



# CHARTER FOR CHANGE **2025**

OUR PEOPLE  
OUR CULTURE  
OUR WORK



we  
are  
social



# AN INTRODUCTION

FROM JIM COLEMAN,  
OUR UK CHIEF EXECUTIVE OFFICER.

The advertising industry has a responsibility for greater representation, both internally and in the work we do for our clients.

Our clients have a significant influence on culture. To operate responsibly, we need to build teams that can partner with our clients to create work that authentically reflects all aspects of society – not just those in the majority consciousness – and create a working environment that is inclusive, diverse and equal.

This is why, in 2018, we created our first Charter for Change. It started as a three-year plan with ambitious goals and objectives, and we have made a lot of progress, but the industry, much like society, has moved on significantly in the last three years.

We now renew our Charter annually with a fresh set of ambitions, across the areas of **People, Culture and Work**, building on what's worked or refocusing on things that are still important to us. We update this annually to ensure we maintain

momentum, alongside offering greater transparency and accountability. It also incorporates the actions we're taking to ensure we build a culture at We Are Social that is actively anti-racist.

Front and centre of our Charter in 2024 was the importance of equity and creating a workplace where all of our people have equal access to opportunities and everyone is respected and treated with dignity.

In 2024 we started to make progress across 4 key areas. These were ethnicity, parents and carers, neurodiversity, and women in leadership in the agency. We put in place a variety of new initiatives across these areas but they only started to make traction in the second half of the year, so in 2025 we're going to continue to focus on some of these.

Our annual ED&I survey in November 2024 also highlighted two other areas of focus. The first was diversity and equal representation across all departments and at senior level. The second was working towards all our people having an equal opportunity to progress their careers.

Both areas are key to a balanced agency so we've set ourselves key goals to address these in 2025.

Delivering everything in this Charter is the responsibility of the UK Leadership team, chaired by me. Actions mean more than words, here you will also see an update on where we are now. We will share an annual report on our progress, both internally and publicly and are happy to answer any questions about it. We are always looking to improve and be better and we need your help to do that.

Yours sincerely

Jim Coleman





# OUR COMMITMENTS



We commit to **DIVERSITY, INCLUSION AND EQUAL REPRESENTATION** across all departments and levels of seniority.



Continue to work towards all our people having an **EQUAL OPPORTUNITY** to progress.



There are numerous barriers to entry to the creative industries. We will seek to address these through **INITIATIVES AND SUPPORT**.



We will create a culture that promotes a **HEALTHY WORK-LIFE BALANCE** and supports mental health.



We will create a culture of **OPEN DIALOGUE**, understanding and respect for different cultural and social values.



