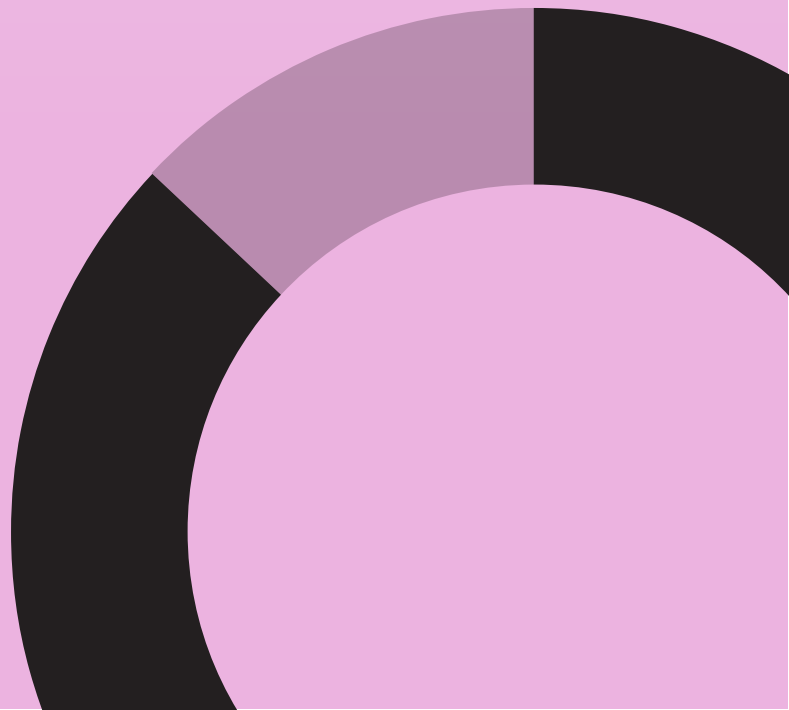


Forsman&Bodenfors

Inclusion at Work Report 2021



The F&B Way

Building a multicultural and inclusive work environment is an important part of the F&B way of doing things. The Inclusion at Work Survey results highlight our ongoing commitment. We believe our success as an organization depends on it, and we have work to do to become as great as we aspire to be. Our strong dedication is for the benefit of our people, our clients, and our work.

This report honors the commitment we made in 2020 to publish the results of our annual Inclusion at Work Survey and the demographic composition of the F&B Collective. Simply put: What gets measured gets done.

Thank you for your participation. If you have any questions or want to continue the conversation, please reach out: michele.prota@us.forsman.co.



Response rate:
240 responses, representing
72% of the Collective

“We have evolved our Collective diversity, equity, and inclusion approach over time. We understand our work never ends.”

Starting in 2020, in partnership with Equity Consulting Group (ECG), employees in the US, Canada, and Singapore were onboarded into our inclusion program by participating in the first installment of the ECG model. In 2021, we expanded this program by welcoming employees from Sweden and added 134 more employees from across the Collective. Now, a third of the Collective is midway through this two-year-plus engagement with a continued commitment to expanding this program each year.

New this year, leaders from all around the Collective will participate in an executive-level inclusion program cementing this topic further into our global business strategy.

Our financial and time commitment to this partnership has grown by over 74% since we began in 2020*. Every employee who plays an active role in an Inclusion Taskforce is afforded 10% of their work time to advance our collaboration and multiculturalism agenda.

We have set the goal of generational change through a systematic global approach to representation, belonging, and equity. We have doubled down by continuing to support the work of our Global Inclusion Taskforce and have built out connected Inclusion Taskforce teams in almost every country where we operate.

* Investment calculated on partnership with Equity Consulting Group exclusively.

