

Everything
changes
when
we do.

OBERLAND

CREATING BRANDS WITH HIGHER PURPOSE

OBER
LAND

254 Canal St. N° 5000
New York, NY 10013
thisisoberland.com
212 920 4701

WRITTEN BY:

Drew Train

EXECUTIVE CREATIVE DIRECTOR:

Bill Oberlander

BOOK DESIGN BY:

Arnau Bosc





Anyone who has worked inside an ad agency knows that despite the fun, excitement and creativity, the environment can be equally stressful, demoralizing, and outright unfair. From end to end, agency business models are chock-full of bias and ripe for bad behaviors, intentional or not, to take root.

Nobody is proud of this. The leaders of today's agencies, especially small ones, don't want to perpetuate the crap they had to deal with coming up. But for a small agency like ours, the challenge in making change is that it's hard to know what to do, how to do it, what it costs, and whether or not it will really make a difference. Also, most agency leaders are white guys (like the two of us), and thorny issues like race, privilege, bias, inequality, inclusion, #MeToo, and more are topics that most white guys don't have a lot of perspective on. Or we are afraid of saying something stupid and getting creamed in the press, so we just don't engage at all. Nobody learns from each other's mistakes. And nothing changes because we don't.

Literally, we, the white guys who run agencies, including Bill and me, need to look at ourselves and summon the guts to acknowledge serious faults and failings and make the hard changes individually and as leaders if we want to see any progress. So, we decided to step out on a limb and embark on a public journey of honest self-reflection and change with the hope of creating a roadmap for other agencies and leaders to follow. This may seem obvious now, but when we began in 2018 it wasn't in the front of the industry's mind as it is now. We called the initiative "Nothing Changes If We Don't."

This book is that roadmap to change—hence we're calling it "Everything Changes When We Do." It airs some dirty laundry, discusses what we learned, what we did to make changes, how much it cost, how much time it took, who we partnered with, and how it impacted the agency. And, it includes a path forward in tandem with the objectives of 600 Rising. It's an open look at our imperfect agency and the ongoing actions we are taking to improve it.

Here's the headline. It's just as messy, complicated, and risky as you'd think—and it's worth it. We hope to see you alongside us on the continuous road to progress.

Drew Train

Bill Oberlander

01

08 - 25

Nothing Changes
If We Don't

- 01.1 The Road to Progress
- 01.2 B-Lab Assessment
- 01.3 Compensation Equity Audit
- 01.4 Handbook and HR Policy Audit
- 01.5 The Internal Conversation
- 01.6 Line Item Budget
- 01.7 OBERLAND Census

02

24 - 31

The Videos +
Conferences

- 02.1 The Interview
- 02.2 The Casting Session
- 02.3 The Creative Review
- 02.4 The Pitch
- 02.5 Career Advice
- 02.6 Call Backs
- 02.7 The Team
- 02.8 The Client Dinner
- 02.9 Coming Soon

03

32 - 39

Creating Change
For Brands

- 03.1 Autism Speaks
- 03.2 Heifer International
- 03.3 Christopher and Dana Reeve Foundation

04

40 - 45

Change
Agents

05

46 - 69

Black Lives
Matter

- 05.1 A Response to a Much-Needed Call for Change
- 05.2 OBER-CHANGE
- 05.3 Davianne's Writing
- 05.4 #27AlliedActs for White Agency Owners
- 05.5 Resource Guide

06

70 - 73

Partners
in Purpose



01

Nothing Changes If We Don't.



Change doesn't come easy. And, the path to achieving it is anything but linear. But if we want to live our ideals, we need to figure out a better mousetrap. The next few articles will give you the play-by-play of the concrete steps in the process, the costs, the partners and the impact we have made so far.

01.1 THE ROAD TO PROGRESS

Two middle-aged white guys start a conversation about diversity... It sounds like the beginning of a train wreck. It was clear from the beginning we had to tread carefully, and ensure that if we were going to talk the talk, we had to be walking the walk.

As often happens in agencies, we started with the creative and backed into the strategy (don't worry, there are no clients reading). Our creative teams had an idea to combat racism and hate by calling attention to microaggressions that go unspoken, but are often the behaviors that institutionalize the actual bias itself.



Simply put, the idea was "Are agencies racist-ish?" It's pretty obvious in agency land that there is no place for overt racism, sexism, discrimination, and bias. But it's also obvious that these things persist in more silent and pernicious ways. We needed to depict these scenarios in our videos in ways that were creative, compelling, and didn't put people on the defensive before they absorbed the message. Our teams delivered a round of scripts that did just that. They also scared the shit out of us. We realized that if we were going to put ourselves out there talking about this, we had to put our own house in order first.

We began with a series of internal reflections, discussions with employees, vendors, partners, and friends to get a sense of what the agency was like for other people. It was eye opening. We learned we had a representation problem. And, we decided to base some of the themes of our first videos on agency experience here and in other places in a way that highlighted the ways representation can impact things. The next assessments were a series of third-party reviews. As a small, bootstrapped startup, we lacked a lot of formality around things. We had never had our handbook reviewed by an attorney (I found the original version online and tweaked it). We didn't even have an HR person. We had never had our financials reviewed, and were still on cash accounting. While we knew about social metrics evaluators like SASB, JUST Capital, and B-Lab, we hadn't actually put ourselves through one. Lastly, we had never reviewed our actual incorporation status. So we tackled these things one-by-one.

Representation

We came across this issue in a few different manifestations. One that we have always been aware of is that as two white guys, we lack diversity. Nevertheless, during the early days of the agency, we did all or almost all of the pitching. But, about two years ago, we lost a pitch. When we asked the client why, the answer we got was "not enough diversity in the pitch."

We thought to ourselves, "Ok, well at least that's something we can change." So, we started bringing people from our team into all kinds of meetings and pitches (whether they had an appropriate role or not) to show that the whole company wasn't just white guys. We thought this was a good approach. It wasn't. It isn't.

What we didn't realize at the time was how it made the people on our team feel about how we valued them. It created a perception that we valued their characteristics more than their work, which couldn't have been further from the truth. We were just clumsily reacting to client feedback. It took us a while to realize our mistake, and when we did, the actual solution took time to get to scale.



Immediately, we worked with our attorneys to charter the company legally as a Public Benefit Corporation, and committed to the following public benefit statement:

OBERLAND will use the tools, talent and techniques of Madison Avenue to build and evolve brands designed to create social impact in addition to financial returns for businesses, institutions, government agencies, causes and nonprofits. We will also drive the rapid growth and penetration of purpose-driven branding across the marketing, media, advertising and social sectors by training a new generation of professionals, regularly publishing expert content, executing purpose-driven creative for our clients, being environmentally conscious and serving as an example in how we operate our business.

Once we had that in place, we moved to take the B-Lab assessment to become a Certified B-Corp. We chose this because it was a comprehensive assessment and incorporated measures for our internal ops, our clients, our work, and our policies. The assessment process was easy enough, and getting a score we could compare to others was immensely helpful. It also helped identify areas for improvement in our handbook and other policies.

Then came the accountants. While we decided not to do a full audit (too much money), we decided to move the last four years of financials (one job number at a time) from a cash basis to an accrual basis. This was enlightening and definitely worth doing. It helped us get better rates with our banks, helped me understand where we were winning and losing, and made us look much more grown up when we needed it.

After the accountants, we hired a big law firm to give us a comprehensive, progressive handbook with policies we could believe in. They took one look at the one we had and decided we had to start from scratch. Later, we outlined all the policies we changed from the original to the current version.

Finally, we did a wage gap assessment across age, gender, immigration status, ethnicity, and other demographic factors using an outside consultant and two years' worth of salary data.

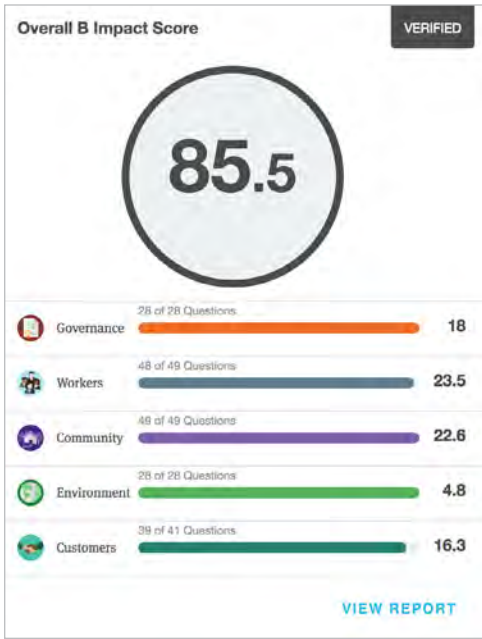
And, while all of this reviewing was going on, we were actively moving on two other parallel tracks. First, we were releasing our video scripts, each paired with a key influencer's perspective, on how the industry should address the issue. And on the second track, we were conducting a series of training sessions on topics like power, privilege, unconscious bias, mental health at work, harassment, and discrimination.

