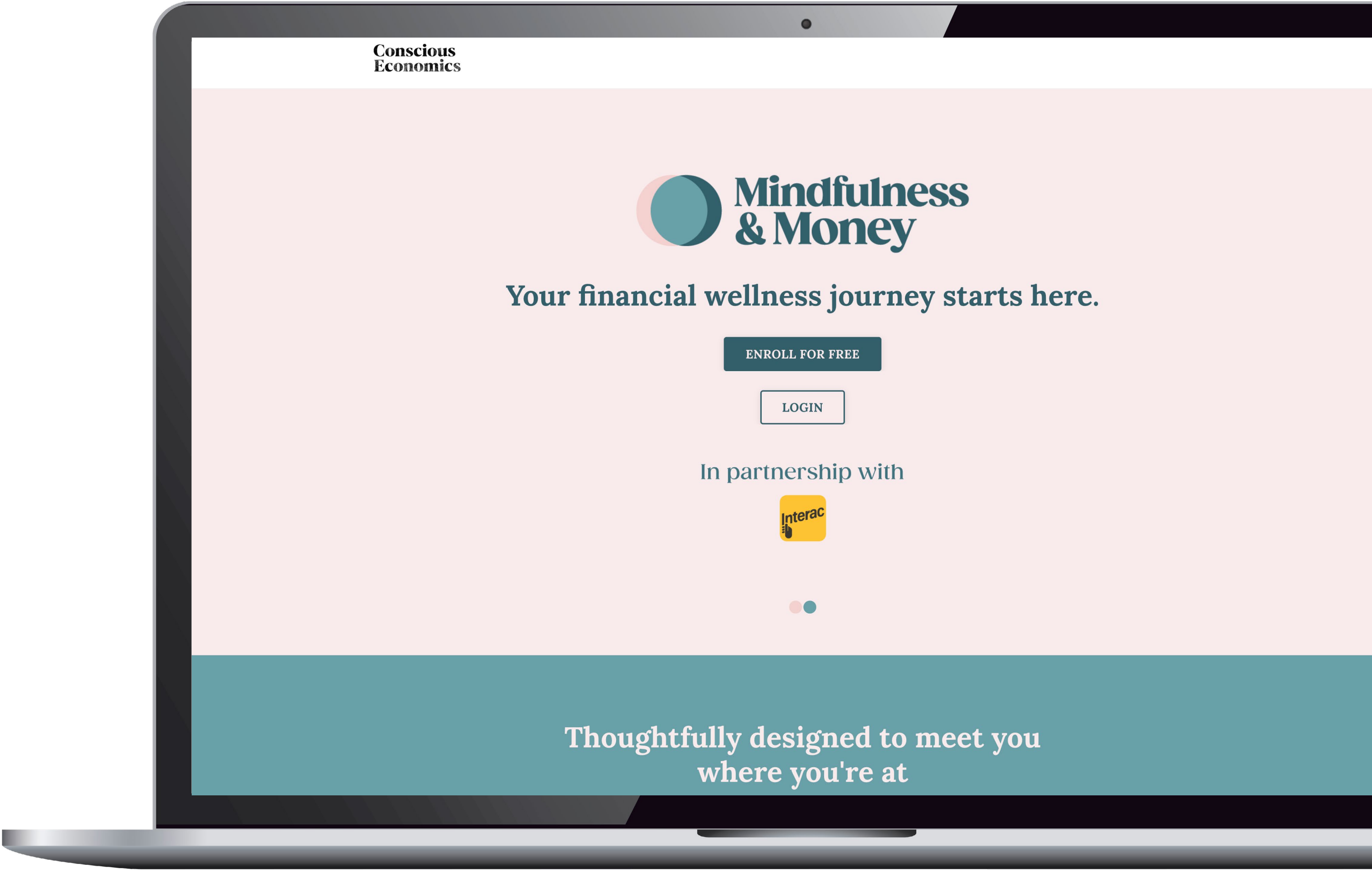
diversity, equity, and inclusion. Many set diversity targets and rushed to hire chief diversity officers to implement DEI programs. Realizing that more work needs to be done to help employers diversify their workforces, foster an inclusive culture, and retain diverse talent, we explored **how remote work can fuel meaningful DEI efforts** that contribute to company growth and improve employee experiences. And we explained that it's critical for a company's **employer brand to be aligned with its actions**, especially when the company trumpets diversity and inclusion.



