



The World's Trusted Community for Email Marketers

# **2022 Benchmark Report: Racial Diversity in the Email Industry**

*Featuring Data from the  
2021 Email Industry Diversity  
Survey*



# Introduction

By Jeanne Jennings

## Overview

It's an honor to be publishing our second annual report on racial diversity in the email industry. We launched the Only Influencers (OI) Diversity Committee in 2019, in response to the killing of George Floyd, with a desire to do 'something.' After some discussion, we determined that we wanted to have an impact on the industry as a whole, not just our OI community. So, we set a goal:

## **To have the racial mix of professionals in the email industry match the racial mix of the population at large by January 2025**

This report is just the latest in our efforts to reach our goal. In addition to the 2021 report, we've presented 5 webinars on diversity. In addition to bringing diversity, equity, and inclusion experts into our presentations, we were thrilled to have the Association of National Advertisers (ANA)'s Email Experience Council (EEC) and the Data and Marketing Association (DMA), United Kingdom, join us to share their initiatives on diversity and show industry support for these efforts. We'll continue to make the case for racial diversity, equity, and inclusion and back it up with advice, success stories, resources, and more to help all of us reach our goal.

If you are a member of Only Influencers, thank you. If you're not, we'd love to have you join us. All professionals in the email industry, regardless of years of experience or functional area, are invited to be members. Learn more about that at the end of this report or email me at [jeanne@onlyinfluencers.com](mailto:jeanne@onlyinfluencers.com) and I'll be happy to set a time to chat with you.

Enjoy!

*Jeanne*



**Jeanne Jennings**

General Manager, Only Influencers  
Chair, Email Innovations Summit  
Founder and CEO, Email Optimization Shop

## Special Thanks

I want to give special thanks to a few people and organizations. Without them, this special report would not exist.

First, to the wonderful volunteers who join me as co-authors of this report. We could not have created this report without them.

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Please see their brief biographies at the end of this report, along with information on all of our Only Influencers Diversity Committee members.

I'd also like to thank all the members of our OI community; their membership dues support us financially and allow us to give back to the industry we all love. We could not have done the survey and created this report based on the findings without their support.



Finally, I'd like to thank Rising Media, the parent company of Only Influencers, and Matthew Finlay, its president, for all the support they've provided Only Influencers. It's a pleasure working with the Rising Media team, not only on the Only Influencers community of email industry professionals, but also on the Email Innovations Summit, our annual conference.

# Table of Contents

Introduction .....	1
Table of Contents.....	3
Why Diversity Matters .....	4
Key Findings.....	5
Progress Toward Our Goal .....	6
Racial Diversity in the Email Industry .....	15
Racial Diversity in the Email Industry: United States.....	23
Racial Diversity in the Email Industry: United Kingdom.....	31
Next Steps: Working Toward a More Diverse and Inclusive Company .....	36
The People and Organizations Behind This Report .....	38

# Why Diversity Matters

By Daniel Noriega and Dela Quist

Most people would agree that marketing messages need to be more representative of the diverse world we live in. Yet the very group of people charged with doing this job are predominantly white. By bringing attention to the need for improvement in our industry, we aim to help prompt change. We want to endure that diversity is part of marketing's DNA – integral to the process, not just its output.