It was a busy period, with a lot going on with this initiative, and ultimately that was a key factor in making it feel legit. It was constantly humming in the agency, which helped show people that we were committed to it.



This was obviously the inspiration for the film “The Pitch” which depicts a fictional situation based on this dynamic. At the end, diversity champion Carol Watson lays out how to build a network and team that is truly diverse and inclusive. It’s good advice.

Representation also popped up in the context of creative development. As an agency of 10, 12, even 25 people, it’s simply hard to get a good representation of different lifestyles, points of view, and values. And, even when you have different voices, it can be hard to make sure that the right voices are being heard. This can be particularly acute in the creative development process. We tackle this issue in the film titled “The Creative Review.” This script was based on a similar incident during one of our creative meetings. A male creative person came up with an idea to call attention to the pink tax by creating luxury branded tampons (tampons with Burberry, LV, and other luxury prints), and calling the campaign “I Bleed Luxury.” Some of the women in the creative team raised some objections about how that might make women feel, but they were not listened to early enough. The campaign was evaluated for production, bid to a photographer, and ready to produce before the plug was ultimately pulled on the idea.



01.2 B-LAB ASSESSMENT

Ultimately, we must practice what we preach. If we tell our brands to be transparent, thoughtful and trustworthy, we must also demand the same of our industry.

It’s not enough to create purpose-driven work for our clients. We must also change the industry from within, and lead by example.

And that starts with us. This year we re-incorporated OBERLAND as a public benefit corporation. We also enlisted B Lab/B Corp to conduct a third-party assessment of our social impact to become a certified B Corp. This makes OBERLAND one of the only agencies on Madison Avenue to be either a certified B-Corp® or a Public Benefit Corporation, and we are thrilled to report that OBERLAND is now both.

And we won’t stop there. We are constantly and actively seeking out ways to improve and better our agency, as well as setting an example for the rest of Madison Avenue. We are not doing this for show. This is not some window dressing to us. This is our foundation.

01.3 COMPENSATION EQUITY AUDIT

So, do we have a pay gap? That’s the essential question. The short answer, no. But, we did find a few things we could do better. The audit covered the following areas:

- + FLSA classifications (exempt / non-exempt) are compliant with new regulations
- + Employee type classifications (employee / temp / contractor) are compliant
- + Review agency demographics
- + Comparison with market ranges
- + Pay equity by gender / demographic lines
- + Pay equity within title bands
- + Pay equity by length of service
- + Pay equity by peer group

While there was no systemic gap or structural bias, we did find some things we thought we needed to address:

One employee was thought to be exempt from overtime pay, turns out they were eligible. Their status was adjusted to be eligible for overtime. Due to the employee’s newness, there was no back pay owed.

One employee had recently taken on a new role and was now making less than someone they managed. The manager was given a salary adjustment and a raise to adjust.

We also found that there was not a consistent, coherent policy for how big raises were determined, or when they occurred. It was typically a thought process like, “Hey, we just won some business, and we have people we need to reward. How much can we give people and who gets it?” This is not the worst of intentions, but not a good HR practice either. We implemented a formal review process and bands for what kinds of raises are available and communicated this process to the staff.



We also created and revised a number of job descriptions to be more consistent and reflective of the mindset we are looking for. These can be found on our website.

Demographically, when we conducted the study, we skewed under age 40, we had two more male managers than female, and a majority of our managers were white. We also had six people in various stages of immigrating to the U.S. on our team. As of this writing, we have one more female manager than male, and we now have more diverse voices in influential roles across the agency. We still skew under age 40.



01.4 HANDBOOK AND HR POLICY AUDIT

We rewrote our employee handbook with specific updates to the following policies or sections in cooperation with Davis and Gilbert. A copy of our handbook is viewable and downloadable on our website.

- + Policy Prohibiting Harassment, Discrimination and Retaliation (updated to reflect new NYC laws)
- + Lactation Policy (new)
- + Workplace Searches (update)
- + Solicitation (new)
- + Employee Conduct (new)
- + Dress Policy (update)
- + NYC Earned Safe and Sick Time (update)



- + NY Paid Family Leave (update)
- + Blood Donation (new)
- + Bone Marrow Donation (new)
- + Witness and Crime Victim Leave (new)
- + Reporting Workplace Issues (new policy and forms)

Improved employee benefit program

- + Increased vacation time for all employees, added three PTO days
- + Created and implemented a Work-From-Home policy
- + Added non-contributory short-term disability policy

Instituted formal performance management process for under-performing employees

Hired an HR consultant, in the office one day per week, for staff to use as a resource



01.5 THE INTERNAL CONVERSATION

In addition to the assessments and content we created, we knew we needed to open the dialogue internally. To do that, we started conversations about power, privilege, bias, harassment, and mental health, among other things. Some of these were formal training sessions, some were informal town halls, and some were private one-on-one conversations to help get to the root of things. The combination was what was most important. Attacking the topics from a variety of perspectives helped us find content that made a difference in how people interacted at work I name names here, because they are good names to know. These programs were worth it.



Privilege, Power & Me: A Conversation About Inequality in the Workplace

To kick off the series, OBERLAND hosted “Privilege, Power & Me: A Conversation About Inequality in the Workplace.” This conversation was led by Ken Dolan-Del Vecchio, an award-winning leader, keynote speaker, author, and family therapist with 30 years of experience in the arena of personal, organizational, and community empowerment. This keynote address, followed by a Q+A with Ken and me, explored how power and privilege shape our daily lives and how we can create change in our workplace, in our relationships, and—most importantly—in ourselves. The interactive program promoted understanding and personal action as it relates to the ad industry and our place in it.

Ken delivers keynotes and workshops on sensitive subjects essential for the very best leadership, workplace health, morale and productivity. This program brought to light the reality of privilege in our world today and enabled participants to think about their role in empowering diversity from their place of privilege.

Respect in the Workplace Training

Compliant with NYC sexual harassment training put into effect October 2018. Conducted by an attorney from Davis and Gilbert. Interactive and engaging, the training focuses on real life case studies, encourages participants to decide the right course of action in difficult situations, and teaches the details of Federal, State and Local laws.

Mental Health At Work

In partnership with the National Alliance on Mental Illness of NYC (NAMI-NYC), we hosted two sessions that helped bring an often-taboo subject into the open.

Mental Health 101

Mental Health 101 offers an accessible introduction to what mental illness is, how to recognize and support those living with mental illness, and how NAMI-NYC’s peer-led programs can best serve your colleagues, clients, and community.



In Our Own Voice

In Our Own Voice changes attitudes, assumptions, and stereotypes by describing the reality of living with a mental illness. People with mental health conditions share their powerful personal stories in this flexible 60 - 90 minute presentation.





01.6 LINE ITEM BUDGET

What About The Benjamins?

Yes, this work came with a significant investment. But it was worth it.

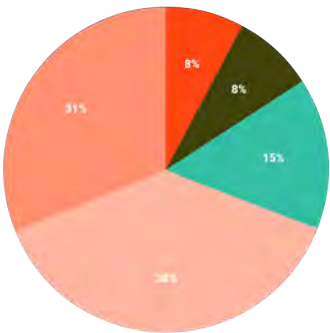
The costs in the following chart reflect hard costs paid to date to make the agency better. They don't include the employee time to make all the changes above, shoot the videos, design the materials, and so forth. They also don't account for future salary increases due to the new promotion system, the costs of providing employees additional vacation time, and other soft costs.