SHOWING HOW INTERAC SUPPORTS DIVERSE VOICES

SJR researched and developed several compelling pieces of online content in support of **Interac’s diversity and inclusion** efforts. One such **insightful feature** highlights Levyi-Alexander J. Love, a Toronto-based musician and poet lifting up Canadian communities through art. The piece also celebrates Levyi’s work with UnObscured, an open-mic series he founded to give voice to members of the queer and trans BIPOC community.

Another **dynamic piece** SJR crafted for Interac explores creative ways for entrepreneurs to mindfully build financial confidence in the new economy. Highlighting Interac’s partnership with **Conscious Economics**, a nonprofit organization that supports diverse entrepreneurs, the piece features insights from a diverse panel of business owners and experts in entrepreneurship, wellness, and social justice on new ways to make their businesses thrive through mindfulness, intention, and community engagement.

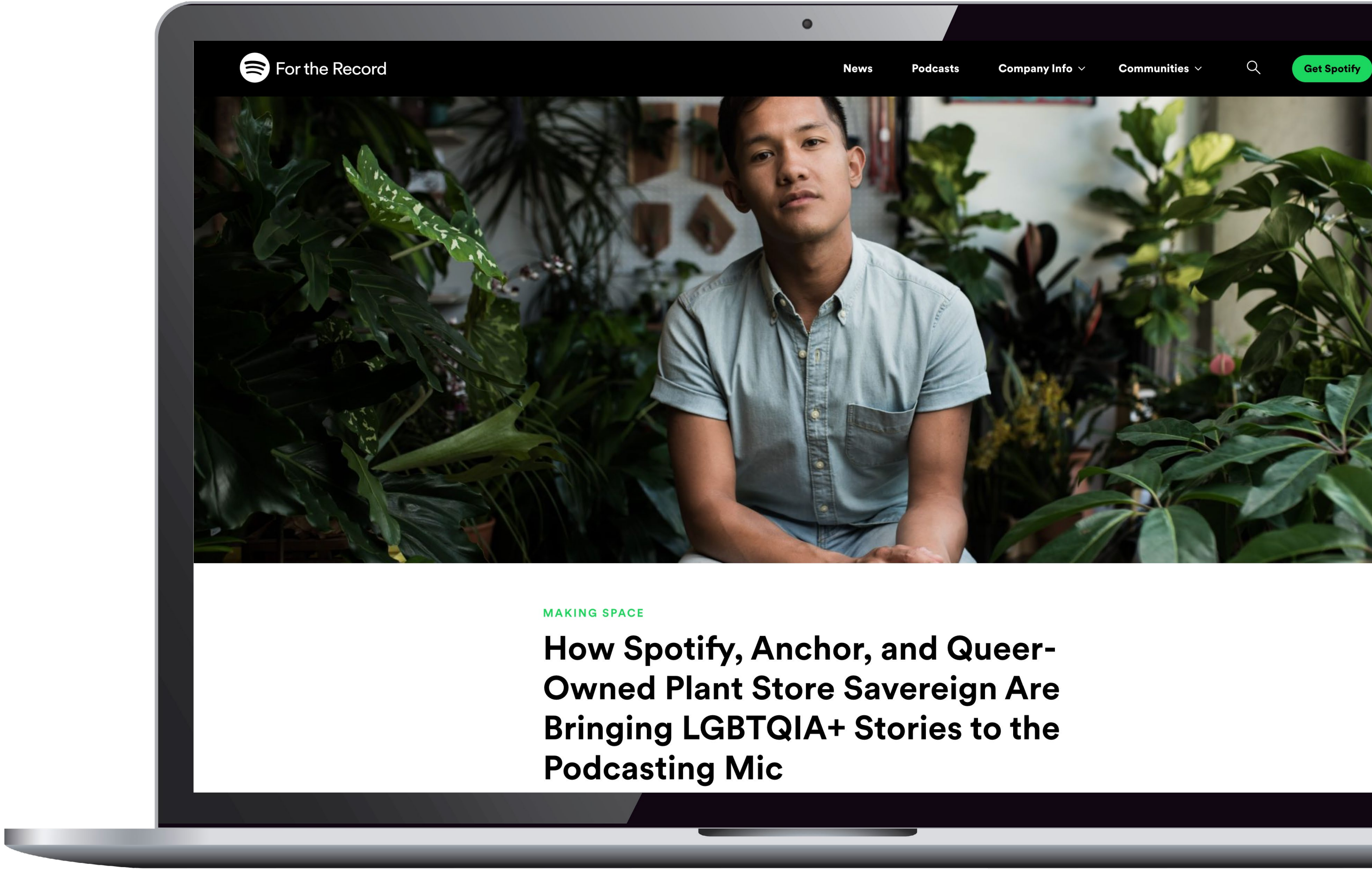


SUPPORTING SPOTIFY’S EFFORTS TO FOSTER INCLUSIVE AUDIO INDUSTRY

SJR produced a wide variety of diversity-, equity-, inclusion-, and belonging-oriented pieces of content for Spotify this year. This aligned with the client’s goal to actively foster a more inclusive and supportive audio industry inside and out. We wrote articles on key topics and amplified them on Spotify’s newsroom, **For The Record**, and other company platforms, both internal and external, throughout the year.

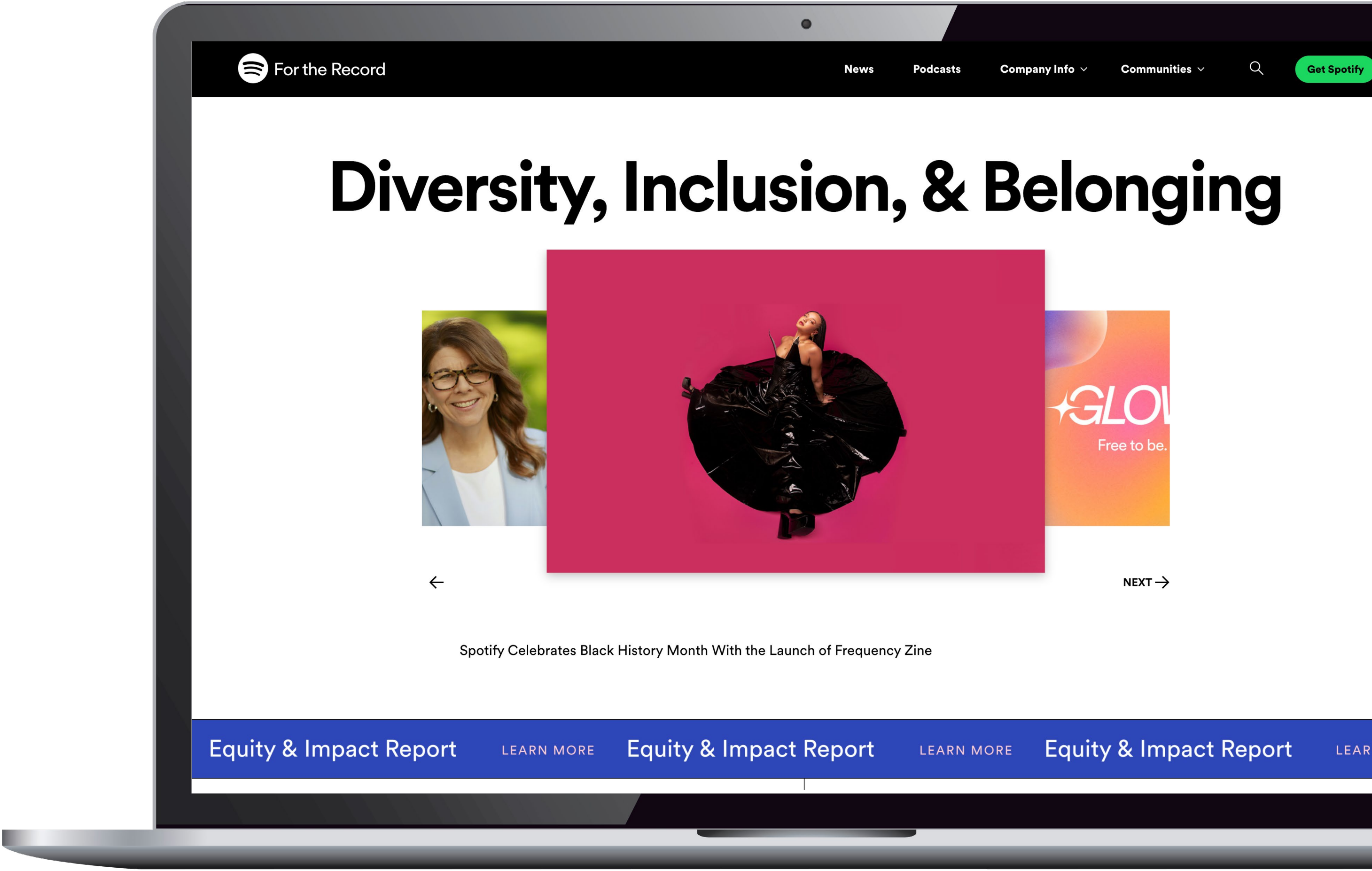
Some include:

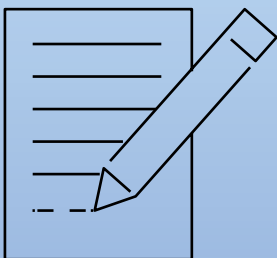
- Expansion of Spotify’s NextGen program to Historically Black Colleges and Universities (HBCUs)
- Creation of the Creator Equity Fund, which uses a \$100M investment for the licensing, development, and marketing of creators from historically marginalized groups
- Various efforts to amplify the work of women artists across more than 180 global markets through Spotify’s EQUAL program
- The Sound Up immersive training program, helping to grow audio storytelling skills among BIPOC creators who haven’t always had a voice.
- Spotify becoming a member of The Valuable 500, a global movement that puts disability on the business leadership agenda.
- The launch of **Making Space**, which aims to elevate underrepresented voices by providing free studio-quality podcasting gear to local communities in partnership with area businesses.
- And much more.



CREATING A CONTENT HUB TO PROMOTE SPOTIFY’S DIB WORK

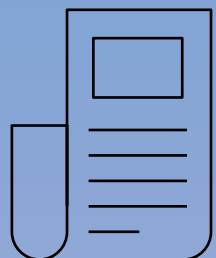
We worked with Spotify’s comms team to help amplify and promote their stories **by developing a dedicated landing page** on For the Record. The landing page aggregates current DIB content to make all articles on the topic easily accessible for consumers and press while continuing to maintain an archive of work that’s being done.





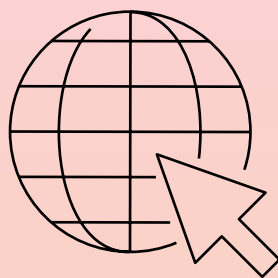
ABOUT SJR

We create relevant content that evolves with audiences and guides sophisticated brands throughout an era of constant change. At our core, we are storytellers, and we live by our journalistic roots.



ABOUT THIS REPORT

This is SJR's first Diversity, Equity, and Belonging Report. The data and examples contained herein cover the calendar year 2022 from the months January through December. This report brings our vision and commitments into focus and helps keep us accountable as we work toward building a better future for our colleagues, community, and clients.



DATA PRIVACY AND PROTECTION

We respect privacy as a fundamental right of all people. Our employees can choose to disclose information, which helps us better understand our workforce and continue to support an inclusive workplace for all.

For further information about this report, please contact [**Belonging@groupsjr.com**](mailto:Belonging@groupsjr.com)

GROUPSJR.COM



SJR

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