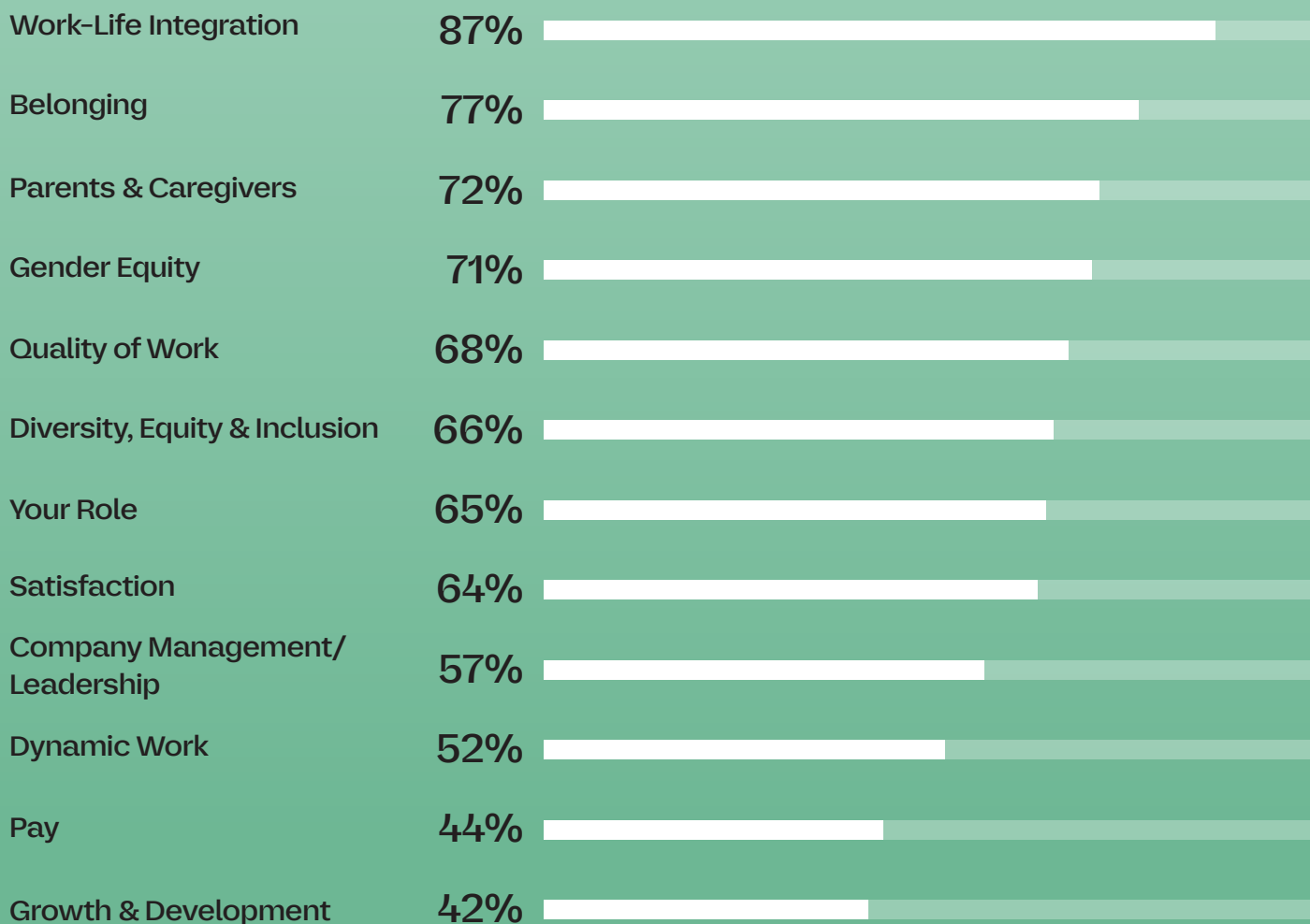
Through the work of the Global Inclusion Taskforce and the local Inclusion teams they lead, in the last year, we have:

- ✱ Welcomed three speakers into the agency, in the US and Canada, that covered topics like:
 - Inclusive Casting.
 - Radical Self-Care.
 - Canadian Indigenous Education and Intergenerational Impacts.
- ✱ Created a process for inclusive interviewing in beta in the New York office. Inclusion team members will soon participate in all interview teams to ensure new hires share our ambition to continue building this agency as one of the industry's most inclusive places to work.
- ✱ Introduced “(DEI)liverables,” in beta in Toronto, our method to highlight the importance of fair representation, inclusion, and equity in the context of every project, making it a fundamental part of the work that the agency and client create together.
- ✱ Created a common language for diversity, equity, and inclusion across the Collective.
- ✱ Explored our identities in ECG Training.
- ✱ Established the Multicultural Organization Development (MCO) model as our tool for change to move from monocultural to multicultural at scale.

THE RESULTS

12 Measures of Inclusion at Work

Favorability Results by Theme



The top reasons why employees continue to work at F&B have stayed the same year-over-year. **Work-Life Integration**, **Gender Equality**, and **Belonging** continue to rank our most favorable themes.

Work-Life Integration

OVERALL FAVORABILITY

2021 → 87%



2020 → 88%



87%

87% are able to arrange time away from work when needed for personal reasons.

65%

65% have felt supported to maintain a healthy balance of personal and work life through the pandemic.

10%

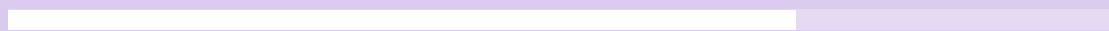
Only 10% took less than 10 days of vacation throughout the year.

Gender Equality

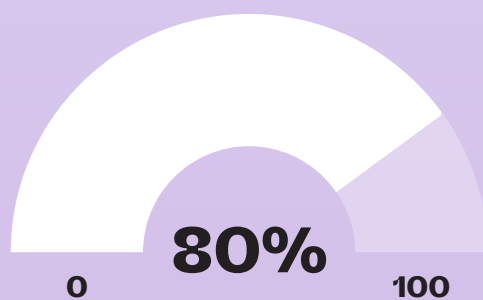
We remain the only company globally certified by The 3% Movement, indicating we are above the industry benchmark for fostering a “healthy and prosperous environment for female creatives.”

OVERALL FAVORABILITY

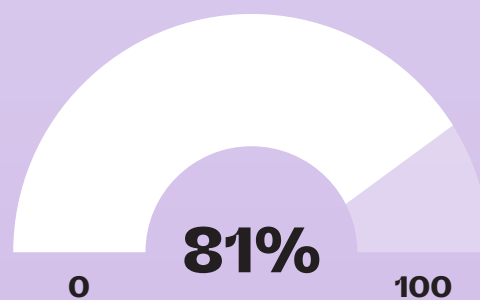
2021 → 71%



2020 → 80%



80% believe that all genders are treated equally here.



81% of female respondents believe they are encouraged to be innovative.

Belonging

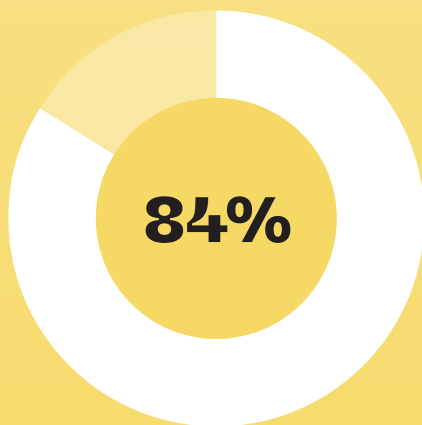
“In this Collective, we appreciate nice people. We all feel relaxed and authentic around nice people, which is a good start. It is more likely that we dare to have crazy/stupid ideas around nice people, as we won’t feel judged. It is also more likely that nice people will help us out when we get stuck.”