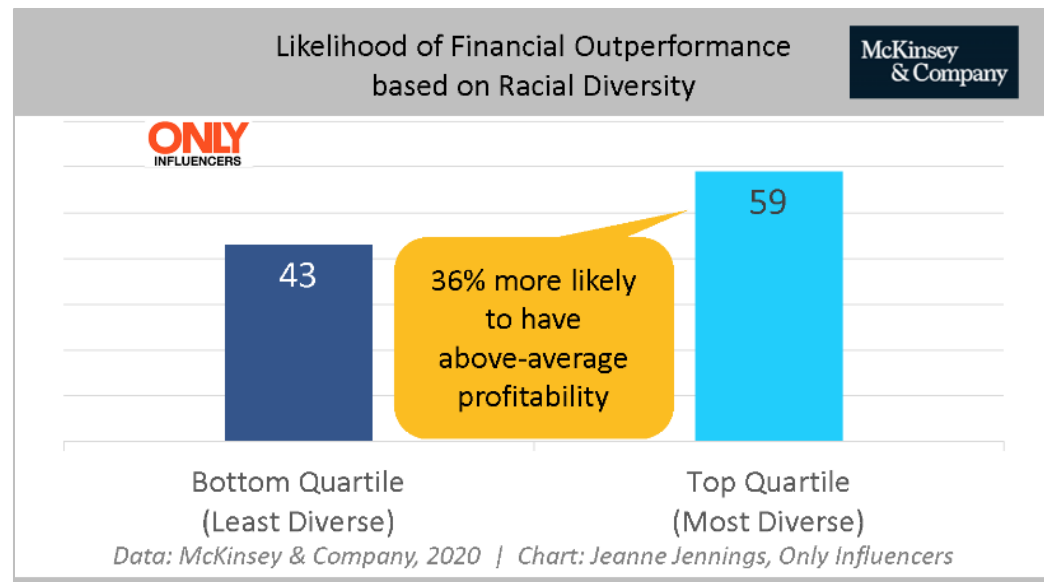
A recent McKinsey & Company study<sup>i</sup> found that companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies in the lowest quartile.

When looking at ethnic and cultural diversity, McKinsey's findings were equally compelling; top quartile companies outperformed those in the lowest quartile by 36% in profitability. Looking to increase profitability? Diversify your team.

Equality and inclusion are other reasons to support diversity. Giving everyone the same opportunities, and making them all feel comfortable, is the right thing to do.

Having a diverse team helps you position your products and services to appeal to a wider population of prospects and customers. It also helps you avoid ethnic- and gender-related missteps that can destroy your organization's goodwill in the marketplace.

Some people shy away from diversity because they see it as a political issue. It's a political issue only if you make it one. You can work to create more diversity in your organization without making it your company's mission statement. You don't even have to publicly announce that you're doing it.



# Key Findings

By Jeanne Jennings

You'll find a good overview of the survey results throughout this report; we especially recommend the "Progress Toward Our Goal" section to see the key findings from the latest survey, in context compared to census data and the past survey.

When we as a committee were thinking about our key findings from two years of doing this, we came up with just one thing: we need more survey participation, we need more data.

In 2021, our total responses jumped 41% over the previous year (chart bottom right). Of those 66% had complete data and could be used in our findings (that's an increase – our 2020 yield was just 61%). These lifts gave us 52% more responses to work with in 2021 than we had in 2020.

We were excited to have the Direct Marketing Association of the UK (DMA-UK) and the Email Experience Council (EEC) join us in promoting the 2021 survey. We also owe thanks to Alchemy Worx, who encouraged their email subscribers to complete the survey. We know that their participation contributed to the 2021 jump in responses.

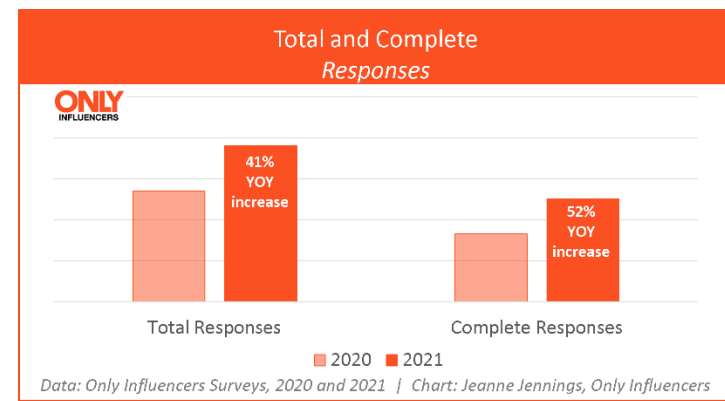
We're excited to see growth like this. But it's still very small sample size for an industry as large as email.

**So, we're asking for your help.** If you find this report valuable, if you find it interesting, if you're like to see more racial diversity in the email industry, then please, help us promote the 2022 survey.