THE AUDIT	\$12,200	
B Lab Certification	\$2,500	Every 2 years
Public Benefit Corp Filing	\$2,200	One time cost
Handbook Rewrite	\$2,500	One time cost, annual freshening
Employee Survey	\$5,000	One time cost
THE ADJUSTMENTS	\$118,000	
HR Upgrade	\$50,000	Annual
Wage Adjustment	\$10,000	Annual
Short Term Disability Benefits for All Employees	\$7,000	Annual
Training (Leadership Training, Mental Health, Privilege, etc.)	\$26,000	One time cost
Employee Development Benefit	\$25,000	Annual
THE CONTENT	\$47,000	
Video Production (5 films)	\$22,000	One time cost
Panels and Events	\$10,000	One time cost
Impact Reports	\$15,000	\$7,500/ calendar year for printing
THE BOTTOM LINE	\$177,200	

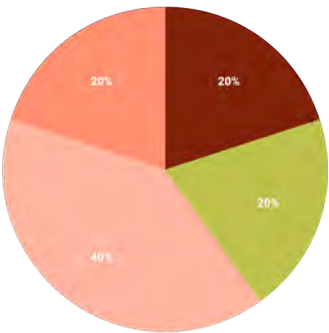


2020

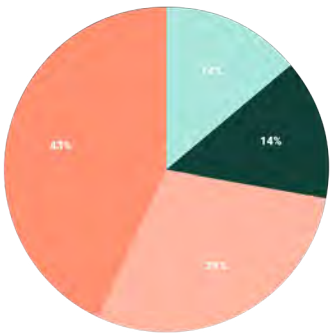
Professional



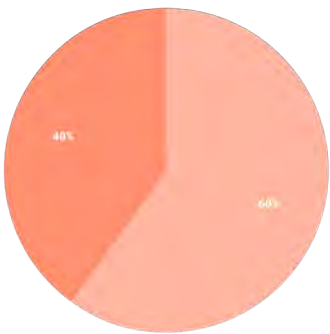
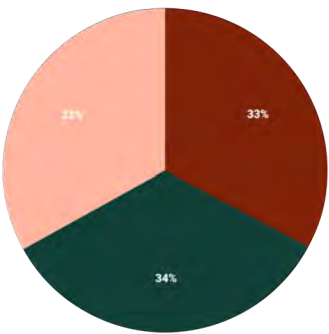
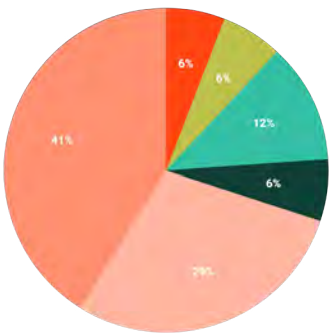
First/Mid-Level Managers



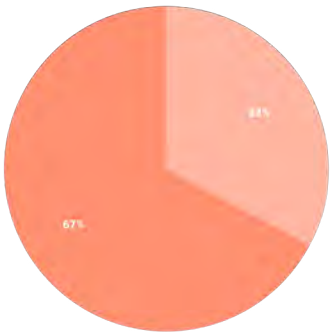
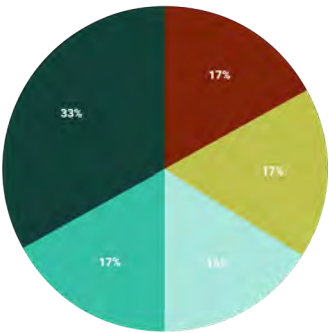
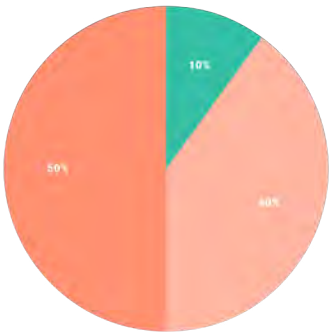
Senior Exec. Level Managers



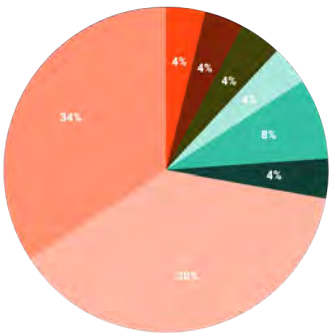
2019



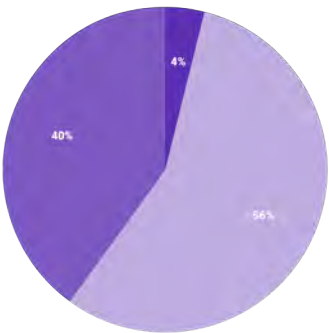
2018



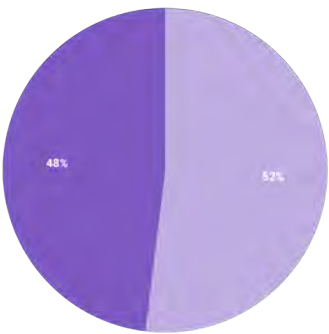
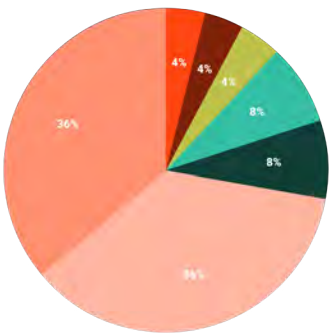
Agency as a Whole



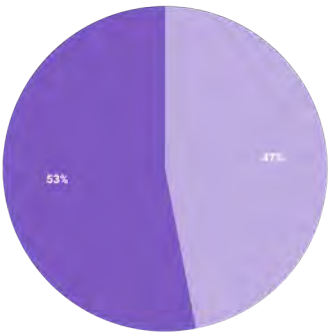
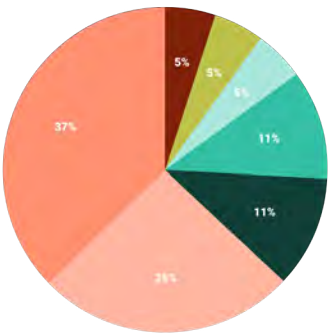
Agency by Gender



2019



2018



01.7 OBERLAND CENSUS

It's working, but we aren't all the way there. We now have more women than men as a whole, an expanded leadership team that is more diverse, and we have representation from more different communities and perspectives than ever before. But the agency is still 72% white as a whole.

We need to improve our recruiting and talent development for people of color, and the strategy we will use to do this is outlined in the last chapter of this book.

- FEMALE
- MALE
- NON-BINARY
- BLACK/AFRICAN AMERICAN F
- BLACK/AFRICAN AMERICAN M
- ASIAN F
- ASIAN M
- WHITE F
- WHITE M
- HISPANIC/LATINO F
- HISPANIC/LATINO M
- TWO/MORE RACES F
- TWO/MORE RACES M
- TWO/MORE RACES NON-BINARY



02

The Videos + Conferences.



To get the “Nothing Changes” message into the world, OBERLAND created a series of provocative and sometimes cringe-worthy videos addressing the more subtle discrimination that we see every day in the ad industry.

The videos displayed real life scenarios and were followed by industry leaders discussing the importance of the topic and what people can do about it. This movement has expanded past OBERLAND’s walls and other agencies have jumped at the opportunity to create their own films. So far Storymachine and DiNoto have created videos for the series and a new slate of films are in production from The Via Agency and Partners + Napier. This problem is bigger than a single agency, so the solution needs to be larger as well.

02.1 THE INTERVIEW



Assumptions can have very harmful effects. In this video, OBERLAND dives into ageism in advertising and in hiring more specifically. The film highlights a middle aged man, with decades of experience, being belittled during a job interview. He’s asked, “Do you even know social?” by a younger, arrogant employee. At the end, industry leader and influencer Cindy Gallop, Founder of MakeLoveNotPorn, gives a power plea for companies to hire older people.

02.2 THE CASTING SESSION



Typecasting runs rampant in the ad world. This video highlights the not-so-subtle racism that happens in far too many casting sessions. Two white female producers bring in a black actor to read lines. After his first read through, the women awkwardly ask if he can perform it more “Gangsta” or “black.” Frustrated, the actor knows the trope and reluctantly plays into it, knowing it will help his chances of being hired. Following the scene, Keni Thacker, Founder of 100 Roses from Concrete, delivers a clear message about the impact of this typecasting and how pervasive it is.

02.3 THE CREATIVE REVIEW



This film takes direct aim at one of the most common workplace problems: mansplaining. We see two men and one woman discussing creative ideas for a tampon commercial. During the brainstorm, the woman is shot down for her idea not being “big enough” while a young man, with a distasteful and unrelated idea, is lauded for his creativity, despite having no understanding of the topic or audience. Caroline Winterton, Former CEO of Barton F. Graf, comes on to explain the importance of lived experience in creative.



02.4 THE PITCH



Tokenism isn't representation. In this video, OBERLAND took on the common agency practice of "staging" for a meeting. The agency is pitching a Japanese Steak-house account and the Creative Director suggests having an Asian woman from the agency join the meeting, although she had little to do with the project. When she asks what her role in the meeting will be, they scoff and say "you know, we'll figure something out," making it clear she's only involved because of her race. Carol Watson, Executive Vice President/Managing Director of Inclusion at BCW Global then challenges the industry to go from tokenism to really taking on diversity.