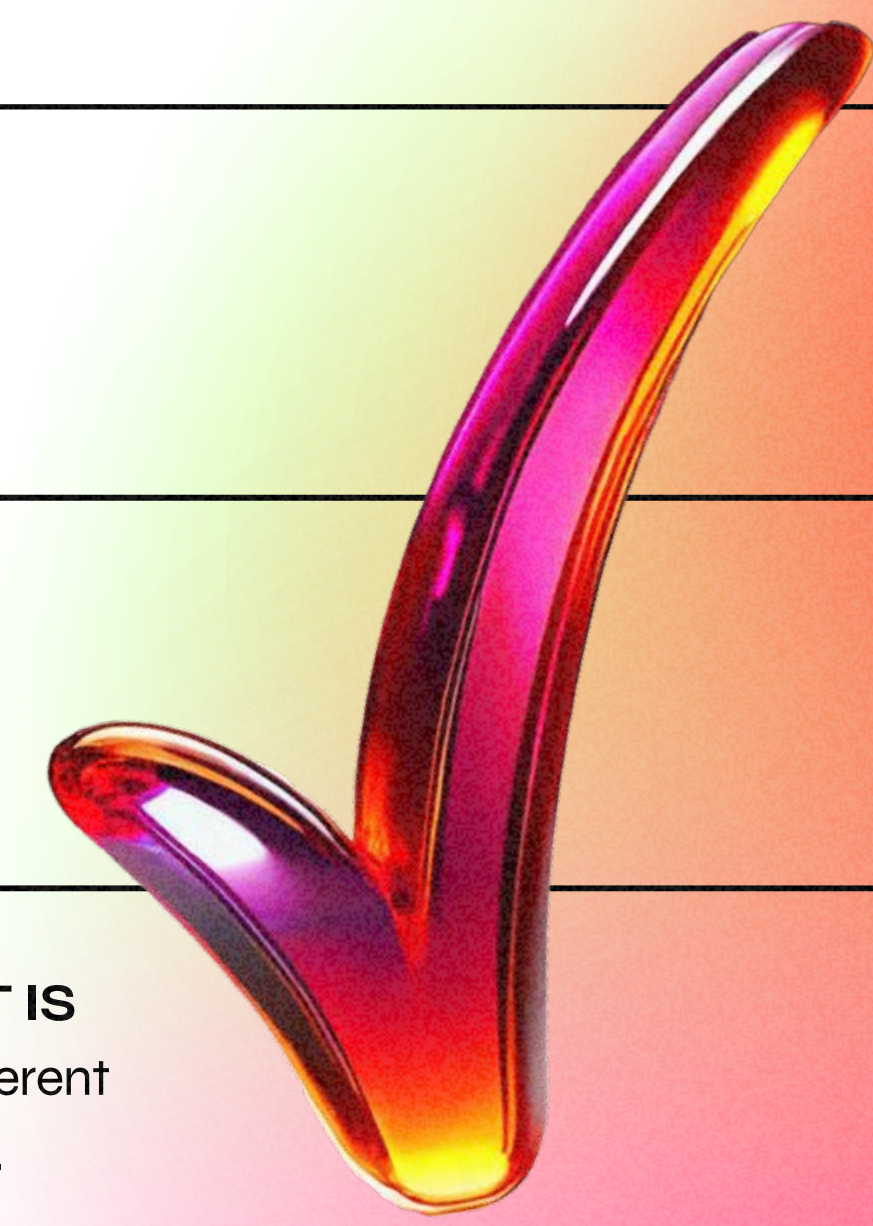
We will ensure our clients and the suppliers we work with are aware of, and share, **OUR VALUES**.



We commit to **CREATING WORK THAT IS PROGRESSIVE**, and which represents different cultural and social values in an authentic way.



We will ensure that on and off screen **TALENT IS DIVERSE AND REPRESENTATIVE** within our productions.







WE COMMIT TO DIVERSITY, INCLUSION  
AND EQUAL REPRESENTATION ACROSS  
ALL DEPARTMENTS AND LEVELS OF  
SENIORITY.

OUR

PEOPLE



IN 2025  
WE WILL

### WHERE ARE WE NOW?

- > In November 2024, 80% of our agency participated in an annual survey tracking our progress. Across the business, **54%** of our agency identify as **female** - up 1%. **53% of our leadership team** identify as female, which remains the same due to high retention in the past year.
- > We also know that **LGBTQ+** representation in the agency has **risen 7% to 23%**.
- > **21%** of our people have stated they are **neurodivergent**, and **14%** of our people state they have a **non-visible disability**.
- > In 2024, **29%** of our **new joiners**, **60%** of our **entry level joiners**, and **46%** of our **applicants** were from **multi-ethnic backgrounds**.
- > Currently, **17%** of our people come from **multi-ethnic backgrounds** - our target for multi-ethnic representation in the agency remains at 25%.

### 2024 ACHIEVEMENTS

- > Our hiring Managers have completed our **Inclusive Recruitment** training, equipping them to identify biases while hiring. We have now launched this globally as best practice across some of our larger markets.
- > We have continued to **diversify our job boards and talent pools** to ensure we are, at the very least, maintaining our levels of diverse applicants which is at the same level as last year despite a drop in recruitment levels overall.
- > We ran three **Neurodiversity for Managers training sessions** across our management cohort ensuring that as representation in this area grows, our managers have the skills and knowledge to support our people.