This year's survey will launch in October 2022; watch Twitter or LinkedIn (@OnlyInfluencers) for updates. Or reach out to me directly at [jeanne@onlyinfluencers.com](mailto:jeanne@onlyinfluencers.com) and I'll send you an email when it opens.

All those in the email industry, including brand-side marketers, vendors/suppliers, and agencies/consultancies, are invited to fill out the survey on behalf of their organizations.

If you're an individual, we'd welcome your liking and sharing our posts on social media. If your organization has an email list, we've love for you to promote the 2022 survey to your subscribers, as an item in your regular newsletter and/or as a standalone message. Thanks in advance!





# Progress Toward Our Goal

By Jeanne Jennings

## Racial Diversity in the Email Industry, United States

Our goal is to have the diversity in the US email industry match that of the United States (US) census (chart top right, grey borders) by January 2025.

So how did the US email industry fare in the 2021 survey? The results are mixed (chart middle right, dark orange borders).

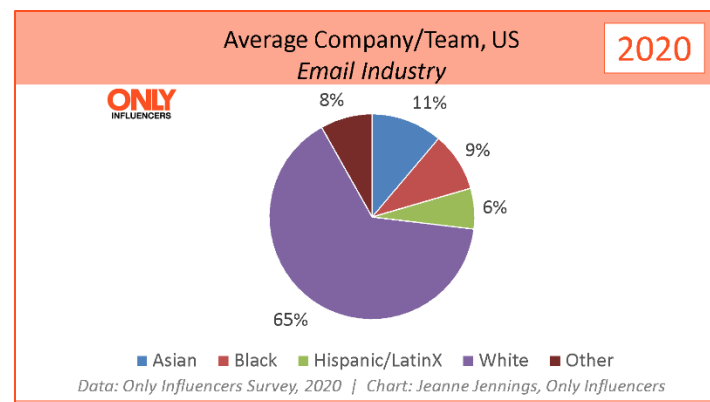
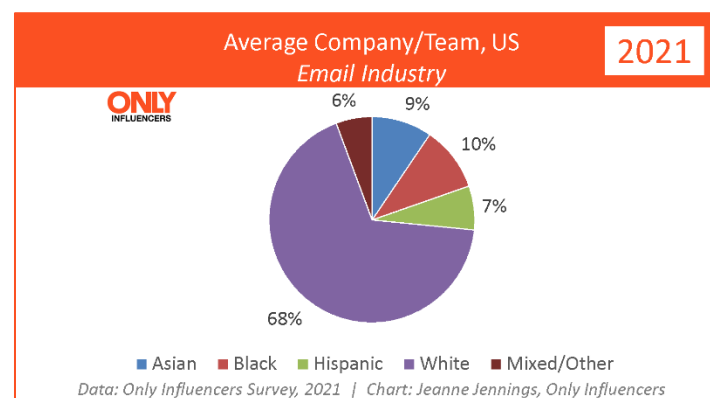
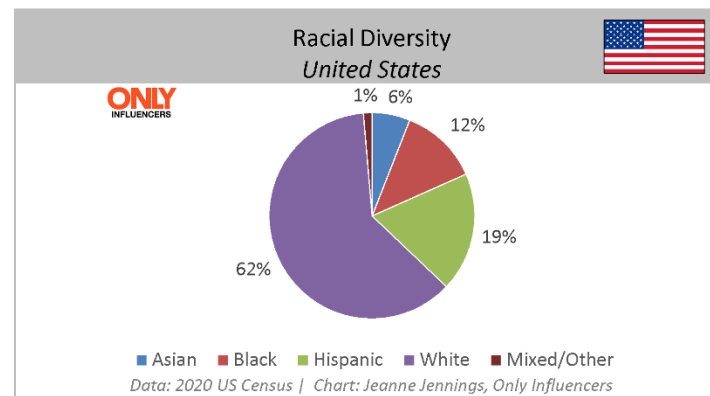
The percentage of white people at the average company remains higher than the census data, 68% compared to 62%. It is also higher than the 2020 survey (chart bottom right, pale orange borders), 68% compared to 65%.