— The Unwritten Rules of F&B

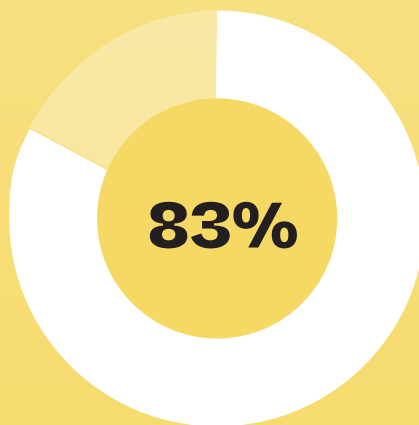
OVERALL FAVORABILITY

2021 → 77%

2020 → 79%



84% believe they can be their authentic selves at work.



83% feel they are part of a team.

Our least favorable results by theme have also remained consistent year-over-year, showing us how to make the most positive impact. Those categories are: **Career Growth and Development** and **Pay**.

Career Growth and Development

OVERALL FAVORABILITY

2021 → 42%



2020 → 51%



44%

44% are satisfied with the amount of feedback they receive on their performance.

58%

58% believe that F&B is a place where they can contribute to their career growth.

72%

72% of respondents aged 25–34 (the largest group of survey respondents) believe F&B is a place where they can contribute to their career growth. Still, only 19% agree that they are aware of growth opportunities within the Collective.

Pay

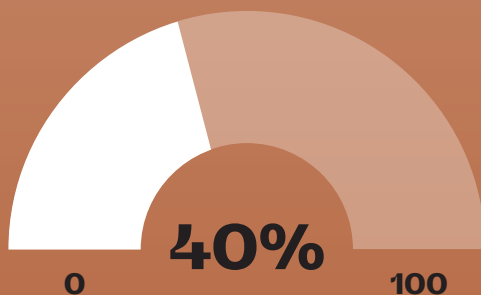
We are committed to assessing pay, ensuring similar pay for similar work, and remediating discrepancies overtime where needed. In some parts of the Collective, we have conducted annual pay equity reviews and communicated the results. In other places, we are just getting started on this journey. Transparency is key. We will have a more open dialogue about pay equity moving forward.

OVERALL FAVORABILITY

2021 → 44%



2020 → 50%



40% believe that their colleagues at similar levels are making similar pay to them.

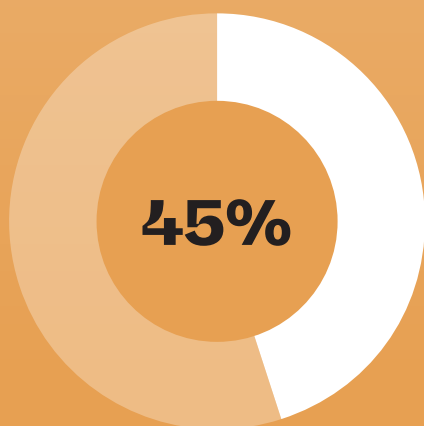
Diversity, Equity, and Inclusion

We know that diversity and inclusion are essential parts of a healthy company culture. There is much evidence that diverse companies are smarter and grow faster. And research shows that diverse teams are more creative, more innovative, and fundamentally happier. For these reasons, we are building an inclusive and collaborative culture to do the best work of our careers within the Collective.

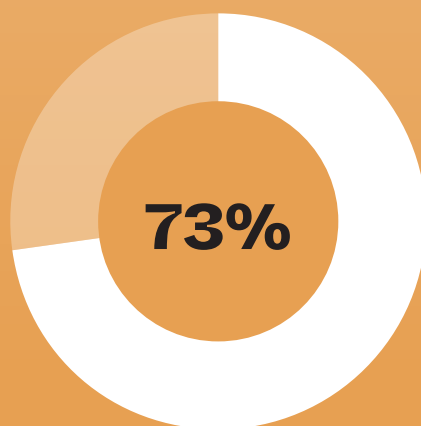
OVERALL FAVORABILITY

2021 → 66%

2020 → 61%



45% believe the company builds diverse teams.



