

DIVERSITY, EQUITY, INCLUSION (DEI)

Maturity Model



Committed to
Equality, Inclusion,
and Systemic Change

AIMM'S MISSION

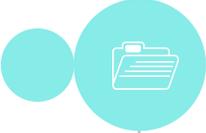
To be a powerful force prioritizing diverse consumers and advancing inclusive and multicultural marketing to achieve business growth and equity for all.

DEI STATEMENT

At AIMM, we value the unique perspectives and experiences that every person brings to advance our mission of equality and justice across the marketing and advertising industry for business growth.

We strive to be a compassionate, reflective, learning community, actively reaching out to bridge differences for equity through the transformation of ourselves, our organizations, and our industry.

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AIMM'S PLEDGE

As ANA/AIMM members, we pledge to hold ourselves and the industry accountable for promises made to rid our industry of systemic racism and institutional bias.

ANA/AIMM Commitment to Equality, Inclusion, and Systemic Change

from America's Marketers, Media Companies, Agencies, Production Companies, and Service Providers

At the Association of National Advertisers (ANA) and the Alliance for Inclusive and Multicultural Marketing (AIMM), we strongly believe that every person — regardless of race, ethnicity, sexual orientation, gender identity, ability, religion, age, or culture — should have equal rights, equal representation, opportunities, support, understanding, respect, consideration, voice, and the ability to achieve their full potential. For more than 20 years, we have used our collective voices, reach, and commitment to create an industry that is more inclusive, understanding, and reflective of diverse segments. Although we have done a lot, it is not enough.

As we experience unprecedented loss due to the novel coronavirus, Black and Brown communities continue to face an age-old virus that has infected America for four centuries: racism. **As America marches for an end to racism, injustice, and inequality against Blacks, the marketing and advertising industry is here to say we see you, we hear you, we are with you, and we commit to do everything in our individual and collective power to end systemic racism and achieve equality and justice.**

As marketers and industry leaders, we commit to unflinchingly examining our own history and current practices to shine a light on systemic and institutional biases that exist within the industry. We can no longer accept the shortcomings of many of our diversity and inclusion initiatives. We commit to examining why they haven't done enough and what action is needed to advance. And we commit to interventions that will have an immediate and sustained impact on equality, inclusion, and systemic change in our ecosystem and in our society.

- ▶ **We will achieve representation that better reflects our country's demographics throughout the industry:** marketers, media companies, agencies, production companies, and service providers. **This means equity in representation at every level, access, and voice — in other words, a seat at the table.** In our yearly diversity reports to the industry, we will include clear actionable steps and guidelines for companies to achieve parity and extend that work to the balance of the industry.
- ▶ **We will conduct courageous conversations and work with our membership's Employee Resource Groups (ERGs) to understand the systemic inequities throughout the industry** so that together we can establish programs that can fix these systems.
- ▶ **We will accelerate the use of AIMM's #SeeALL campaign to eliminate bias through the accurate portrayal of race, identity, and culture in advertising and media programs.** We will hold ourselves and the industry accountable by measuring ads and programming in which we invest with AIMM's Cultural Insights Impact Measure (CIIM™).
- ▶ **We will increase our spending in multicultural marketing so that the percentage of investment is commensurate with the representation of the multicultural people we serve.** Current findings from the PQ Media study highlight that only 5 percent of marketing spend is targeting multicultural segments, which is unacceptable, as it represents a mere fraction of the country's Black, Brown, Hispanic, Asian, Indigenous, LGBTQ+, and People with Disabilities populations.
- ▶ **We will demand the accuracy of multicultural and inclusive data from measurement service providers** so that marketers can connect with key diverse audiences and attribute growth to the right people and segments.
- ▶ **We will continue to work until we achieve an equitable creative supply chain** through strategic investments in agencies, broadcasters, suppliers, and producers that are owned or run by Black, Brown, Hispanic, Asian, Indigenous, LGBTQ+, and People with Disabilities segments.
- ▶ **We will double down on cross-industry partnerships to enable a higher degree of engagement with and understanding of diverse communities.** We will leverage learnings from our supplier diversity study to help companies establish increased support of diverse suppliers.