As we saw last year, those of Asian descent are well-represented in the industry. Asians make up 9% of employees in the average US company, compared to 6% of the population. This is a slight decrease from 2020, when the figure was 11%.

Those of mixed race are also well-represented, holding 6% of positions in the average US email company, compared to being just 1% of the US population.

But Black people and those of Hispanic descent don't fare as well. Black people make up just 10% of the average email company in the US, even though they are 12% of the population. On a positive note, this 10% is higher than the 9% representation we saw in the 2020 survey.

Those of Hispanic descent make up 7% of the average email company in the US, lagging their 19% stake in the US population. While there has been movement in our survey results between this year and last, it hasn't necessarily been forward motion. We still have some work to do here.



Looking at the median and average percentages of non-white employees in US email companies, we are also seeing movement but not necessarily forward motion.

This year, in the 2021 survey results (chart middle right, dark orange borders), we seem to have moved backward. The average decreased a bit; it was 32% in 2021, down from 35% in 2020 (chart bottom right, pale orange borders).

The median also shifted – it is at 28% in 2021, compared to 35% in 2020.

A quick refresher on average (means) and medians. An average adds up the data and divides it by the number of data points. The median shows us the point in the data where there are as many values above it as there are below it. The median adjusts the data so that it's not skewed by companies with very high or very low diversity.

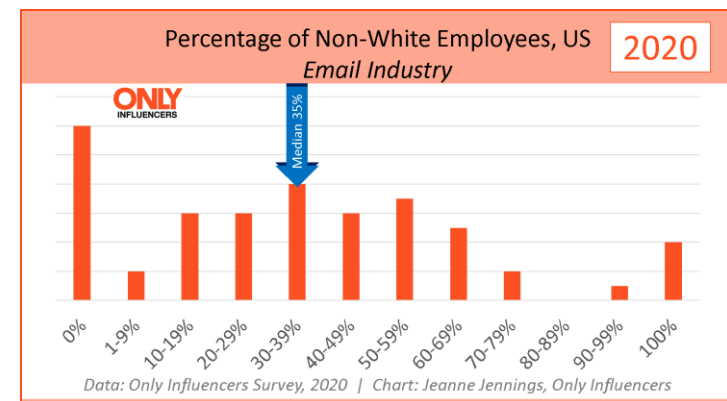
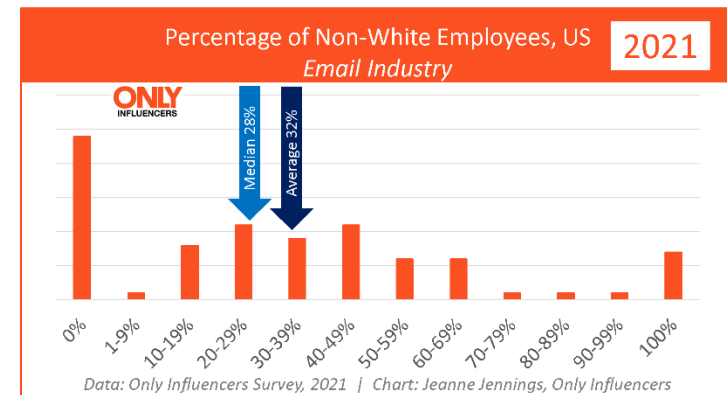
In 2020 we had a perfect correlation between average and median, meaning that the average wasn't being skewed.

But when the median is below the average that means that there are there are highly diverse 'outlier' companies which are moving the average higher. Here the median is being pulled down by the large number of companies with no non-white employees (see the tall bar at the left of the chart over the '0%').

So, the US email industry is less diverse than it was last year.

One caveat – the companies answering the survey in 2021 were not the same companies answering in 2020, so it's not an apples-to-apples comparison. In addition, we had a larger number of responses in 2021, which is another reason the data may have shifted.

Nonetheless, we'll be watching this closely in future surveys, as we work to reach our goal of a more diverse email industry.





We also wanted to revisit diversity in leadership roles in US email organizations.