- > Keep working to attract and hire diverse candidates, and focus on the retention and development of underrepresented staff. We commit to measuring this regularly across our teams.
- > Strive to hire more senior leadership members from underrepresented backgrounds when roles are available through specialist recruiters and job boards.
- > Ensure we are providing the right level of support for neurodivergent employees by understanding from our employees where we are now in terms of neuroinclusion, create and commit to a plan of action, and then act on it. This will include our office space and consideration of quiet areas, lighting etc.



# OUR PEOPLE



CONTINUE TO WORK TOWARDS ALL OUR PEOPLE HAVING AN EQUAL OPPORTUNITY TO PROGRESS.



## WHERE ARE WE NOW?

We know that an important reason people stay at an agency is career progression. We have invested a lot this year in embedding learning and development as not a ‘nice to have’ but an essential part of the employee experience here at We Are Social.

We have invested in our own internally led **Magnificent Managers** program. So far 45 people have participated in the program. Career development is a key part of learning and equipping managers to know how to have career conversations regularly with their people is an important part of their job.

## GENDER PAY GAP

April’s analysis highlighted a median **pay gap of 11.5%** which is down 4.8% on the previous year. Our aim for 2025 is to progress female careers through all levels of the agency, retain and grow our female talent and further reduce the pay gap.

## 2024 ACHIEVEMENTS

- > We launched our **Women: Worth Talking About** program which has had two sessions so far focusing on Gender Pay Gap and Imposter Syndrome.
- > We partnered with **BRiM** with 2 people from our creative team participating on the program.
- > We launched our Parents and Carers community group with a partnership with **Working Families** for the launch and some support on family policies.



## IN 2025 WE WILL

- > Introduce Inclusive **Leadership** training to help our senior leaders more confidently and effectively engage in EDI topics and issues.
- > Set specific **diversity and inclusion metrics** that are part of our Head of Department performance reviews.
- > Continue our partnership with **BRiM** (Black Representation in Marketing) to sponsor employees, supporting the development of mid-level Black talent.
- > Launch a **mentoring program** to support the retention of women in more junior roles in the agency.







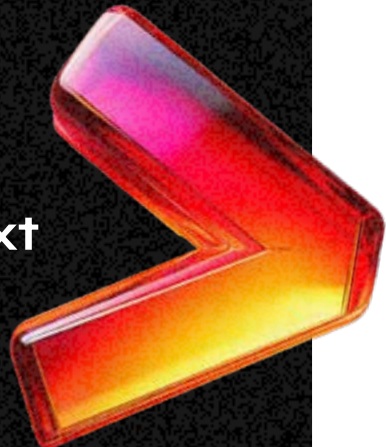
THERE ARE NUMEROUS BARRIERS TO ENTRY TO THE CREATIVE INDUSTRIES. WE WILL SEEK TO ADDRESS THESE THROUGH INITIATIVES AND SUPPORT.

OUR

PEOPLE



IN 2025  
WE WILL



WHERE ARE WE NOW?

Our ‘Next Gen’ programme uses work experience, apprenticeships, paid placements, academic partnerships, and immersion sessions to provide a pipeline of young talent coming into the agency and industry.



UPSTARTS

Upstarts continues to go from strength to strength as we offer students a week of work experience in our agency. We partnered with BeInspired, DIVERSE and Ravensbourne University to host a work experience week in August.

ACADEMIC PARTNERSHIPS

We are continuing to build relationships with universities and colleges whose course content aligns with what we can offer. These partnerships aim to provide paid placements, inspiration sessions, mentorship with key staff, and the opportunity to work on live and mock briefs.

SCHOOL OF COMMUNICATION ARTS

We have continued our investment and relationship with the SCA and our creative department has benefitted from the talent and programmes they offer.

2024 ACHIEVEMENTS

- > We had two **paid placements** through our relationship with the SCA.
- > We hosted our **Upstarts** work experience programme in the summer with a cohort from Ravensbourne University and **DIVERSE** partnership. This resulted in one of the candidates applying for a role in our R&I team.
- > We continued to support the **BIMA Digital Day** at Eden Girls School in Waltham Forest.
- > We hosted three inspiration sessions with **Ravensbourne, B’inspired & BIMA.**
- > We have partnered with DIVERSE to **donate up to 25% of our apprenticeship levy** to support them in hiring their first social media executive apprentice.

