

why it's  
time for

action on  
equality.



International  
Women's Day

**iapi** Institute of Advertising  
Practitioners in Ireland

**E** CREATIVE EQUALS

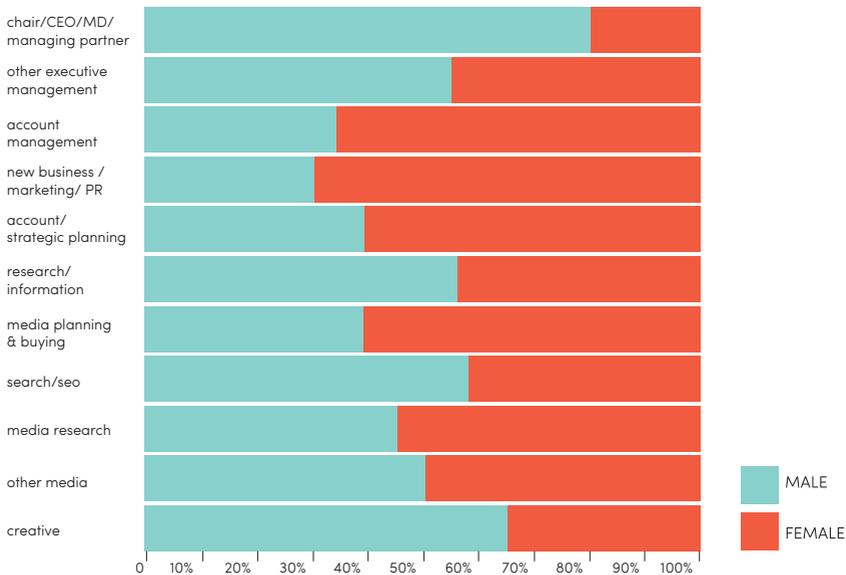
# Where we are now

Overall the gender breakdown in Irish media & creative agencies is 52% female vs 48% male.

In 2017 women made up 20% at CEO/MD/Managing Partner level. In 2015 that figure was 18%, and in 2013 it was 13%, so things are (very slowly) getting better.

In creative departments the breakdown is 65% male to 35% female. However there are very few female Creative Directors.

## Gender vs Role





## A note from Jimmy

President, IAPI

At its best, the creative industry leads culture. It has traditionally been a haven for 'non-traditional' people. One where our differences became an advantage.

However, right now, our industry lags well behind the seismic changes that our society is experiencing. We don't have enough women in senior positions, creative departments or technology disciplines. And yet, diversity is widely accepted to contribute positively to the performance of a company.

At IAPI, we believe it's time for action. We want to create the best industry to work in, for everyone.

We are committed to working across the industry to support agencies on their own journeys, and welcome your involvement in working with us to make Ireland an inclusive, innovative and diverse industry.

**To get involved, contact [charlotte@dynamo.ie](mailto:charlotte@dynamo.ie)**

# Schedule

|        |  |
|--------|--|
| 2pm    | Tania Banotti, CEO IAPI opens  |
| 2.05pm | Ali Hanan,<br>Founder, Creative Equals   |
| 2.25pm | Abi Ellis,<br>Executive Creative Director,<br>Wunderman  |
| 2.45pm | Nicky Bullard,<br>Chief Creative Officer /<br>Chair of MRM Meteorite   |
| 3.05pm | Richard Robinson,<br>Managing Partner, eConsultancy /<br>ex-Managing Partner, Oystercatchers   |
| 3.30pm | BREAK  |
| 3.45pm | Lucio Rufo,<br>Executive Creative Director, R/GA   |
| 4.10pm | PANEL DISCUSSION<br>Jill Downey, Managing Director, Core Sponsorship<br>Lorraine O'Sullivan, Group People Director,<br>Dentsu Aegis Network<br>David Hayes, CEO, Wavemaker |
| 4.35pm | Charlotte Barker,<br>Deputy Managing Director, Dynamo  |
| 4.55pm | Jimmy Murphy, President of IAPI closes   |
| 5pm    | Please join us for a reception afterwards  |

### **Unpacking equality on the shop floor**

To set the scene for our event, Ali asks the question, why don't we have more women in senior roles? Let's take a look at what happens as women move up the career ladder.