As ANA/AIMM members, we pledge to hold ourselves and the industry accountable for promises made. We want to ensure that we walk the walk — not only while our country is suffering, but on a long-term basis where we have the power to create systemic change. For this reason, AIMM is developing an industry ranking system by which our marketing, DEI, investment, and advertising efforts will be measured. The ranking system will use the ANA/AIMM research previously conducted as a baseline for where the industry is today so that we can set goals to create change and track progress.

There is no greater urgency than that of addressing the systemic racism, injustice, and inequities plaguing our country. We will use our platforms to ensure we use our resources and voices as a force for good and a force for change. To join the pledge for change, visit us at www.anaaimm.net. Your signature and participation have never been more important in the quest for equity than they are today.

INTRODUCTION

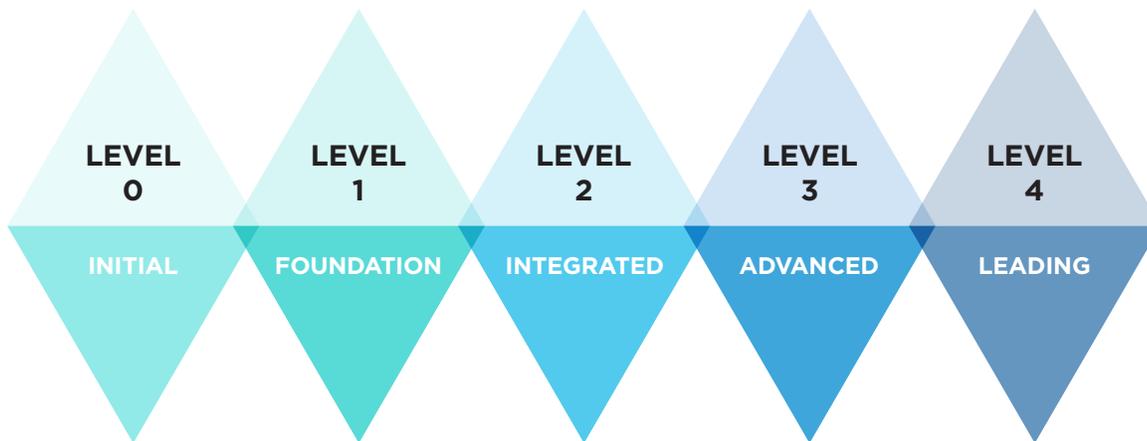
DIVERSITY, EQUITY, AND INCLUSION ASSESSMENT PERFORMANCE TOOL

AIMM's DEI Maturity Model is a mechanism that can be used by organizational leaders, DEI partners, marketers, agencies, and stakeholders to understand the framework and the maturity progression of their current and future DEI strategies, programs, and initiatives. It is designed as a tool to enable organizations to create a strategy and roadmap that deepens transformational change to advance diversity representation, inclusion, equity, and a culture of appreciation and belonging.

AIMM DEI MATURITY MODEL

DEI INTEGRATION IN THE BUSINESS PROCESS

The AIMM DEI Maturity Model consists of five levels from 0 - 4:



Each level represents several dimensions of the DEI journey, which is demonstrated by various actions, activities, or programs currently driving DEI but can serve to enhance or further develop DEI approaches in future planned efforts. Each level enables organizations to further assess and identify areas of opportunities to optimize DEI.