- > Continue our **Next Gen** partnerships to bring new talent from diverse backgrounds into the agency.
- > We will focus on **apprenticeships** in 2025 and bringing in new talent and supporting their skills and knowledge via our levy.



# OUR PEOPLE

WE WILL CREATE A CULTURE  
THAT PROMOTES A HEALTHY  
WORK-LIFE BALANCE AND  
SUPPORTS MENTAL HEALTH.

## WHERE ARE WE NOW

- > **33%** of our people have told us they have a **mental health condition**. To promote positive mental health in the workplace and beyond, our **Good Stuff** programme delivered a full calendar of touchpoints. **61%** of employees felt there is enough awareness, education and support around mental health at the agency.
- > To establish a **sense of community** through sport, hobbies and common interests, we have initiated activities, walk and talks, and a book club. We will continue our efforts in 2025 to build relationships and protective factors that support good mental health.
- > Our **Work From Anywhere** programme enables our people to work anywhere they like around the world for two weeks a year. In 2024 we have had 52 people who have used this benefit.

## 2024 ACHIEVEMENTS

- > We hosted three **CSR** day events arranged and attended by over 30 employees.
- > Our **financial awareness** lunch and learn session kicked off our commitment to provide our people with regular 1:1 financial advice sessions.
- > Our **P&C Hub** has been created and launched to ease the access to our wellbeing support for our people.
- > We hosted **57 Good Stuff social events** covering a variety of clubs and interests such as yoga, sip & paint, walk and talks, physio and board games and bingo. We also introduced alcohol free events which have proved popular.
- > We continued to provide **therapy support** through our partnership with Self Space.
- > We launched our **Parents and Carers** community group with a partnership with Working Parents for the launch and some support on family policies.
- > We launched our own **Magnificent Managers** program, we know how important good line management is to employee wellbeing. 45 people have attended the sessions hosted during 2024.

## IN 2025 WE WILL

- > Be awarded the **IPA People First Promise** badge of honour for successfully demonstrating our commitment to our people's mental health and wellbeing.
- > Launch our **mental health policy** that looks to address where we have unhealthy work life balance challenges across the teams and ensure we are monitoring teams mental health absence quarterly.
- > Continue our **CSR days** and identify more organisations to partner with. We also commit to ensuring more of our people are able to participate.
- > Provide managers with mental health and wellbeing training to equip them with practical tools to support their own mental health and that of their teams.





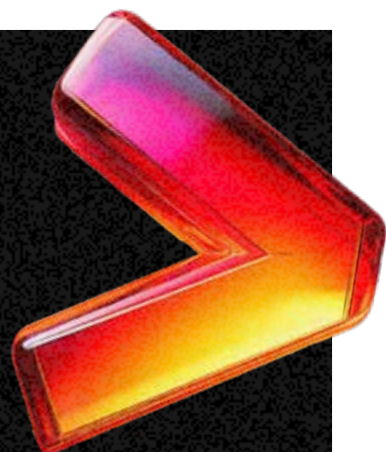
WE WILL CREATE A CULTURE OF OPEN DIALOGUE, UNDERSTANDING AND RESPECT FOR DIFFERENT CULTURAL AND SOCIAL VALUES.