73% believe the company values diversity.

Company Management and Leadership

While 2020 brought our old realities to a halt, 2021 was about developing a new transformed reality to drive greater success for the Collective. We got clear on a new picture of success and developed plans to execute these strategies.

“We are committed to becoming the most admired creative partner to the most ambitious brands and leaders in the world. And we’ll do this the F&B way; by doing work that shifts culture and builds fame, by radically collaborating across offices and companies, and by supporting empowered teams that solve problems independently.”

OVERALL FAVORABILITY

2021 → 57%



2020 → 65%



65%

65% believe that company leadership cares about their well-being.

41%

However, only 41% believe that company management has shown a genuine interest in their career aspirations.

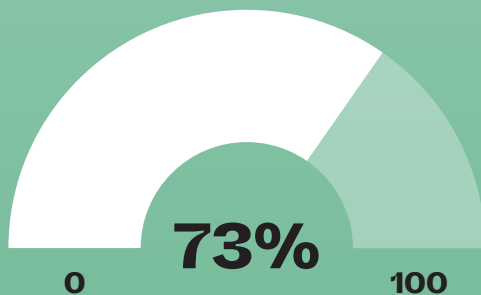
Quality of Work

Since the very beginning, quality and craft have been our motivation. It has never been just about getting the work done; it has always been about doing it really, really well. We believe all of us are capable of world-class work - if we just set the bar high, if we have the right conditions, and if we try really, really hard. We have the power to change things; opinions, ideas, attitudes, and what people choose to do.

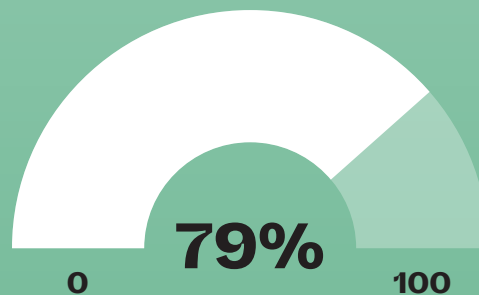
OVERALL FAVORABILITY

2021 → 68%

2020 → 68%



73% believe we deliver world-class creative products and services.



79% feel they are encouraged to be innovative.

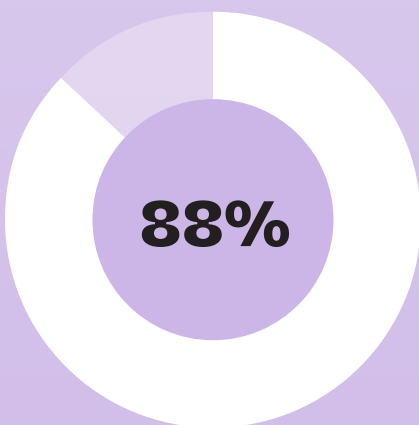
Dynamic Work

Dynamic Work is a new addition to the Inclusion at Work Survey for 2021. We wanted to measure how we are faring through the pandemic to make sure we listen and act on what is most important to you.

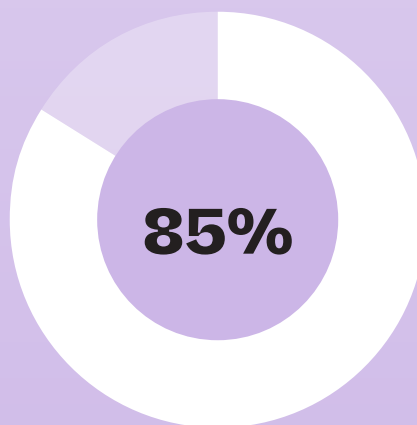
OVERALL FAVORABILITY

2021 → 52%

2020 → Not applicable



88% believe that we found effective ways to collaborate remotely through the pandemic.