02.5 CAREER ADVICE



This film takes direct aim at the gender bias that is all too prevalent in agency life. We see a woman in a glass conference room being addressed by HR for getting emotional earlier in the week. As she is reprimanded for "not being professional" and "being too emotional" we see an enraged, cursing male Creative Director in the back, breaking every rule on how you are supposed to treat employees. Even with the double standard explicitly laid out, the HR representative does not take note of the hypocrisy. Rose Ryan, Co-Founder of the Co:Collective, ends the video by addressing the "emotional card" trope and the danger it possesses.

02.6 CALL BACKS



Created by Storymachine, a small Sausalito, CA-based agency interested in joining our initiative, this video challenges agency and cultural expectations of women in on-camera roles. During casting, a frumpy man and a well-put-together woman are called back. There, producers immediately start grilling the woman on every detail of her appearance, while disregarding the man who stands to the side eating an ice cream bar. Shelly Zalis, CEO of the Female Quotient, follows the video to discuss her new campaign #MakeEqualitymoves to address this exact situation.

02.7 THE TEAM



Created by Storymachine, the video explores whether the ad industry is heterosexist-ish by featuring a straight guy concerned his gay teammate is "killing his game" by continuing to use the "partner" moniker. Dynamic duo, even Frick and Frack, were more palatable to the guy concerned about being seen as gay. Jim Joseph, president of BCW Global, served as the industry influencer in the film that offered advice on how everyone inside agencies can express their individuality. Being conscious of unintended biases is paramount. Choosing words carefully to avoid unknowingly hurting or embarrassing co-workers is key.



02.8 THE CLIENT DINNER



Created by DiNoto, this video highlights the homophobia that prevails in advertising and client-service jobs. The video starts on a high note, with the announcement of a major client win. In celebration, a “spouses dinner” is planned with the client, but the boss doesn’t want a man and his male partner to join the dinner, despite his critical role in the pitch. He claims it is because “they’re a new client and we want to know who they really are without scaring them.” Disgusted, the protagonist turns it back on his boss, saying, “You’re right, when you’re working with someone, you need to really know who they are.” Agency legend Patrick O’Neil ends the video by pointing out the dichotomy between the inclusive images that agencies create for the outside world, and the reality of how they are actually run internally.

02.9 COMING SOON

Two new series of “Nothing Changes If We Don’t” videos are currently being produced by Via and Partners + Napier.



03

Creating Change for Brands.



03.1 AUTISM SPEAKS

Intro

Autism Speaks, the leader in the Autism advocacy community, reached out to us to raise awareness through a fully integrated campaign of how the organization supports all people on the spectrum throughout their lifespan.

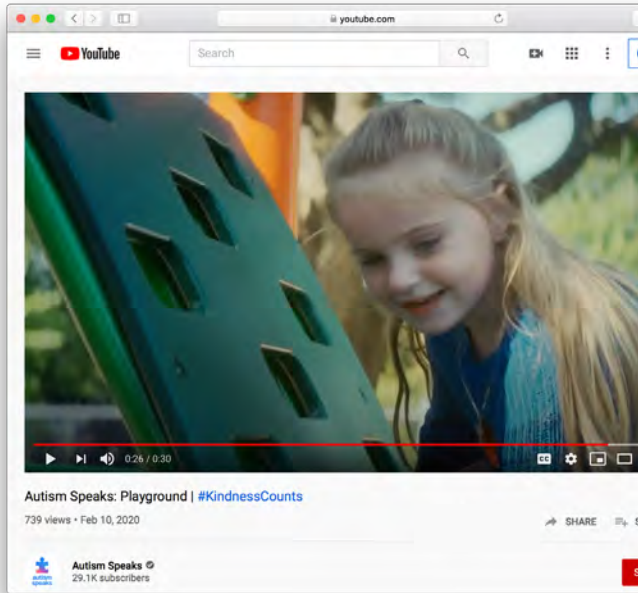
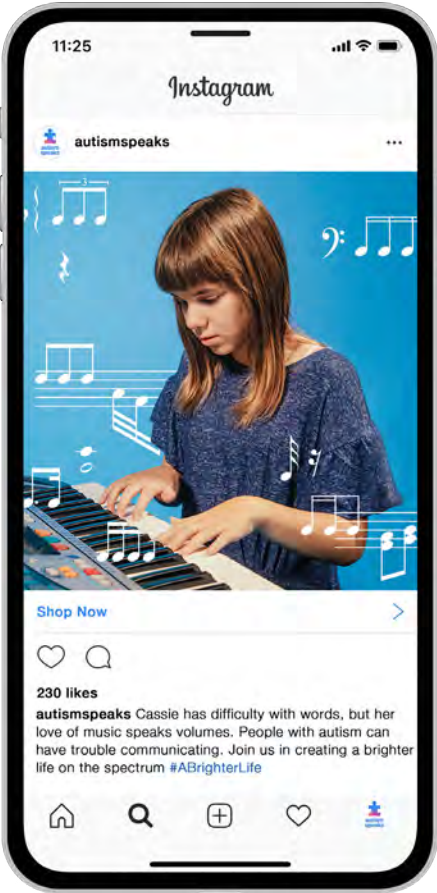
Idea

According to the Centers for Disease Control, an estimated 1 in 54 children in the United States today are diagnosed with autism spectrum disorder. Our goal was to create a powerful campaign that spoke to the difficulties of living with autism, while at the time highlighting the role that allies can play to help the community. We challenged people to “Create a Brighter Life on the Spectrum.”



Results

The PSA and fully integrated campaign were a huge success for Autism Speaks. The ads caused a 22.4% increase in brand lift, an impressive 13% higher than the nonprofit norms. Along with this, Autism Speaks was able to outperform the World Autism Month KPIs, and the creative resonated with the E&B audiences.



03.2 HEIFER INTERNATIONAL

Intro

Heifer International is a global nonprofit working to eradicate poverty and hunger through sustainable, values-based holistic community development. In recognition of the iconic nonprofit’s 75th anniversary, we created new branding accompanied by a campaign to make the most of the big occasion.



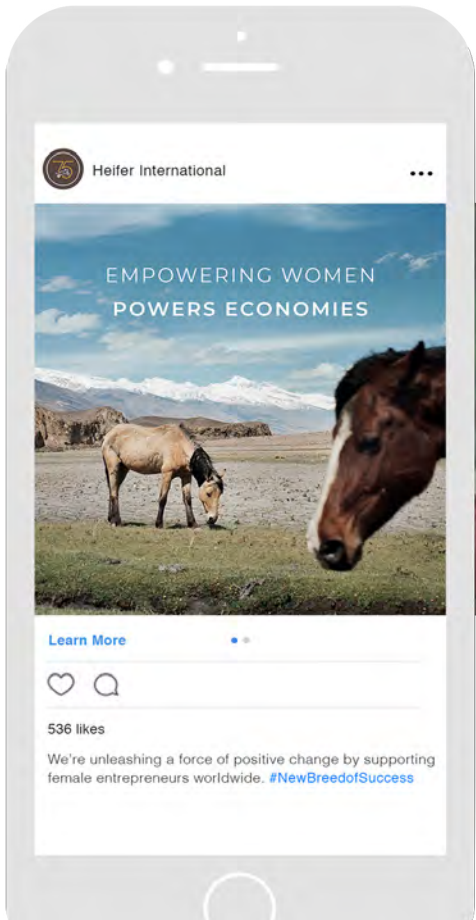
Idea

To recognize this milestone, we took the opportunity to celebrate the history of Heifer while expanding awareness of the major impact and reach of the organization, beyond their famed livestock program. The new graphic mark, which stays true to the iconic visual language of the original logo, is a simultaneous celebration of achievement and aspiration. Along with the new logo and tagline, we created a brand manifesto video with digital and social assets to promote the occasion.



Results

The 75th Anniversary was a success for the organization. Using OBERLAND’s updated branding and messaging, Heifer International successfully raised funds around the big anniversary in new ways, expanding past the livestock program. The new brand was brought to the hard-working Heifer staff through an interactive workshop.



Rita Kumari is a veterinarian and a Heifer partner in Nepal.

Before we helped train Rita as a vet, the farmers in her village traveled miles to seek help.

Now her skills are invaluable to her village and a meaningful source of income to her.