OUR

# CULTURE

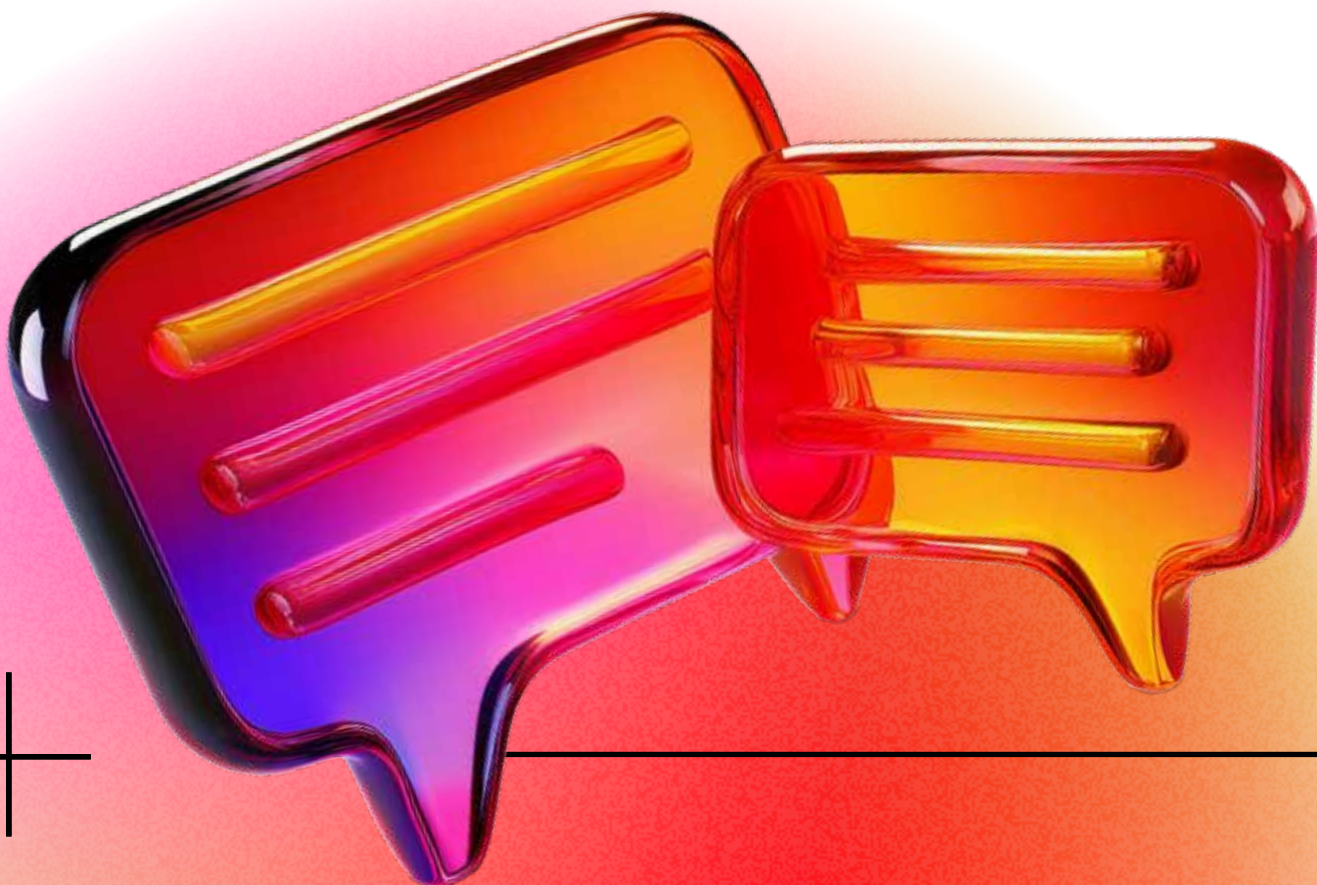


IN 2025  
WE WILL



## WHERE ARE WE NOW?

We want to create an agency environment where everyone feels they belong, and where we can openly talk about our cultural and social differences. In our 2024 survey, **66%** of people said they **feel they belong here**, while **73%** said they **feel respected** at our agency.



## 2024 ACHIEVEMENTS

We have continued with our ED&I programme which now includes:

- > Intro to ED&I
- > Inclusive Recruitment
- > Neurodiversity for Managers
- > TimeTo

This year, in line with legislation changes in sexual harassment prevention we have mandated all our managers and leaders to attend the TimeTo training.

## BLACK PERSPECTIVES

As part of our commitment to platforming more diverse voices in the industry, in 2024 we continued our Instagram Live series Black Perspectives. We ran two episodes interviewing Black creators and entrepreneurs.