AIMM DEI MATURITY MODEL

DEI INTEGRATION IN THE BUSINESS PROCESS

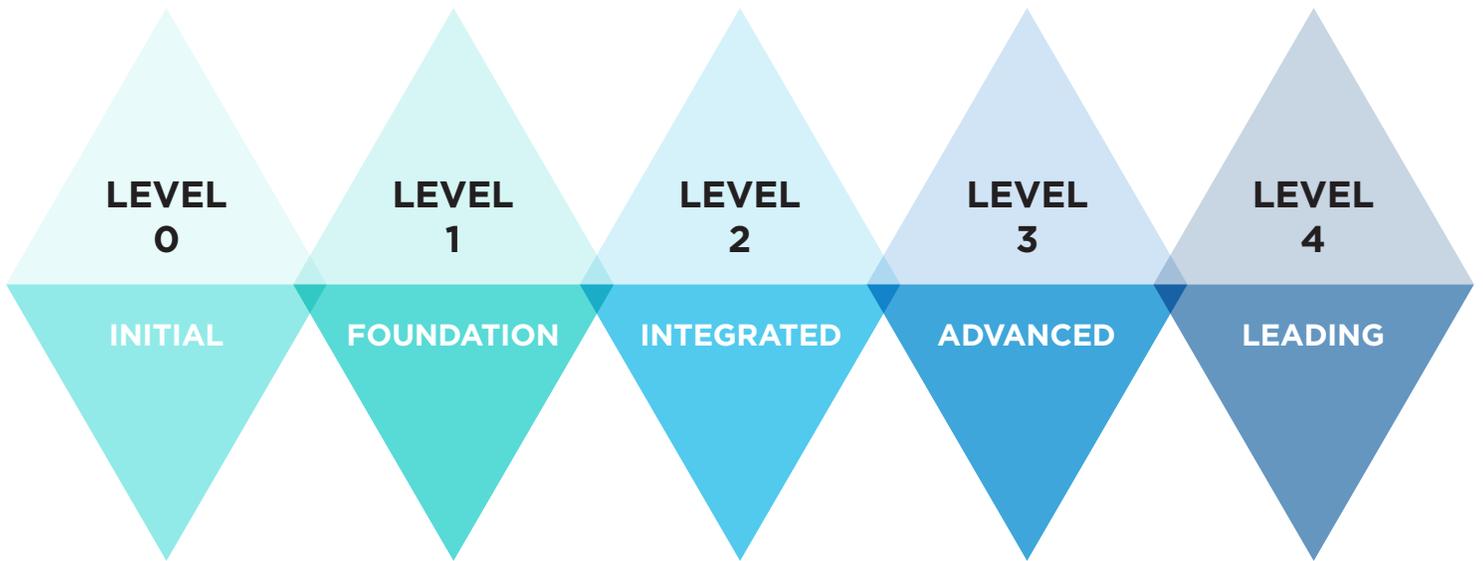
In addition, there are seven areas that have been identified throughout the maturity of DEI that integrate into an organization's operational aspects of its business functions, including talent systems, branding and marketing, external and community engagement, and customer interfaces:

- 1. Business Integration**
- 2. Talent Management**
- 3. Employee Engagement**
- 4. Brand Recognition**
- 5. Data Transparency**
- 6. Supplier Diversity**
- 7. Social Impact**