When asked about their ideal workweek, 85% chose a hybrid of in-person and virtual collaboration.

Your Role

“The responsibility is yours.”

— The Unwritten Rules of F&B

This is an important part of the F&B way. You are in charge, together with your team. We are on a mission to empower teams to do the best work of their careers at F&B.

OVERALL FAVORABILITY

2021 → 65%



2020 → 71%



46%

46% believe that the systems, processes, and tools here support employees in getting their work done.

79%

79% feel they have enough autonomy to perform their job effectively.

81%

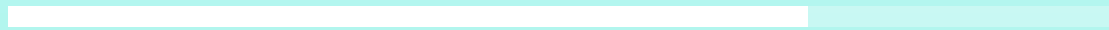
81% understand how their work contributes to company goals.

Parents & Caregivers

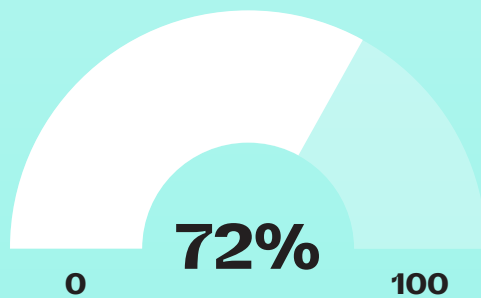
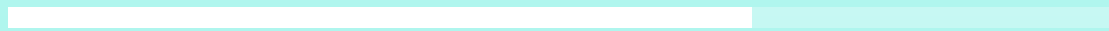
With over half of our workforce (53%) being parents or caregivers, our culture must be adaptable for employees at all life stages.

OVERALL FAVORABILITY

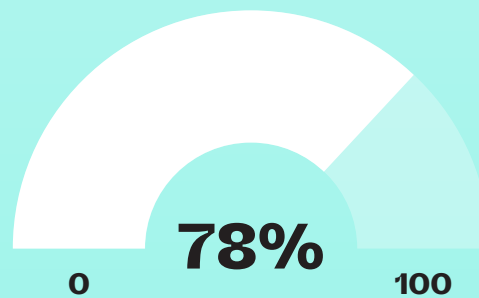
2021 → 72%



2020 → 67%



72% feel supported to be (or become) a parent and a professional here.



78% of employees who have taken parental leave feel satisfied with their overall experience.

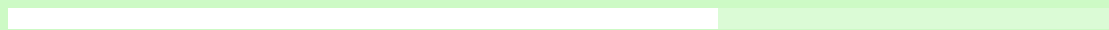
Satisfaction

We know that employees are happy at work when they feel valued, work on projects they're proud of, and feel a sense of belonging.

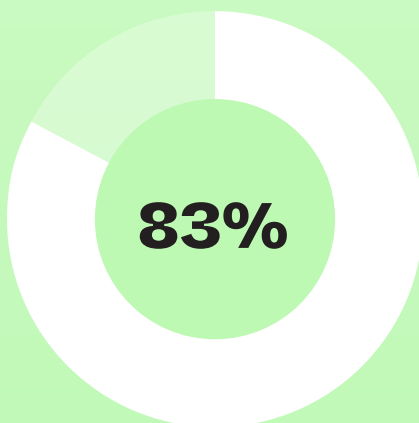
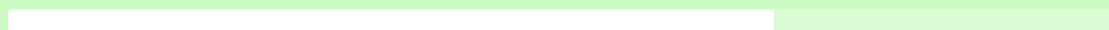
We're a human workplace and take pride in the culture we've created to benefit our people, our clients, and our work.