## WAS VOICES

WAS Voices is a volunteer **Employee Resource Group (ERG)** that represents different groups in the agency to help inform, deliver and evolve our Charter's ambitions.

This ERG has helped us mark key religious days observed by those in our employee base, including Diwali and Rosh Hashanah, as well as important cultural days and events.

To ensure our Charter was front and centre (and we stayed accountable for our commitments) we provided a detailed quarterly update on our charter progress to the agency.

> Ensure that our **WAS Voices** group provides valuable perspective and progressive initiatives that support our charter.

> Continue with our **anti-racism education programme**, with internal and external speakers from different cultural and social groups. Focusing on Black Perspectives and a revised framework and content series for 2025.

> We commit to delivering inclusive **leadership training** to our local leadership team.



# OUR CULTURE

OUR



WE WILL ENSURE OUR CLIENTS AND THE SUPPLIERS WE WORK WITH ARE AWARE OF, AND SHARE, OUR VALUES.

## WHERE ARE WE NOW?

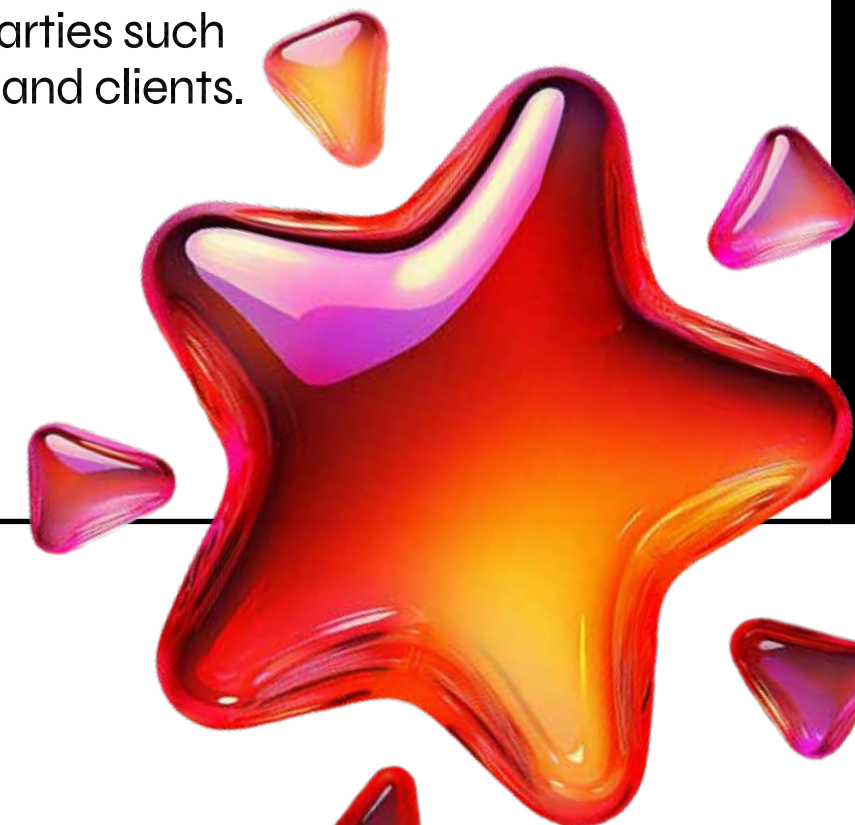
In 2021, we launched an **Anti-Discrimination Code of Conduct** which clearly defined the key behaviours that we expect from those we deal with across every part of our business. This continues to be shared with all our existing clients and suppliers, and has been included in all RFI responses and new business pitch presentation documents.

The **Code of Conduct** has been positively received by clients and suppliers. It helps to ensure an environment where we work only with businesses that operate with integrity and decency.