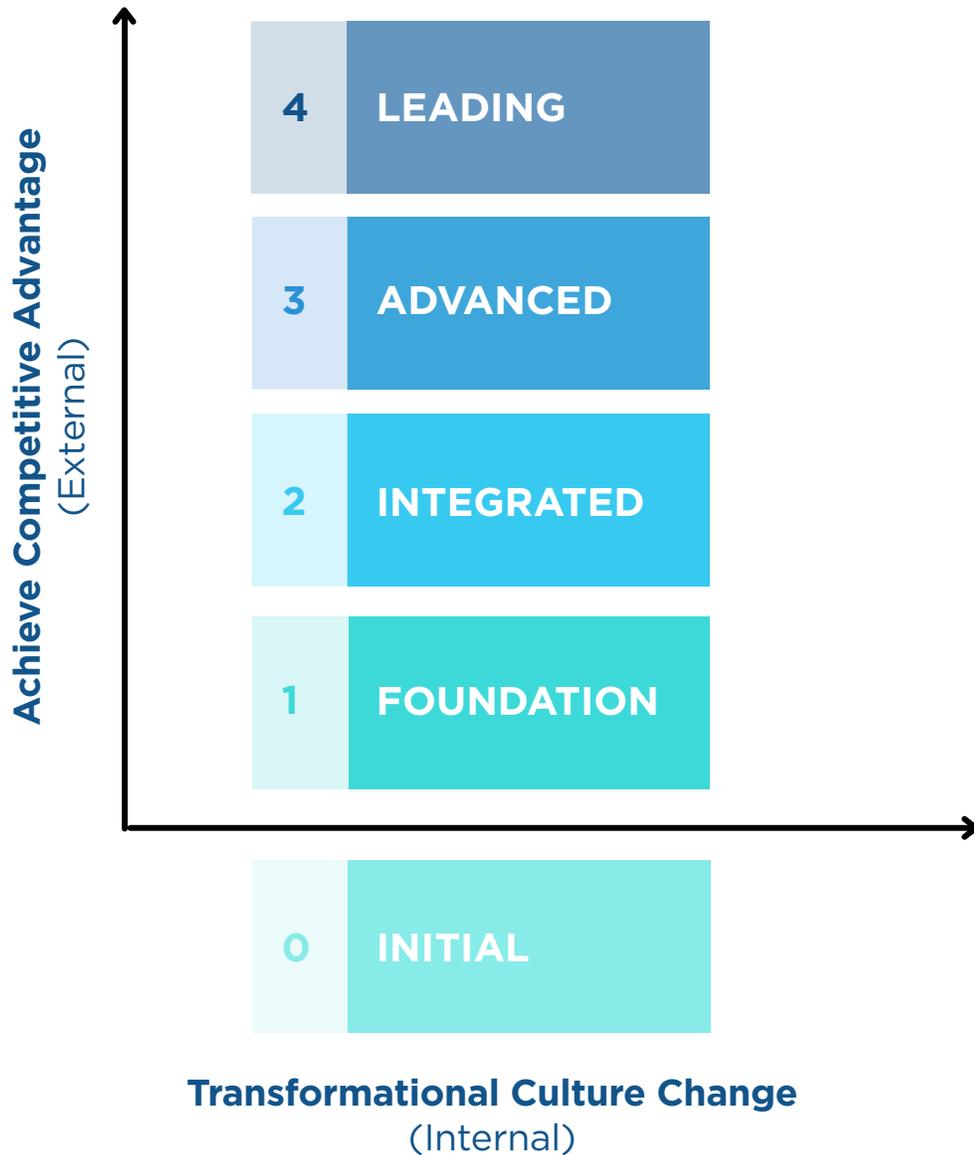
By focusing on these areas, organizations will be able to identify internal and external stakeholders who have decision-making authority and share accountability in the successful implementation of DEI practices.

AIMM DEI MATURITY MODEL

LEVELS



AIMM's DEI Maturity Model enables organizations to show progression through transformational change as they achieve a more inclusive culture, resulting in a competitive advantage.



AIMM'S PLEDGE

Integration to Key Organizational Areas

1: Increase Talent Representation (Talent Management)

Achieve representation that better reflects our country's demographics throughout the industry: marketers, media companies, agencies, production companies, and service providers.

1

2: Enhance ERG/BRG Involvement (Employee Engagement)

Conduct courageous conversations and work with our membership's Employee Resource Groups (ERGs) to understand the systemic inequities throughout the industry.

2

3: Eliminate Bias in Ads/Content (Brand Recognition)

Accelerate the use of AIMM's #SeeALL campaign to eliminate bias and increase accurate cultural representation in advertising and media content. Measure ads and programming with AIMM's Cultural Insights Impact Measure (CIIM™).

3

4: Invest in Multicultural Marketing Efforts (Business Integration and Supplier Diversity)

Increase spending in multicultural marketing so that the percentage of investment is commensurate with the representation of the multicultural people we serve.

4

5: Ensure Data Accuracy and Transparency (Data Transparency)

Demand the accuracy of multicultural and inclusive data from measurement service providers.

5

6: Achieve an Equitable Supply Chain (Supplier Diversity)

Continue to implement strategies until we achieve an equitable creative supply chain.

6

7: Increase Understanding of and Engagement with Diverse Communities (Social Impact)

Double down on cross-industry diverse partnerships to enable a higher degree of engagement with and understanding of diverse communities.

7

AIMM DEI MATURITY MODEL

DEFINED LEVELS

0 INITIAL

- DEI efforts are non-existent or reactive.
- The organization has taken few to no initial steps to establish a DEI strategy.
- The organization utilizes minimum DEI methods.