### **Behind every great woman**

There's more to success than meets the eye. A surprising take on what and who helps you become better, bolder, braver.

### **Managing your team**

In taking on a management position, one of the key challenges is learning to lead a team. Hear from one of the UK's top CCOs how she motivates the team around her to come up with award-winning work.

### **What CMO's want**

What's keeping your client awake at night? Richard Robinson, formerly a client himself, talks about some of the ways creatives can better understand what's keeping their clients awake at night in 2018.

### **How we moved our ratio at R/GA**

At R/GA, the senior team has employed a number of practices to move more women into leadership roles; practices such as taking names off CVs, and gender-neutral project briefings. Lucio will describe how the R/GA journey has unfolded.

### **Making it real**

The time has come to turn the conversation into action. Hear about some of the leading diversity initiatives already underway in Irish agencies, and why now is the right time to shift the balance.

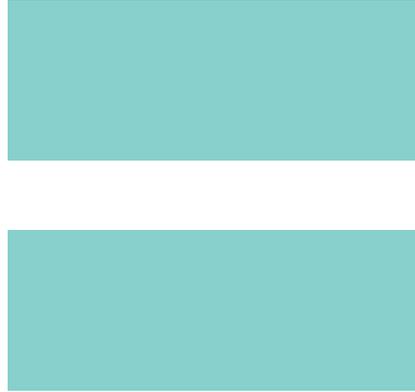
### **Reframing the conversation**

At a time when female equality dominates the media focus, Charlotte challenges us to consider new ways of thinking to reframe the conversation and think afresh about how diversity forms the bedrock of innovation that our industry thrives on.



## **Ali Hanan,** CEO, Creative Equals

Ali Hanan is founder of Creative Equals, an award-winning organisation working to increase diversity within creative and media companies in the UK and soon Australia. She launched the Creative, Digital and Media Equality Standard in September to give businesses an end-to-end diversity and inclusion review, rating and setting a road map for change. The movement has gone from strength to strength, gaining the support of the industry's top creative agencies and intermediaries. To support talent in the industry, Creative Equals runs scholarships, a returner's programme, a leadership school and affordable training for staff. In 2017, she made Campaign's Trailblazer list and was nominated by The Drum to feature in their New Year's Honours List.



## **Abi Ellis,** Executive Creative Director, Wunderman

In the last two decades, Abi has been a creative director at some of the most ground breaking and creative agencies in both London and New York. As Wunderman's Executive Creative Director, Abi endeavours to inspire her clients to create work that is brave, simple, startling and purposeful. She has worked on iconic brands such as Apple, Coca-Cola, L'Oréal and Sony, scooping up countless awards and industry accolades along the way.

Abi is passionate about encouraging diversity in the agency, and getting a more eclectic group of talent from all backgrounds to enrich our work and relationship with clients. She also has a passion for technology and how we can harness it to make better, more compelling creative which delivers results for clients.

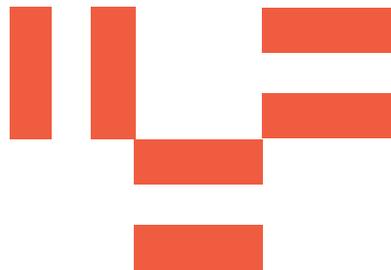
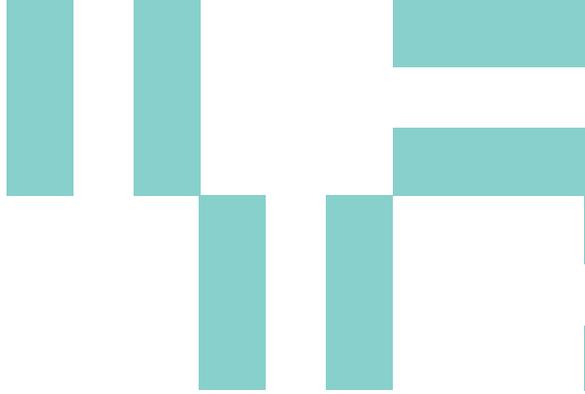


## **Nicky Bullard,**

Chairwoman and Chief Creative Officer of MRM Meteorite, Board of Direct Marketing Association

Nicky is hugely proud to be Chairwoman and Chief Creative Officer of MRM Meteorite. Not just because this makes her the first female and creative chair of a UK marketing agency, but because of the outstanding work the agency produces.