### The key principles of this code remain:

- > We expect all personnel to be treated with dignity and respect.
- > We will not tolerate discrimination on the grounds of age, race, racial group, colour, ethnic or national origins, gender, pregnancy, marital status, disability, sexual orientation, religion or belief.
- > All allegations of discrimination will be taken seriously and the appropriate action taken.
- > We expect that our suppliers, clients and third parties can demonstrate diversity within their own workforces and within their supply chain, or will show a commitment and action plan towards this.
- > No brief that encourages or incites discrimination, racism or racial segregation will be accepted.
- > There will be no association with any organisation that promotes hate or funds supremacist activity.
- > We are committed to maintaining a workplace where everyone is treated with dignity and respect, free from any form of sexual harassment. This includes taking proactive steps to prevent harassment not only within our teams, but also from third parties such as suppliers and clients.



## IN 2025 WE WILL

- > Continue to actively promote our **Code of Conduct** when pitching for new business.
- > Always share the Code of Conduct with all new clients and suppliers, and have inclusive conversations with both new and existing parties.
- > Discuss the Code of Conduct at internal quarterly client business reviews.
- > In support of the sexual harassment legislation, we will be updating our code of conduct to ensure that all clients and 3rd parties are aware of our zero tolerance policy.



OUR

WORK

WE COMMIT TO CREATING WORK THAT IS PROGRESSIVE, AND WHICH REPRESENTS DIFFERENT CULTURAL AND SOCIAL VALUES IN AN AUTHENTIC WAY.

WHERE ARE WE NOW?

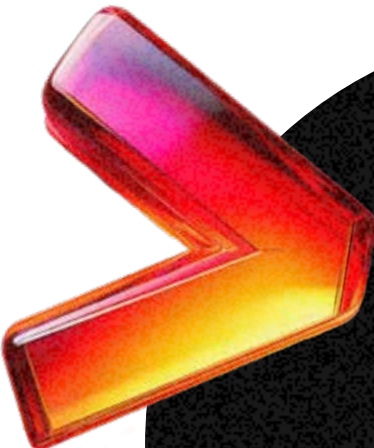
The passion to do great work and make **ideas worth talking about** is what drives our creative culture. Enabling diverse voices to be heard during the creative process is a fundamental part of this ambition. We need representation from different communities to help us shape the work and challenge our assumptions.

Though we've invested in excellent guest speakers, this year, much of our learning has come from our people and their day to day experiences, feedback and input.