1 FOUNDATION

- A baseline of DEI has been established and is part of the strategic business plan.
- The organization utilizes minimum DEI methods.
- DEI internal partnerships begin to be built.
- DEI is mostly focused on compliance and representation, not on inclusion.

2 INTEGRATED

- There is a higher level of DEI acceptance across the organization.
- DEI is part of the strategic business plan and driving some positive business results.
- DEI serves as its own function with proper budget allocation, and performance metrics are tracked.
- DEI progress is shared with leadership and used to drive business decisions.

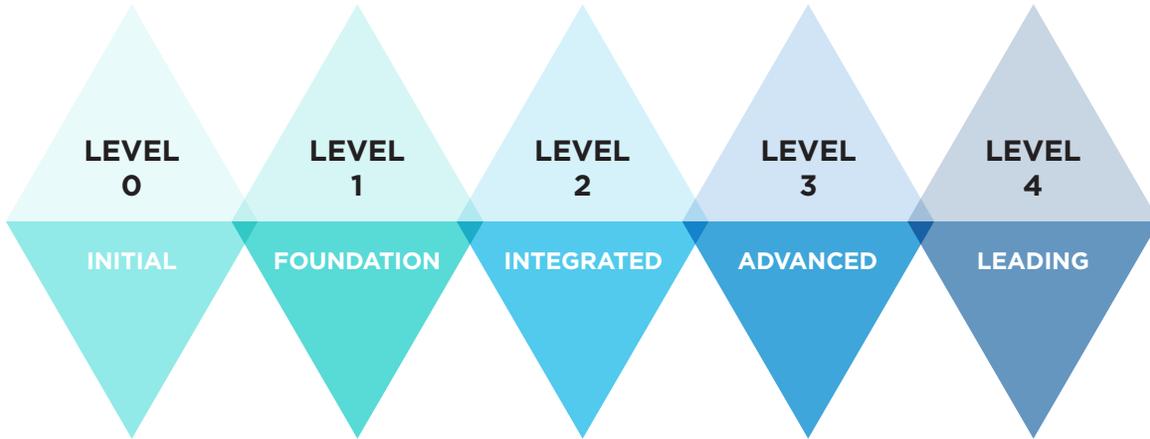
3 ADVANCED

- DEI is advancing into the full framework of the organization.
- DEI is a core value in business decisions, strategy, and execution.
- The DEI metrics are shared with all employees and publicly.
- DEI is scalable and adopted across the enterprise.
- There is external recognition by the leadership, organization, and employees of DEI results.

4 LEADING

- DEI is optimized across the organization.
- The organization is leading a culture of inclusion and belonging.
- Representation is evident across the organization.
- DEI is naturally part of the business, and the organization exceeds industry efforts.
- The organization is recognized as a global leader and benchmarked.

AIMM DEI MATURITY MODEL APPLICABLE TO AN ORGANIZATION



Each level of the maturity model has been defined further, and a list of organizational areas will provide the ability to understand the current state, plan the desired state, and develop a roadmap to a more purposeful and sustainably-driven approach. This model can be used as one of the tools to diagnose your DEI approaches and guide you to interventions that are more specific and targeted for your organizational needs.

7 KEY ORGANIZATIONAL AREAS



BUSINESS INTEGRATION



TALENT MANAGEMENT



EMPLOYEE ENGAGEMENT



BRAND RECOGNITION



DATA TRANSPARENCY



SUPPLIER DIVERSITY



SOCIAL IMPACT

AIMM DEI MATURITY MODEL: KEY AREAS

BUSINESS INTEGRATION

0 INITIAL

- There is no DEI focus or establishment of DEI strategy, designated leader, process, funding, or initiatives.
- The value of DEI is not established in the organization nor aligned to business and financial planning.
- Results of DEI efforts are ad-hoc, reactive, or negative.
- There is no annual review of DEI, with minimal impact results.
- There are no investments in or financial allocation for DEI.

1 FOUNDATION

- DEI is part of an initial core plan and recognized as a business strategy, and basic elements are established.
- DEI adoption is just starting, compliance/regulatory-driven, and/or project-based.
- There is limited awareness or static communication about DEI efforts across the organization.
- There is an annual review of DEI across the organization, with minimal impact results.
- DEI initiatives get reactive investments or limited budget allocations.