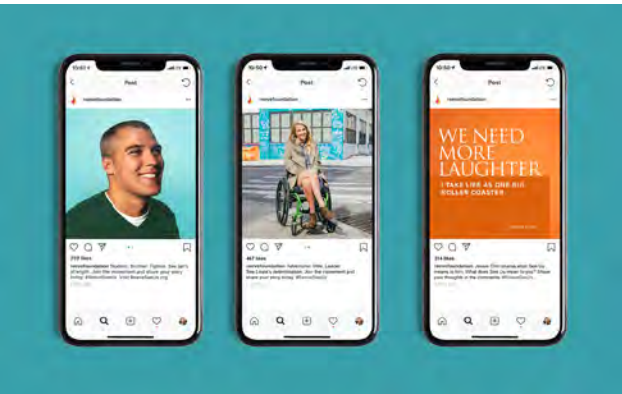
#NewBreedofSuccess



03.3 CHRISTOPHER AND DANA REEVE FOUNDATION

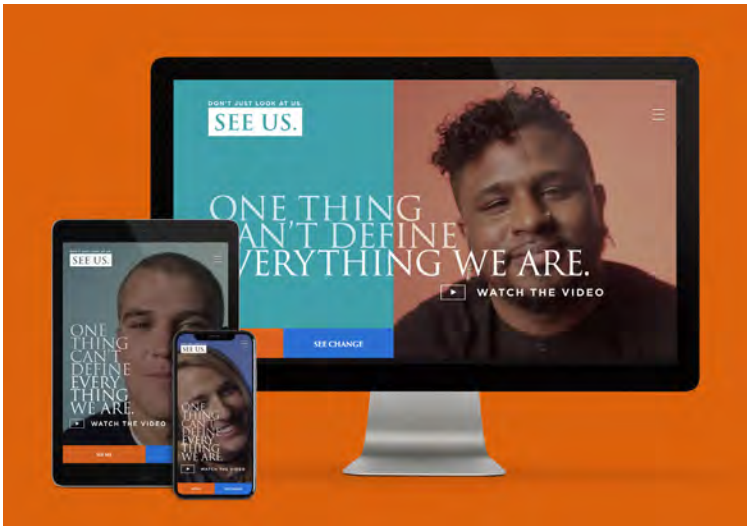
Intro

The Christopher & Dana Reeve Foundation came to us to build an awareness campaign that fights stigma and promotes the visibility of people living with paralysis.



Idea

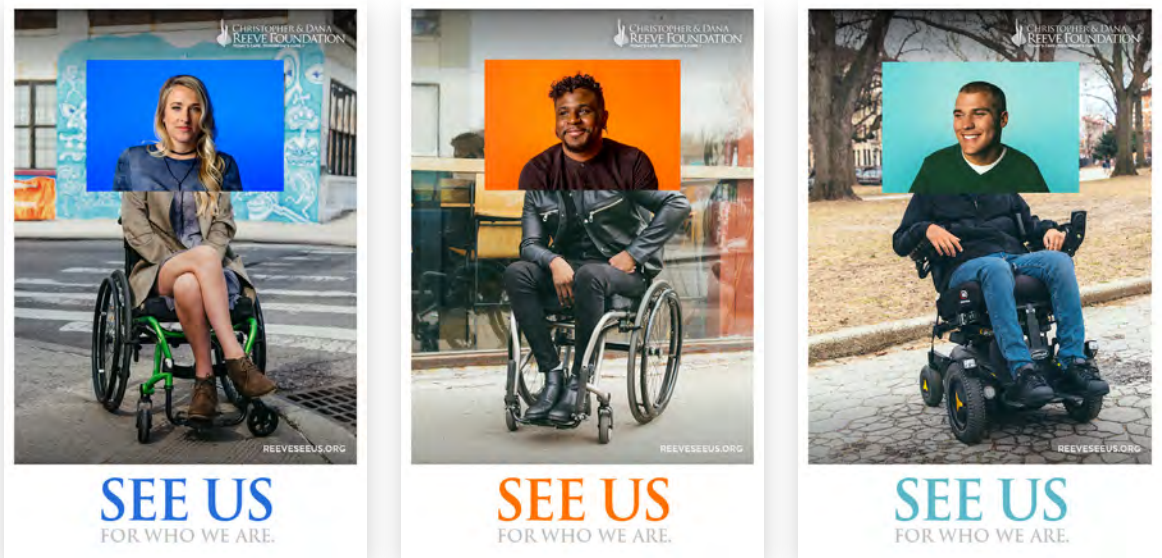
Nearly 1 in 50 people in the United States live with paralysis—approximately 5.4 million people. That's the same number of people as the populations of Los Angeles, Philadelphia, and Washington D.C. combined. Many living with paralysis feel that when people look at them, they only see their chair. Building on this insight, OBERLAND challenged Americans to “See Us” in the paralysis community. In a TV PSA, and social and digital executions, this emotional campaign featured people discussing their full lives to later reveal that they were also living with paralysis. The campaign aimed to challenge the public’s assumptions about people living with paralysis.



Results

“See Us” was a huge success for The Christopher and Dana Reeve Foundation, helping set a clear new narrative for the organization. In three months, the PSA was aired almost 20K times nationally, receiving nearly 15 million impressions. This is equivalent to over \$2.5M in NAB value. Within the first few weeks of airing, the campaign drove a 5% increase in Instagram following and a 3% increase in online community portal sign ups.

Better than all of these numbers was the reaction from the paralysis community. The Christopher and Dana Reeve CMO explained that “the campaign has spurred an overwhelmingly positive and powerful reaction from the paralysis community.”



04 Change Agents.



OBERLAND employees’ desire to do good in the world does not stop when they go home. Many employees’ are engaged and active in their community, bettering the world around them and supporting the causes that resonate with them. OBERLAND is here to support our employees to improve the world during work and after.



Drew Train
PRESIDENT & CO-FOUNDER

Drew Train sits on the Board of Directors for NAMI NYC, the Resource Development Committee for Services for the Under-Served, and the Planning Committee for the CEO Summit on Mental Health in the Workplace.



Deb Wolf
BRAND DIRECTOR

Debra Wolf is a volunteer at the Crohn's and Colitis foundation. She helps set up and break down races while providing support for those within the community.



Ty Steinhauser
BRAND ENGAGEMENT MANAGER

Ty Steinhauser joined OBERLAND from the political world but has continued his passion for democratic politics. Throughout his time here, Ty has volunteered for multiple political campaigns, including organizing the office phone bank for Tom Malinowski’s successful congressional bid. Ty has also volunteered at the New York Rescue Mission and Animal Haven.



Kelsea Seavey
EXECUTIVE PRODUCER

Kelsea Seavey is a volunteer at UN Women’s Metro New York chapter and a member of the Young Professionals Committee for UN Women’s Metro New York chapter.



Alexandra Borrelli
MOTION DESIGNER

Alex Borrelli is a volunteer on the Young Professionals Committee for UN Women’s Metro New York chapter. She volunteers her design skills for various political campaigns and organizations, as well as helped organize the phone bank OBERLAND hosted during this past midterm election cycle.





Trevor Mundt
ACCOUNT DIRECTOR

Trevor Mundt volunteers at Children of Promise, a Bed-Stuy based organization that provides programming and support for children of incarcerated parents.



Coco Brown
OFFICE MANAGER

Coco Brown is an artist and activist living and working in Brooklyn. Coco is a founding member of the Indigenous Kinship Collective NYC where they organize through art, activism and education.



Sarah Kasarsky
SENIOR ACCOUNT EXECUTIVE

Sarah Kasarsky is a volunteer for Cross Cultural Solutions, for which she recently volunteered in Ghana, Africa to install a running water system in a local community, and developed a hygiene education curriculum to teach community members basic sanitary practices. Sarah also volunteers with Changemaker Chats, an organization that connects women for bi-monthly, off-the-record conversations with female entrepreneurs, innovators and activists.



Carly Nalven
DESIGNER

Carly volunteers at Moore Jackson Community Garden, a community revitalization project whose mission is to preserve the history of and beautify Moore-Jackson Cemetery, a colonial-era family burial ground and protected landmark in Woodside, Queens.



Andrew DeCaro
ACCOUNT SUPERVISOR

Andrew DeCaro is active in supporting the LGBT community. For the past two years, he has organized annual fundraising campaigns in honor of Pride that have benefited organizations like the True Colors Fund and the Trevor Project.



05

Black Lives Matter.

Racial injustice and white supremacy, and the brutality they give rise to, particularly from law enforcement, can no longer be passively tolerated. Individuals and businesses have an obligation to our shared interest to get involved and stay involved in the necessary changes that we need to make to our policies and our collective character.

While we don't have all the answers or all the details figured out at this moment, OBERLAND is committing our human, financial, and in-kind support to creating lasting change inside the company, within the industry, and in society at large.