To Nicky insight is all and she is a huge champion of the customer, and the direct discipline. She has judged and chaired almost every major award show and has picked up quite a few shiny things too. Nicky was previously Chief Creative Officer of LIDA, helping the agency to win hundreds of awards. She took them to Campaign's Agency of the Year twice, and runners-up three times, during her 5-year creative leadership.





## Richard Robinson,

Managing Partner, eConsultancy

Managing Partner of eConsultancy, and one of the original four equity-owners of Oystercatchers, Richard specialises in accelerating marketing performance & digital transformation. Richard has enjoyed working for both agencies and brands for the past twenty years. He has worked internationally with The Coca-Cola Company, domestically with McDonald's restaurants heading adult and family marketing, and with Publicis Worldwide where he led both the agency's P&G business in EMEA and Publicis Groupe's African expansion. Published by the Wharton School of Advertising, regular columnist for Marketing Week, sometime Brand Expert for Channel 5 News and Visiting Lecturer at both The European School of Advertising and the Creative Equals #FutureLeaders Programme. Final round Judge for both the UK & European EFFIEs, MAA DoDifferent and The Marketing Academy's Scholarship Programme.



## Lucio Rufo,

Executive Creative Director, R/GA

As Executive Creative Director, Lucio has been leading the design department since 2008. Lucio is responsible for helping to build an exceptional design team, serving 14 industry leading global brands including Nike, Beats by Dre, Unilever, Aston Martin, Nokia, Disney, BBC, Heineken and Google. In recent years, Lucio has earned numerous honours at the most prestigious industry award shows including Communication Arts, One Show Interactive, Cannes Cyber Lions, London International Awards, D&AD Awards, and CLIO Awards. From helping Aston Martin redefine beauty and performance, to leading the design development of Beats Music, Lucio has been involved in a variety of memorable campaigns and digital products.



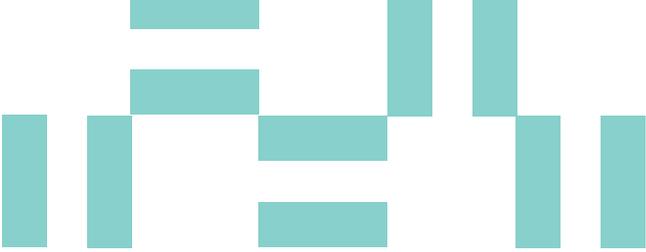


## Charlotte Barker,

Deputy Managing Director, Dynamo

Charlotte has fast risen through the ranks to be Deputy Managing Director of leading brand design agency, Dynamo. Her role is to inspire and lead the agency's teams, delivering the business' ambition and vision for growth while maintaining Dynamo's high standards throughout.

Her leadership acumen led her to win IAPI's Doyenne Award in 2017, marking her out as 'one to watch'. Charlotte has since been appointed to the board of IAPI for 2018 and leads the charge on diversity initiatives. She passionately believes in people being core to our brilliance as an industry, and that talent is the key to unlocking commercial success.



# Making it real

## Panelists

The time has come to turn the conversation into action. Hear about some of the leading diversity initiatives already underway in Irish agencies, and why now is the right time to shift the balance.



### **Lorraine O'Sullivan**

Group People Director,  
Dentsu Aegis Network (Ireland)

Lorraine has senior people experience in multiple geographies in Technology Distribution, Supply Chain Services, Manufacturing, Healthcare and now the Media/Communications industry. Her role in DAN is to act as a key Change and Transition Agent in terms of the DAN People Agenda with initiatives that focus on transition management, org design, learning and development, talent and succession management, employee engagement, M&A, D&I and culture change.

She advocates strongly for delegation to the lowest possible levels to fully develop and empower emerging and established talent within the business and believes that a progressive modern HR function should deliver people insights and initiatives that lead to commercial impact.