2 INTEGRATED

- There is senior-level executive commitment to DEI.
- DEI has been adopted across the organization.
- There is a defined DEI roadmap, process, and plan, and available resources are utilized for execution and monitoring results.
- DEI is valued and integrated into lower-level business unit/department strategies.
- There is an annual review of DEI across the organization. Metrics and results are showing progress. Report is shared internally at the C-suite level and executives prioritize improvements.
- There is a dedicated DEI function with a designated leader, team, and budget, which reports directly to CEO or HR/ designated C-suite executive.

3 ADVANCED

- There is enterprise DEI adoption, strategic alignment, and scalable engagement.
- There is evident diversity representation across leadership and its workforce.
- There is sustainable diversity representation, succession plans, and pipeline development.
- There is an annual review of DEI across the organization, demonstrating transformational systematic changes with positive outcomes.
- A dedicated DEI leader provides frequent reporting and progress to CEO and board of directors/board of advisors.

4 LEADING

- Organization is a global, enterprise, market leader in DEI.
- Organization earns Best Places to Work/Top Rankings.
- There is an annual review of DEI across the organization, released externally, demonstrating positive DEI outcomes.
- Diversity representation in organization's board of directors is evident.
- There is DEI optimization across all levels of the organization, markets, and social/community responsibility.

AIMM DEI MATURITY MODEL: KEY AREAS

TALENT MANAGEMENT

TALENT MANAGEMENT

0 INITIAL

- There is low diversity representation/high turnover among racial/ethnic employees.
- There are no formal or structured development programs such as mentoring, rotation, leadership, or education/training for technical or non-technical development.

1 FOUNDATION

- Talent management uses representation demographics for recruitment planning and retention programs.
- A small number of structured development programs offer limited access to selected employees.

2 INTEGRATED

- Talent management and hiring managers are held accountable to meet representation benchmarks in recruiting and hiring.
- Formal development programs are evident, but have limited impact success for underrepresented groups.
- Mentoring/coaching is limited.

3 ADVANCED

- DEI is fully integrated into talent strategy, with a focus on recruiting, retention, and promotions of underrepresented groups
- Structured development programs (e.g. rotation, leadership, technical skill training) results show progress in increasing representation. Executive sponsors are engaged in development of leaders.

4 LEADING

- Representation at all levels is clearly inclusive
- Hiring, retaining, and promoting diverse talent is a priority and executive compensation is tied to strong results

AIMM DEI MATURITY MODEL: KEY AREAS

EMPLOYEE ENGAGEMENT

EMPLOYEE ENGAGEMENT

0 INITIAL

- DEI is included in selected settings for key messaging in recruiting talent.
- There is a lack of bias and other related DEI training for leaders and employees.
- There is a lack of DEI subject matter experts, diversity council/committee, or Employee/Business Resource Groups or Affinity Groups.
- LGBTQ+ employees are not protected by organization's non-discrimination policies nor by local/state/federal non-discrimination protections.

1 FOUNDATION

- DEI messaging or inclusive language is included in organization's leadership meetings, celebratory events, or targeted campaign/product announcements.
- Mandatory diversity/sensitivity/bias training for leadership is only to meet compliance regulatory requirements and/or nice to have; there are no real followup actions.
- There is a grassroots movement to establish ERG/BRG/AGs, with minimal use for business goals – more for heritage month celebrations.
- Company has non-discrimination policies in place to protect its LGBTQ+ employees in regions where legal LGBTQ+ protections do not exist.

2 INTEGRATED

- There is an increase in leadership engagement in championing DEI teams/committees, ERG/BRG/AGs, talent retention programs, and calibration of succession planning in the organization.
- There is mandatory diversity/sensitivity/bias training at all levels of the organization, but with no action or follow up.
- ERG/BRG/AGs exist and are aligned to DEI programs/initiatives. A limited amount of funding is provided to operate activities, and they are utilized for specific DEI and brand efforts (internal/external).