We stand in support of the black community and will do our part to change our nation's approach to policing and address racial injustice.

05.1 A RESPONSE TO A MUCH-NEEDED CALL FOR CHANGE

An open letter to 600 Rising

Thank you for your much-needed wake up call to the industry.

Thank you for having the courage to speak up, speak out, and put your names on the line. It's not as easy as people think to go public in such a bold way, especially when you face the institutional bias and racism you call out in your letter. You set a great example for the rest of us.

We feel like the best respectful way to respond to such a direct call is directly and honestly. So, on behalf of OBERLAND, here is how we hope to address these concerns and make our agency better.



1. Make a specific, measurable, and public commitment to improve Black representation at all levels of agency staffing, especially Senior and Leadership positions.

We will improve Black representation throughout the agency. To track this, we have included at the end of this letter agency census data taken two years ago at the start of "Nothing Changes If We Don't." We've also included our census as of June 15, 2020, and will do so annually going forward.

To facilitate a better talent pipeline, we have assigned a team member to build a database of 5-10 BIPOC candidates for every job title in the agency (filled and open alike) and to refresh it quarterly. This will improve our likelihood of filling new positions with BIPOC, as well as filling positions as people leave the agency over time.

2. Track and publicly report workforce diversity data on an annual basis to create accountability for the agency and the industry.

We will do this every June going forward.



3. Audit agency policies and culture to ensure the environment we work in is more equitable and inclusive to a diversity of backgrounds and perspectives.

This work is ongoing at the agency and has been a long term commitment of agency leadership. Our handbook is audited every two years, and we will conduct a wage gap assessment on a similar schedule.

4. Provide extensive bias training to HR employees and all levels of management.

We have hosted three training sessions for all employees on Power/Privilege/Bias/Respect in the workplace to date and will continue to host at least three agency-wide, mandatory training sessions per year going forward.

5. Extend agency outreach to a more diverse representation of colleges, universities, and art schools.

Yes. We are in the process of making contact with a number of HBCUs, art schools and industry associations which can build a robust, diverse talent pipeline.

6. Expand residencies and internship programs to candidates with transferable skills who may not have taken a traditional educational path toward advertising.

We had recently revised our internship program during COVID to accommodate four interns for one-month, paid internships. There are eight slots open—four in July and four in August. We will look to fill as many as possible with BIPOC talent and encourage submissions at hello@thisisoberland.com.

7. Create, fund, and support Employee Resource Groups (ERGs) for Black employees.

To be honest, given the size (25 people) of our agency, we don't have any existing ERGs. And, doing them for specific groups like black employees or LGBTQ+ would render them with only a couple of people each. Instead, we are creating an employee group from across the agency (interns to partners) to be a forum to address a variety of culture and DEI issues and topics. It will have an annual budget and participation from all four partners.

8. Invest in management and leadership training, as well as mentorship, sponsorship, and other career development programs for Black employees.

We will provide these training and development opportunities for BIPOC in our company. We are currently reviewing training consultants and companies for a variety of opportunities within the agency.

9. Require all leadership to be active participants in company Diversity & Inclusion initiatives and tie success in those initiatives to bonus compensation.

Yes to the part about requiring all leadership to participate actively in these initiatives. We have always done this. We don't have incentive based compensation programs, so the second part doesn't apply.

10. Create a Diversity & Inclusion committee made up of Black and NBPOC employees to help shape diversity & inclusion policy and monitor its progress.

This will be the same committee for us that was discussed in point seven, and it will also serve to address point 11, as well.

Over the last month we have also hosted several internal open sessions to discuss race, power, and privilege within the industry, agency, and society. These sessions have been helpful, and will continue over time.

11. Establish a diversity review panel to stem the spread of stereotypes in creative work and ensure offensive or culturally insensitive work is never published.

This is a great idea, and we will use the aforementioned committee to serve this function.

12. Introduce a wage equity plan to ensure that Black women, Black men and people of color are being compensated fairly.

We have one. Two years ago, when we started working on "Nothing Changes If We Don't," we did a wage gap audit and did not find a wage gap by gender, age, race, or other classification of persons. We did find two employees whose compensation needed to be adjusted, and changes were made immediately (as discussed earlier).



We will be conducting another wage audit in the fall of this year and will continue on an every-other-year basis until we reach 50 employees. Once we hit 50 people, we will do it annually. Results will be published for all assessments.

We know we have work to do individually and collectively.

We will continue to pursue better, for a long time to come, individually and collectively.

We hope these actions further our ambition to create meaningful improvement in OBERLAND and in the industry more broadly.

We invite you and our employees to hold us accountable.

More to come. And, thanks again.

OBERLAND

05.2 OBER-CHANGE

Overview

As OBERLAND continues to address and dismantle systemic inequities within the industry, we formed OBER-CHANGE, an employee-led DEI program fully funded by the agency and designed to educate employees, create greater awareness, and drive action in an effort to create a more diverse, equitable and inclusive agency environment. OBER-CHANGE brings the most relevant issues, learnings, and resources to the agency through workshops, speaker series, intra-agency dialogue, and community outreach opportunities.

We believe that acceptance is table stakes; if we are truly going to lead from the inside-out, we must equip ourselves and our employees with the tools and resources needed to effect change that shows up in how we behave and interact with each other, and especially in the work that we do.

As a small agency, we have found that the recipe for successful initiatives is focused, simple, and clear as opposed to stratified, complex, and vague. The more streamlined the program, the more we can sustain it and hold ourselves accountable.

Further, we know that DEI initiatives are often “side projects” that exist in a vacuum as opposed to becoming integrated into the DNA of an organization. We firmly believe this needs to change to create real progress.

OBER-CHANGE works to specifically address the following:

- + Driving an inclusive agency culture that equips employees with the necessary tools, resources, and platforms for personal and professional growth.
- + Create work that represents a more inclusive set of experiences across all audiences.
- + Leading and motivating the industry and our peers through our commitment and efforts to create a more inclusive workplace.

OBER-CHANGE has three main components: TRAIN, SPEAK, and ACT. Each component is a building block and critical for collective change. TRAIN equips employees with the education and knowledge needed to SPEAK articulately about the issues at hand.

That reflection lends itself to identifying the personal and collective ways that we can ACT moving forward, whether it’s in our interactions, in the work we produce, or in the ways in which we give back to the community.

OBER-TRAINS (Train):

Each quarter, OBERLAND invites an expert(s) to educate and enlighten employees on a particular issue to build and sustain an inclusive culture (e.g., power, privilege, unconscious bias, intersectionality, systemic racism, mental health and wellness, harassment, discrimination, etc.). The sessions will be organized by the TRAIN Chair and either consist of a workshop on the aforementioned issues or will feature a guest speaker followed by an open discussion.

It’s critical that all sessions, including trainings, have a small group or workshop component in order to maximize free flowing dialogue and engagement among employees. Attendance by all employees, including the leadership team, is mandatory.





OBER-SPEAKS (Speak):

All OBERLAND employees are invited to participate in regularly-scheduled agency dialogues led by the OBER-SPEAK Chair. The discussion will center on:

- + The most recent training or workshop as a way to continue and further the conversation.
- + A relevant piece of content (article, movie, interview, etc.) provided by the Chair in advance.
- + A book, as part of the agency Book Club. The book will be selected by the Chair leveraging feedback from staff. All OBERLAND employees are eligible to expense the purchase of two books specific to race and anti-racism each calendar year.

OBER-ACTS (Act):

As an agency community of socially conscious individuals, employees are involved and active in a number of volunteer organizations. In support of those efforts, all OBERLAND employees are eligible to receive two PTO days per calendar year to volunteer with an organization of their choice. To support these efforts, the ACT Chair will maintain a list of local volunteer organizations in most need and organize agency-wide volunteer days.

As a further effort to act in accordance with our beliefs, we will commit to pro bono work that directly serves the communities and efforts in need of the most attention. For the remainder of 2020, OBERLAND will focus its efforts on combating voter suppression and disenfranchisement that contribute to low voter turnout.

Our industry can only become as inclusive and equitable as the investment we are willing to put in, and we believe and are committed to doing the work in order to experience the results we aim to see. While we don't claim to have all of the answers, we are committed to consistently and continuously doing the work. Because everything changes when we do.

05.3 DAVIANNE’S WRITING

We Must Stop Making Racism Personal So We Can Take Collective Action

As a black woman, a professional, and a human being, I urge us all to step up and speak louder than we have before. Especially in the places we typically stifle our voices, like the workplace.

Sharing the pain of what’s happening within our insular networks isn’t enough.