OVERALL FAVORABILITY

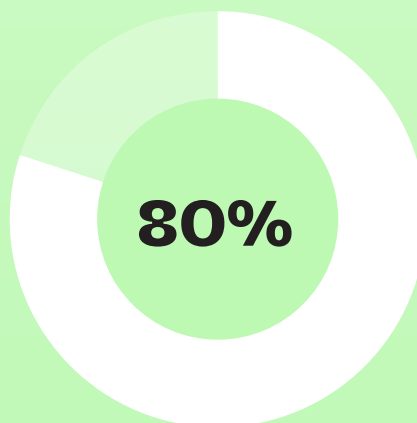
2021 → 64%



2020 → 69%



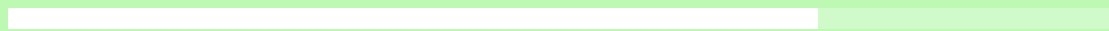
83% are proud to work here.



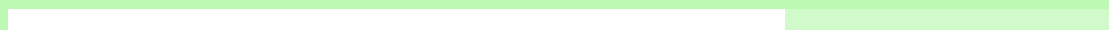
80% would recommend this company as a great place to work.

NPS SCORE

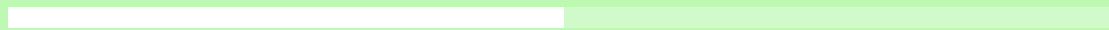
2021 → 73%



2020 → 70%



2019 → 50%



Self-Identification

Demographic responses have been derived from anonymous self-identification questions in the 2021 Inclusion at Work Survey.

Response Rate

240 responses, representing 72% of the Collective.

	2020	2021	Race/Ethnicity*
Gender			72% White
Female	54%	56%	11% East Asian
Male	44%	42%	5% Southeast Asian
Prefer not to answer	2%	1%	4% Hispanic/Latinx
No data	<0%	1%	1% South Asian
			1% African-American/Black
Parental Status			1% Middle Eastern
Parent/legal guardian	48%	53%	5% No data/Other
No children	49%	45%	
No data	3%	2%	
Age			
< 24 years	9%	4%	
25-34 years	37%	33%	
35-44 years	29%	28%	
45-54 years	23%	26%	
55-64 years	2%	6%	
65 + years	0%	1%	
Tenure			
0-1 years	23%	20%	
1-5 years	36%	37%	
5-10 years	20%	20%	
10-15 years	12%	10%	
15-20 years	4%	8%	
20-30 years	4%	4%	
30+	1%	1%	

* No comparison available. 2021 was the first year all global employees were provided the option to self-identify.

2022 and Beyond

Here is what you can expect – our plan for progress.

Transparency and Measurement

Annually publish the demographic composition of the F&B Collective and the results of our Annual Inclusion at Work Survey.

Accountability

Company leaders play a critical role in fostering an inclusive and equitable workplace. For this reason, a portion of management's incentive is correlated to improved scores on our annual Inclusion at Work Survey results.

Pay

Annually assess global pay equity, and develop and implement plans for remediation where necessary to ensure similar pay for similar work.

Training

To make a generational impact and systemic change, we commit to ongoing training opportunities for employees around the globe on the topics of diversity, equity, and inclusion.

Career Development

Vitally important to our success is the retention and development of our employees. We commit to providing training on giving and receiving performance feedback, annual performance evaluations for every employee, more regular feedback throughout the year, transparency into career opportunities within the Collective, and consistent role descriptions for each job at F&B.

Leadership

We are structuring ourselves better to ensure there is clear accountability for the success of our people, our clients, and our work.

A Note About Our Data

One of the challenges in collecting and sharing demographic data has been the differences in both regulations and context between all the different parts of the world. What makes sense to measure and report on in one part of the world may not make sense or even be legally possible in another.

We set out to collect this data in the most respectful way possible through anonymous self-identification via our annual Inclusion at Work Survey. This method means that we simply ask our employees to share this information. The response rates increase annually, but we still have blank or missing data (depending on the demographic category). So improving the self-identification rates is one thing we will keep pushing for – we want all of our people to feel comfortable to share this information, as this data is a vital input to all the diversity and inclusion work we do.