3 ADVANCED

- There is mandatory training for all employees and planned actions as followup after completion or embedded in performance and development plans.
- ERG/BRG/AGs are key business partners and management is proactive in collaborating and/or engaging them in business strategy or efforts.

4 LEADING

- Employees are highly engaged. They feel connected to their teams, love their jobs, and have positive feelings about their organization.
- All employees, including ERG/BRG/AGs, can voice their thoughts and feelings about their work experience and provide leaders with invaluable data and insights on how to move forward.
- Organization's employee/pulse surveys result in employee satisfaction.

AIMM DEI MATURITY MODEL: KEY AREAS

BRAND RECOGNITION

BRAND RECOGNITION

0 INITIAL

- All ads and/or programming are developed and launched without inclusivity or cultural relevance.
- There is a lack of inclusion representation and cultural relevancy on external social channels, website, or within ads/programming.
- The organization is reactive or lacks response to external DEI-related situations (e.g., media response to bad press).

1 FOUNDATION

- Public relations respond to external DEI questions without collaboration or input from DEI, HR, or ERG/BRG/AG.
- Representation is being considered or adopted during the development of ads and marketing campaigns. Methods are deployed on a test basis.
- Inclusion messages are used on social and digital channels for talent recruiting and/or multicultural events.

2 INTEGRATED

- There is annual benchmarking of a representative sample of most brands' targeted ads, as well as inclusive ads with diverse casting or not, to establish a baseline for potential improvements in communications' accurate cultural depictions to drive above-average relevancy across most segments.
- There is a focus on agency and media partnerships with above-average cultural relevancy per CIIM™ Shows score.
- All ads for multicultural or mass audiences go through inclusivity testing (e.g., CIIM).
- Internal and external DEI websites are created with inclusive messages that can be used across the organization and social/digital platforms.

3 ADVANCED

- CIIM cultural relevance testing is done on some ads across all brands to develop quarterly metrics of progress and help guide above-average, top-two quartile, and relevancy scores across all segments.
- Media buys are redirected to content demonstrating above-average cultural relevancy.
- Inclusivity testing of all ads is a normal business practice and CIIM is the tool used, showing strong scores for cultural relevance.
- There is a consistent showcase of inclusion on all communications channels, internal and external.

4 LEADING

- CIIM cultural relevance testing of most ads is a normal business practice to drive superior top quartile scores across segments for all brands.
- The organization sets above-average cultural relevancy goals with media networks and content partners.
- The organization is an industry leader demonstrated through case studies and initiatives that provide internal and external guidance to achieve high levels of cultural relevance across segments while improving business performance.
- Exemplary showcase of inclusion on all communications channels, internal and external.

AIMM DEI MATURITY MODEL: KEY AREAS

DATA TRANSPARENCY

DATA TRANSPARENCY

0 INITIAL

- There is no diversity data collection. Diversity metrics are unknown, not measured, poorly controlled, not open to adjusting, or are not shared (e.g., demographics for compliance requirements, retention data not used for talent planning).
- There are few to no discussions with data providers to secure accurate multicultural and inclusive segment level identity, sales/purchase, behavioral, relevancy, experience, and ROI data.

1 FOUNDATION

- Diversity metrics are sporadic, only visible to C-suite, and not shared across the organization (recruitment data, employee survey/quantitative feedback, workforce representation and retention analysis).
- Initial engagement with data providers and research companies occurs to secure more segment-level data accuracy to make informed decisions.

2 INTEGRATED

- A set of diversity metrics are identified, and there is more frequent visibility at the C-suite/director level, but they are still not shared across the organization (recruitment data, employee survey/quantitative feedback, workforce representation and retention analysis).
- Data providers and research companies are requested to provide the same types of data inputs across segments while providing accuracy validation.

3 ADVANCED

- All levels of diversity metrics are utilized to track progress and drive continual change. Reports are shared internally and published externally. Diversity metrics are known for all levels, shared internally and externally, and used to drive continual change.
- A new data collection calendar is developed to ensure accuracy.
- Leadership engages with data providers, agencies, and research companies to align data across all segments to provide and apply inputs for marketing decisions while reducing data inequities.
- Internal training is developed to guide marketing staff in how to use and apply segment-level data evenly for informed decisions.
- Organization uses advocacy and channels to drive data transparency.