Watching and thinking “it isn’t my place to say anything” isn’t acceptable.

Believing that discussions of rampant and overt racism aren’t fit for the workplace needs to stop.

We can’t move forward as a society until we truly acknowledge what’s holding us back.

In reality, there’s nothing personal about racism. While it is directed at some, it is our collective responsibility to address it and stop it. And until we all truly believe that, we will continue to internalize the pain and not confront the larger systemic issue that has led to the words and actions of a few carrying the weight of a movement that requires many.

By now we are all attuned to the rampant racism and murders against members of the African American community. Unfortunately, this is by no means new news. Countless black Americans have been and continue to be targeted and slain because of their skin color. Christian Cooper was one of the “lucky ones” having walked away still alive. His was one of the rare instances where “justice” was served against a woman who resorted to using Christian’s blackness against him because she felt her white privilege was being challenged.



Christian Cooper, Ahmaud Arbery, and George Floyd represent a fraction of the victims of racial profiling and targeting. Yet, each time the public response looks the same. African Americans and allies, or anti-racists, speak out and use social media as an outlet to express pain, spread the word, and incite action in the form of petitions, calling local officials, rallying, and donating. We vent, we cry, and then we put on a good face for work the next day—because after all, it’s unprofessional to bring our personal issues into the workplace. We walk into the office, or Zoom nowadays, and keep it all contained until we are able to go back to the safe spaces of our personal networks and friends.



We have interlaced our professional and personal lives in a myriad of other ways. But when and how will it be appropriate to talk about what’s happening in the world without feeling that we have exposed our blackness in a way that makes others uncomfortable? Or worse, excludes us from progression or causes colleagues to see us differently.

It’s time that the collective we, African Americans and anyone who does not subscribe to racism, talk candidly about what’s going on to ensure we create safe spaces for everyone affected.

Don’t get me wrong, creating a space for dialogue and support is only a tiny fraction of solving America’s issue with race. However, I believe that we each have a role to play and a collective responsibility to carve out a space for change.

Part of it has to do with representation. When there is too little of it, it feels like something worth only addressing in a small group.

I challenge people of color, particularly those in positions of leadership, to speak up—not only to other people of color, but to everyone. The more we keep things contained to our black networks, the more we signify that we expect and authorize others to stay silent and the more we validate the notion that these issues are issues of the black community.

It also takes the part of non-people of color and to speak out. Just because you see black colleagues or friends sharing doesn’t mean it’s not your place. It must be. Speaking up should not feel awkward. By doing so, you’ll signify that you treat issues impacting black America as issues that affect us all. That’s what might just drive change. As Martin Luther King said, "injustice anywhere is a threat to justice everywhere."



Davianne Harris
PARTNER, HEAD OF STRATEGY



05.4 #27ALLIEDACTS FOR WHITE AGENCY OWNERS

What the fuck do I do?

I have been asking myself that question over the last few days as the racial injustices in this country have boiled over. As a white guy who owns an ad agency, what should I be doing to address these issues and respond to protests? I started to read the articles circulating about what white people can and need to do, and they gave me an idea. For the rest of June, I am going to do at least one thing each day to be an active ally, and I am going to challenge other white agency owners to do them along with me. Start today by accepting the challenge. Then, each day, either do the thing I do, or do something you want to do to push back against the injustice you have the power to push back against. Each day I will post the act on LinkedIn and here.

What exactly will we be doing? In looking at suggested acts that allies can take, I came up with 9 themes to guide the actions. And, for each theme, I believe an action is needed on a personal level (as a citizen), on a professional level (as a business owner) and on a financial level (because money matters). 9 themes with a personal, professional and financial act per theme makes 27 acts in the 27 remaining days of June. This list is by no means complete, but it's a framework to start taking meaningful actions. And, importantly, by the 27th act we will individually have a better grasp of the issues making it more likely that we can talk with our teams better, create more pathways for black people and people of color to thrive in the industry, make more culturally resonant and important work for clients, and make some change in the wider world.

The 9 themes I am using to guide the actions are below. While these themes give you a sense of the topic, each act will be specific, replicable and accessible to an agency leader:

Listening and self-educating. Spending time listening, reading and understanding the experiences and pain that black people and people of color have endured throughout history. Hopefully it will build our knowledge and empathy base, and give us a better perspective on the history we are living today. In addition, we need to reflect on our own power and privilege, how those things have helped us in our careers and how we can now wield those tools to make the change we need.

Voting. The ballot box has unlimited potential to bring structural change, and structural change is needed at the ballot box. Registering voters, countering voter suppression and supporting candidates of color are just the tip of the iceberg.

Criminal Justice Reform. The brutality in the criminal justice system is at the heart of the matter and reforms are needed in too many ways to list. Police violence and the 8cantwait.org campaign seem like a good place to start for meaningful local action, while bail reform, sentencing, decriminalizing weed, and private prisons seem like a good place to start a national conversation.

Education. Creating better public education curricula on race and a more realistic teaching of history at all levels. And, creating opportunities for people of color by supporting HBCUs, mentoring youth and contributing to scholarship funds.

Direct action. Supporting the people and organizations who do the work and drive the movement. Black Lives Matter, Campaign Zero, The Bailout Project and many others need support now.

Become an Anti-Racist. Antiracism is a powerful concept that can be delivered in personal and professional contexts with simple acts like challenging a racist joke or larger structural interventions like the concept of reparations.

My Dollar Vote. How can I support the movement with purchasing changes that I have control over? What can I buy at home? How can the agency diversify its supply chain? Where can I invest with a clear conscience?

Work. How can we create opportunities for Black people and people of color at our agencies? How can we make our agencies and the people who work there better educated on the topic?



Personal Reflection. It's important to think and reflect on what's happening and what role we are playing in it. This only works if it leaves us all with enough information, compassion and dedication to make a million small decisions differently in our everyday lives going forward. That won't happen unless we dedicate some time to processing the totality of the issues and how we can be part of dismantling the system and building a new one.

I know this list is not perfect, or complete, but it's a structure that will lead to 27 specific allied actions that white people in advertising can take to be part of a better future.

Act 1:

6/4: I educated myself on the histories behind the murders of Black people by police of vigilante-types, including that of George Floyd, Trayvon Martin, Walter Scott, and Ahmaud Arbery. There were so many more that didn't receive the same attention, including those of Black women like Breonna Taylor, and Black trans women like Dominique Fells.

The undercurrent in many of them is the feeling of supremacy and distance from the murderers, and their inhumanity toward their victims.

I also took a long minute to re-read [this article](#) from the 1619 Project.

And to read [this article](#) about the case for reparations by Ta-Nehisi Coates.

Act 2:

6/5: A Day to Breathe. Friday June 5th, **OBERLAND** is closing in support of Black Lives Matter, the lives of George Floyd, Breonna Taylor, and Ahmaud Arbery, and to stand up against systemic racism. We take today to rest, regroup and reflect on how we can personally and collectively take meaningful action. [#27AlliedActs](#) [#BlackLivesMatter](#).

To help, we have created this living resource guide for people to learn and share. Thanks to [Gloria Lin](#) (she/her) for creating this and [Big Spaceship](#) Internet Brunch for inspiration on the guide.

Act 3:

6/6: I made a monthly recurring donation to [The Marshall Project](#) which tells stories of the criminal justice system and provides first hand accounts of what happens to people in a racist system. I encourage you to do the same [here](#).

Act 4:

6/7: I signed [this petition](#) to [#defund-thepolice](#). Police are not warriors. It's time to ratchet back the militarization of police forces across America.

Act 5:

6/8: **OBERLAND** made a contribution directly to [Black Lives Matter Global Network](#). Do the same.

Act 6:

6/9: I made a recurring monthly contribution to [Campaign Zero](#). This organization is behind powerful initiatives like [#8cantwait](#) and this tool to find out where your elected representative stands on police violence.

Act 7:

6/10: I asked my local police department to publicly comment on where it stands on the [8cantwait.org](#) policies, which policies are currently in force, which aren't and why aren't they. We will see what they say... stay tuned for future updates.

Act 8:

6/11: **OBERLAND** officially endorsed the [#SAFERNYACT](#) to [bring fundamental change to the NYPD](#).

Act 9:

6/12: I chose to make a recurring donation to [The Bail Project](#) for their critical work to end the misery caused by our current bail system. [Donate \\$10 a month today!](#)

Act 10:

6/13: I sent a letter to the principal of my kids' elementary school asking how race would be part of next year's curriculum for grades K, 2 and 4 (Drew's kids' classes).