**Jill Downey**  
Managing Director,  
Core Sponsorship

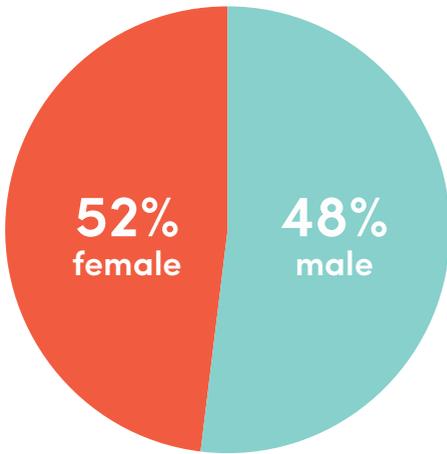
Jill is Managing Director of Core Sponsorship and is a Group Board Director of Core. After only 3 years in business, Core Sponsorship was recently voted sponsorship agency of the year and the Irish Sponsorship Awards. Jill has worked in the communications business for 16 years and was previously Deputy MD of Starcom, where together with the MD, she more than trebled that business by winning major accounts such as Musgrave, National Lottery, An Post, AIB, Heineken and UTV Ireland, as well as winning Agency of the Year in 2012. Jill leads Core's Diversity & Inclusion strategy and is an Ambassador for Gender Diversity with WMB. Outside of the office, Jill is a mother to two girls, Susie & Carrie and is a passionate sports fan, supporting multiple teams in red from Cork, to Man Utd, to Munster.



**David Hayes**  
Managing Director,  
Wavemaker

David's career spans over 30 years in the advertising industry working across full service and media agencies. He has headed up MEC for over twenty years in Ireland. MEC was most recently merged with sister agency Maxus to become Wavemaker, which is a next generation agency, at the intersection of media, content and technology, focussed on the consumer purchase journey and unlocking growth for brands.

# IAPI Census



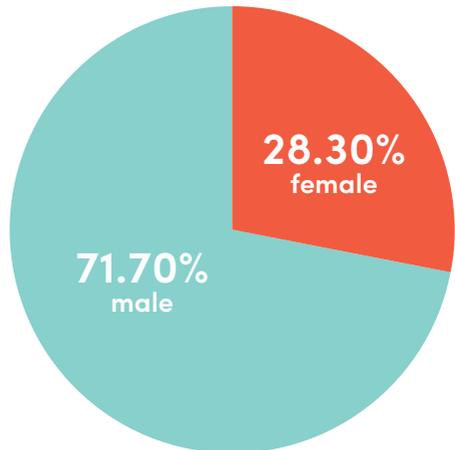
2017

Total number of staff in agencies by gender

2017

Board Representation - Average Male vs Female

The average size of Irish agency boards is 5.3 people. Base: All IAPI Member Companies



# Unconscious bias training

10th May | 9-5pm

**BOOK NOW**  
PLACES ARE LIMITED  
see [iapi.ie](http://iapi.ie) for details

## Diversity

This session has been designed to support organisations as they endeavour to build a more diverse and more inclusive workplace. Industry relies on creativity and innovation to get ahead - skills that are not bound by gender, ethnicity, sexual orientation or age. In fact, having a more diverse group of people working in an agency should mean that we perform better with a more diverse range of opinions and approaches around the table. As such, this workshop helps us to understand the business case for diversity, how our unconscious biases may get in the way of creating greater diversity and the actions we can take to change our workplace culture.

## Inclusion

The skills needed at the top of organisations are changing - increasingly we are looking for authentic leadership where leaders can see systems, navigate conflict and respond with empathy in uncertain times. Inclusive leadership is critical to supporting all talent to flourish and progress within the business, and this workshop will demonstrate what inclusive behaviours look like. Specifically we will explore authentic and vulnerable leadership (in juxtaposition to the coerce and control model of the twentieth century), navigating conflict and understanding systems.

IAPI, 12 Clanwilliam Square,  
Grand Canal Quay, Dublin 2

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WITH RESULTS



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**ADF**  
AWARDS  
2018