4 LEADING

- Best-in-class CIIM™ scores show strong results in cultural relevancy, inclusive representation, and accurate portrayal.
- DEI annual data report is released internally and externally with proven results in representation, equity, and social impact.
- Marketing decision-makers rely on accurate Multicultural & Inclusive (MC&I) segment data that covers the same breadth of types of data and level of depth and accuracy as non-MC&I.
- Company leads studies on segment-level data accuracy, participates in similar industry-wide efforts, and acknowledges transparent/accurate data providers.

AIMM DEI MATURITY MODEL: KEY AREAS

SUPPLIER DIVERSITY

SUPPLIER DIVERSITY

0 INITIAL

- Diverse suppliers are not regularly sourced.
- Less than minimal spend allocated to diversity supplier chain.
- Limited spending on a few of the areas of representation.

1 FOUNDATION

- The company uses diverse suppliers for only specific multicultural segments.
- Marketing allocation and funding is small and focused on either ethnic or inclusion representation.

2 INTEGRATED

- Diverse suppliers are frequently used for multicultural and inclusive campaigns, ads, and programming (e.g., Certified and Non-Certified Supplier Diversity vendors).
- Diverse supplier spend is split equally across diverse and non-diverse segments. Marketing funding allocation targets all multicultural and inclusive market segments.
- An established supplier diversity strategy and sourcing process seeks to provide diverse suppliers equal access to contract opportunities.

3 ADVANCED

- Utilization of diverse supplier is common and spend allocation is spread across all projects regardless of segments.
- Current spending is aligned with the population of the country's demographics.

4 LEADING

- A more diverse supplier base is achieved through an established portfolio across multicultural and inclusive markets.
- Supplier diversity is embedded across the business, covering at least 40 percent of total procurement spend, increasing market share penetration in multicultural and inclusive markets.

AIMM DEI MATURITY MODEL: KEY AREAS

SOCIAL IMPACT

SOCIAL IMPACT

0 INITIAL

- There is minimal to non-existent external education, community sponsorship, partnerships, or alliances. There is some external engagement but only for marketing and advertising purposes.

1 FOUNDATION

- The organization is in the early steps of identifying their external engagement opportunities to drive DEI in their industry, communities, and marketplace (e.g., AIMM, HRC, AdCouncil, ANA).

2 INTEGRATED

- The organization actively leads multiple cross-industry partnerships with intent to have an effect. There is active leadership and organization engagement with external organizations to drive DEI in the community and marketplace (e.g., AIMM Pledge, BLM, HRC, AdCouncil, ANA, AAPI Anti-Asian Hate).

3 ADVANCED

- The organization is a leader in cultivating multiple cross-industry partnerships and initiatives to advance inclusion, equity, and justice.

4 LEADING

- The organization is a leader of social responsibility with social impact across all markets and all marginalized communities.

MODEL APPLICATION

“Do not let what you cannot do interfere with what you can do.”
- John Wooden

Organizations can use the AIMM DEI Maturity Model to understand how they currently operate and are performing their DEI initiatives during times of change. Further assessing how well an organization manages DEI can help transform organizations to successfully and effectively manage change with a greater sense of urgency related to each level of the Maturity Model.



ASSESS

Take inventory of current DEI efforts to determine current maturity levels.



BLIND SPOTS

Identify gaps and opportunities.



DEI ROADMAP

Determine how far you want to go in the Maturity Model.



TAKE ACTION

Develop a strategic action plan for DEI in your organization.

CONTRIBUTORS

To achieve diversity, equity, and inclusion, we need transformational change with shared accountability

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To achieve diversity, equity, and inclusion, we need transformational change with shared accountability

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DEI TRACK

AIMM brings together industry leaders to collaborate for the advancement of equity and social justice. The DEI Track was established in the fall of 2020 with a mission to “Elevate DEI as a main business driver to achieve growth and create impact in the marketing and advertising industry.” The team is represented by leaders from the DEI community, media, advertisers, research, agencies, and various brands.

RESOURCES & LINKS

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