Act 11:

6/14: I joined Justice Democrats to support candidates of color running in 2020. The ballot box is where these changes will be made permanent. Contribute to change today.

Act 12:

6/15: **OBERLAND** joined the many other companies in officially recognizing **#Juneteenth** as a paid company holiday in perpetuity.

Act 13:

6/16: I made a recurring gift to **UNCF** and tomorrow I'll be spending some time focusing on expanding relationships with HBCUs and industry groups supporting black professionals.

The mission of UNCF, as they describe it, remains the same as it was when we started 76 years ago. UNCF supports HBCUs and their students to help them go to and through college. Now they need us to help them pivot to online education. **Donate and help our HBCUs and students.**

Act 14:

6/17: I made a donation to support **Jamaal Bowman** for Congress in **NY16**.

Act 15:

6/18: I took a cue from **Trevor Mundt** and emailed Greg Fischer, Mayor of Louisville, to demand accountability for Breonna Taylor. **Take a minute and do the same.**

Act 16:

6/19: I signed up to **Pay It Forward**. You should too.

Act 17:

6/20: I wrote the last chapter of the agency's report on the DEI initiative and plans for the future. Into the design department it goes, with a publishing goal of Friday.

Act 18:

6/21: I donated to **Mothers Against Police Brutality**, so no more mothers and fathers lose sons and daughters for no reason.

Act 19:

6/22: I joined this conversation on white privilege, in general and in advertising. **Watch it here.**

Act 20:

6/23: Today I am speaking on **Consciously Unbiased's webinar** on privilege.

Act 21:

6/24: I made a donation to American University's Antiracism Research and Policy Center. The Center has, for years, been researching and recommending **active antiracism policies.**

Act 22:

6/25: Today, I got my wife Marisa a beautiful gift from Ivy's Tea, an amazing black-owned tea company. **Check them out!**

Act 23-24:

6/26-27: These two acts were a pair of challenging conversations. Friday, the start of a discussion on race prompted by Nick Jr. PSA on race. On Saturday, a challenging conversation with my extended family about whether racism exists systemically, and what that really means. Both conversations need many follow ups...

Act 25:

6/28: Yesterday **OBERLAND** created a new benefits where each employee gets to expense two books on race each calendar year.



Act 26:

6/29: Yesterday I participated in **OBERLAND** efforts to celebrate pride by amplifying black queer voices. I chose the Billie Holiday song Strange Fruit, for many reasons, but mostly as a reminder of how little progress we have made and how much more work has to be done. **Learn more here.**

Act 27:

6/30: To finish #27AlliedActs, I committed to a recurring donation to the **Black Girl Ventures**, an amazing program that creates access to capital for Black and Brown female founders.

05.5 RESOURCE GUIDE

Please see below for a list of resources vetted and recommended by the OBERLAND team, as we collectively educate and activate around racial justice in the US.

Our hope is that these resources are one step of 27 we can take to talk with our teams more intentionally, create more pathways for Black people and people of color to thrive in advertising, make more culturally resonant and important work for clients, and make some change in the wider world.

Here are a couple of ways to start learning:

- + **A guide** for non-Black people looking to understand anti-racism for the first time.
- + **A list of resources** for white parents who want to educate your kids.

Looking to read or watch?

- + **Articles, readings, and petitions** to educate yourself on being a better ally.
- + **List of books to read** with links to purchase from Black-owned bookstores.
- + Industry-centric:
 - **Some thoughts** from Bennett Bennett, advertising copywriter/journalist formerly at BBDO, Interbrand, and The Drum.
 - **A Business Insider piece** from journalist Patrick Coffee on the industry's diversity problem.
 - **'There isn't a talent pipeline problem': Confessions of a black advertising exec** - Digiday.

Actions you can take outside of protesting or posting on social media:

- + Through conversation:
 - **A Twitter thread** from Rachel Mercer, VP Strategy at R/GA, on how she talked to her parents about the Black Lives Matter movement.
- + With your vote:
 - **Support the Safer New York Act:** Call your state representatives to express support for the Safer New York Act, a bundle of bills introduced in the New York State Legislature that would provide increased transparency and accountability in policing. Crucially, this package includes the repeal of NYS-50(a), a state statute that currently protects cops accused of violence and abuse from public exposure of their misconduct.
 - Learn more about **NYS-50**.



- **8cantwait.org**: a list of eight policies states can adopt to reduce police violence. Note policies supported vary by state, and there is a very valid debate on these policies vs more radical change, like defunding the police. **Here's a chart** breaking down police abolition vs reform, for education purposes.
- **Resources** to educate yourself on why people want to defund the NYPD.
- Support the following NY local politicians:
 - Assemblywoman **Diana Richardson**, who has been endorsed by the likes of Hakeem Jeffries and Jerry Nadler.
 - **Jamaal Bowman**.
 - **Mondaire Jones**—first openly gay Black congressman running for election in NY-17. He is amazing.
- + With your wallet:
 - **Mutual aid**: a live list of petitions, fundraising pages, and multiple other funds (including mutual aid, protester funds, and bail out funds) to support.
 - Support Black-owned **restaurants, bookstores, and businesses**.
 - **14 Black-owned businesses and creative ecosystems** to support.
 - **Fund for homeless Black trans women**, who are disproportionately affected by the pandemic and our political climate.
- + While protesting:
 - **A Twitter thread** with all your rights as protesters.
 - **A Twitter thread** on protesting when you're not a citizen.
 - **ACLU's guide** to protesting.

- + In the workplace:
 - **5 Do's and Don'ts** for White Leaders and Colleagues Discussing Racism at Work.
 - **Instagram post**—what's next for your brand/client/employer that just took a hardline statement on police brutality and racism.
 - **Some inspiration** for what junior level talent can do to bring about change, from industry veteran and talent consultant Natalie Kim (check out **We Are Next** for more resources for juniors and mentors in advertising).
 - **A deck** of all the brand responses to #BLM from Julian Cole, Lexie Perez, Stephanie Vitacca, and Davis Ballard—designed to give planners insights on what's meaningful.
- + To act beyond social media:
 - **A list of actions** you can take beyond social media from Anomaly's Diversity & Engagement Lead, Jezz Chung.
 - **A collective list of actions** to take including petitions and donations.

- Industry organizations that need your support to empower multicultural talent:**
- + **4A's MAIP**: the industry's largest network and professional development program of 4,000+ multicultural talent. Provides a twelve week fellowship program in partnership with 80% of US agencies that pays and houses interns of color across 10+ disciplines, and a lifetime of professional training and programming.
 - + **We Are Next**: as mentioned above, a platform of resources for juniors in advertising and their mentors. While the platform isn't officially diversity focused, it has a strong focus on amplifying multicultural voices in the industry. Created by former strategist and current entrepreneur Natalie Kim.
 - + **The Marcus Graham Project**: Bootcamps, grants and funds to provide exposure and experience for multicultural "aspirants in the field of marketing and media, including advertising, PR & social media."



- + **COOP**: Program designed to combat the underemployment of Black + brown talent in digital marketing and data analytics through a Digital Apprenticeship program.
- + **ADCOLOR**: Organization celebrating and educating multicultural talent across advertising, media, and tech through conferences, year-round programming, and awards. They currently host conversation series centering on the Asian American, Latinx, and Black communities. Sponsored by Omnicom.

Some resources to support the BIPOC (Black/Indigenous people of color) in your life:*

- + **An Instagram series** on supporting the Black people in your life.
- + **More suggestions** on how to talk to your Black friends, coworkers, and loved ones.
- + **A list of identifiable** of Black-owned marketing and PR firms in the US.
- + **This toolkit** for coping with racial trauma for Black people.
- + **A list** compiling mental health resources for Black people.
- + **Well Williamsburg** is providing free therapy to BIPOC who need it.

*Many thanks to **Big Spaceship's Internet Brunch** for the last three links.



06

Partners in Purpose.



Our partners. These professionals were instrumental in helping us make progress, and we recommend them highly.

Thank you to these people:



Rohit Gandhi

MANAGING PARTNER, RG ADVISORY PARTNERS



Jennifer Comiteau

FOUNDER & PRESIDENT, COMITEAU COMMUNICATIONS LLC



Ken Dolan-Del Vecchio

FOUNDER & PRESIDENT, GREENGATE LEADESHIP LLC



Laura Honeycutt

FOUNDER & HEAD COACH, LAURA HONEYCUTT COACHING

Thank you to these organizations:



Thank you to our peers involved in the 'Nothing Changes If We Don't' Movement:



OBER LAND

254 Canal St. N° 5000
New York, NY 10013
thisisoberland.com
212 920 4701