2024 ACHIEVEMENTS

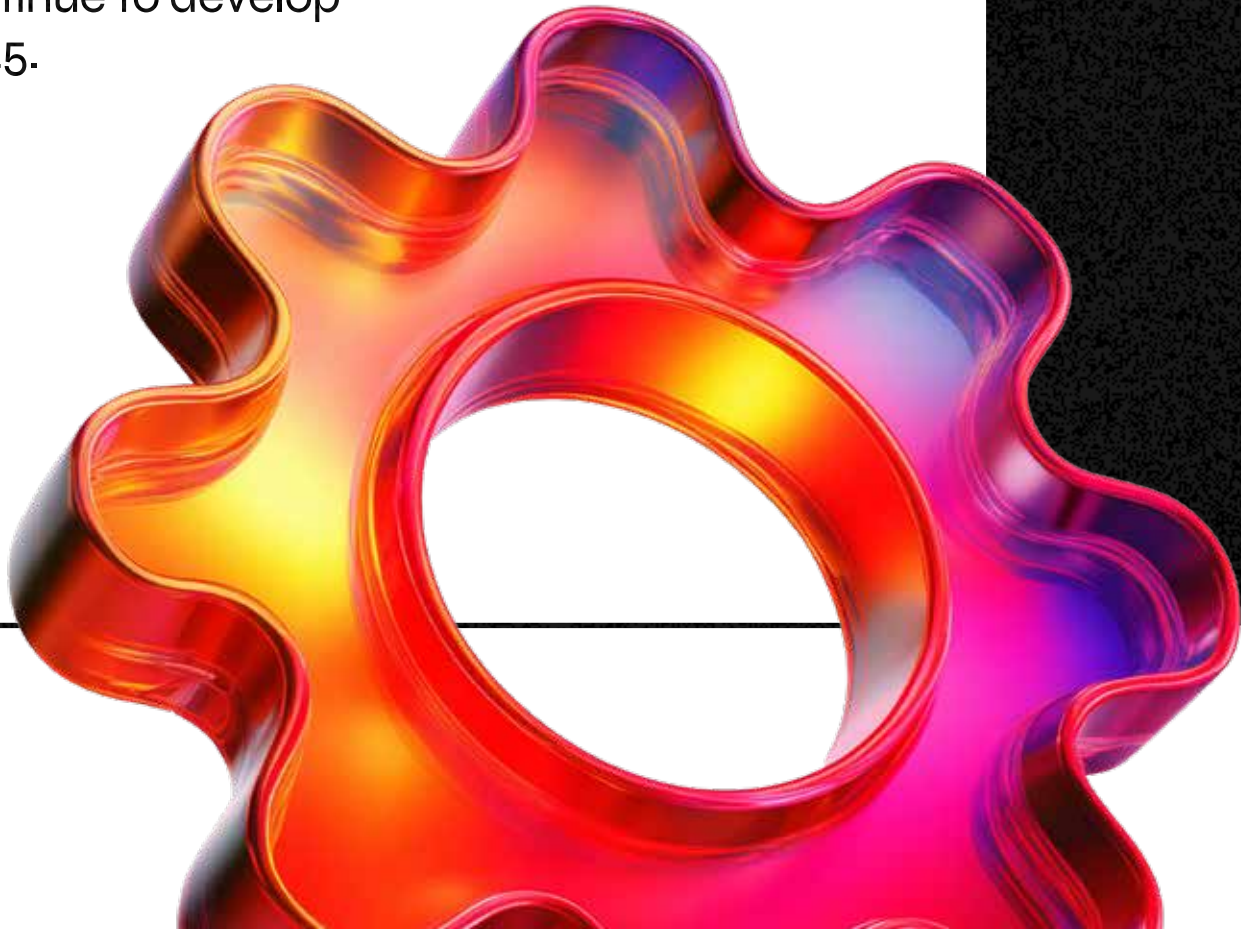
We have been looking at ways to better tap into the depth of **diverse opinions** in our team to inform our creative output. Over the last few months we have been working with our ERG to better understand how we can set up internal community chat groups to test and share the work.

We set up an insights bank and shared this globally. With support from our Research and Insight team this will continue to develop into 2025.



IN 2025 WE WILL

- > Trial a partnership with a specialist external organisation such as **Creative Equals** or **The Diversity Standards** to assess larger campaigns through a network of different communities. This will create a greater understanding of how our work is received and interpreted.





# OUR WORK



## WHERE ARE WE NOW?

We have made positive steps forward to ensure both on screen and off screen representation has been achieved in our work. We have learnt that measuring our progress and setting challenging goals can make the challenging things possible. This year we have seen more progress in **championing diverse talent**, which has already resulted in award winning work. The next focus is on nurturing more junior talent and further training to develop our team's knowledge on less discussed issues of representation.



WE WILL ENSURE THAT ON AND OFF SCREEN TALENT IS DIVERSE AND REPRESENTATIVE WITHIN OUR PRODUCTIONS.

## 2024 ACHIEVEMENTS

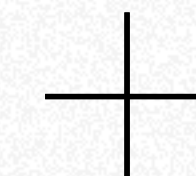
- > **51%** of directors and photographers came from an underrepresented background.
- > We engaged in further training and awareness activity to deepen our understanding of less-discussed issues of representation on and off screen. We have partnered with a **disability awareness training** supplier and a pilot of the training has been completed.
- > We have expanded our ED&I remit to include creators, influencers, and production activity undertaken by other parts of the business, to ensure more accurate data.



## IN 2025 WE WILL

- > Maintain current target of 1 in 2 directors & photographers being from an underrepresented group.
- > Set an additional target of 1 in 3 cinematographers being from an underrepresented group.
- > Establish a system for monitoring self identification data for all on-screen talent including content creators & influencers.
- > Continue to encourage our producers to mentor, and give them the training to do so.
- > Develop a production-specific work experience program that connects underrepresented groups with the roles they find hardest to access.





CHARTER  
FOR  
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