US email companies still have a higher percentage of white people in leadership positions than we see in the census. That figure is 73% in our 2021 survey (chart middle right, dark orange borders) compared to 62% of the population (chart top right, grey borders). The 2021 figure is exactly the same as the 2020 figure.

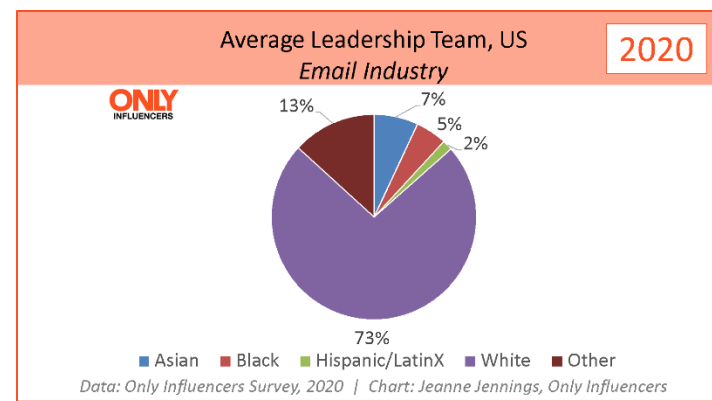
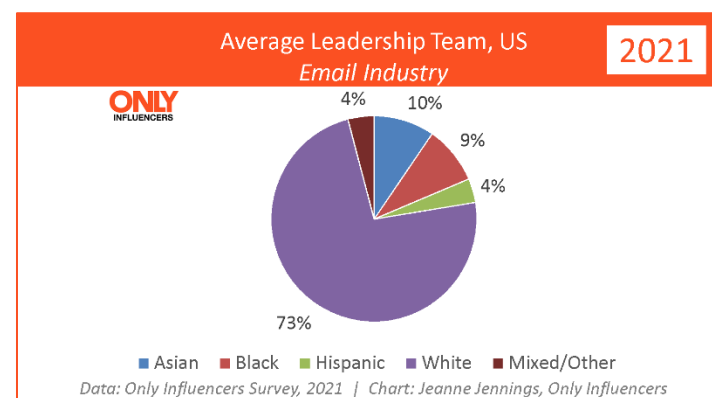
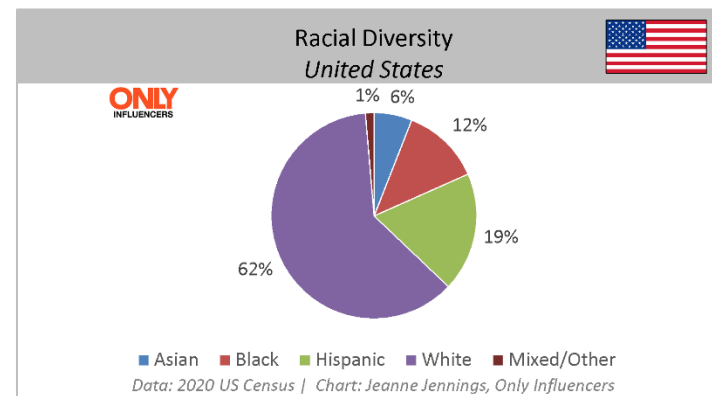
Asians and those of Mixed/Other backgrounds tend to be more prevalent in leadership roles than in the population as a whole. Asians are now in 10% of the top roles in the average email company, while they make up just 6% of the population according to the census. This is up from 7% in 2020.

Those of Mixed/Other backgrounds make up 4% of the top jobs in our industry, compared to 1% of the US population. This 4% is a decrease from last year's survey, where the figure was 13%.

Black people in email leadership still lag the census data (9% compared to 12%), but this 12% is an increase from the 2020 survey figure of 5%.

Those of Hispanic descent hold just 4% of email industry top jobs, even though they make up 19% of the US population. That said, the 4% is double the 2% figure from 2020, so that is some progress.

Once again, we see that we still have some work to do.



Looking at the median and average percentages of non-whites in leadership roles, we see the magnitude of the issue.

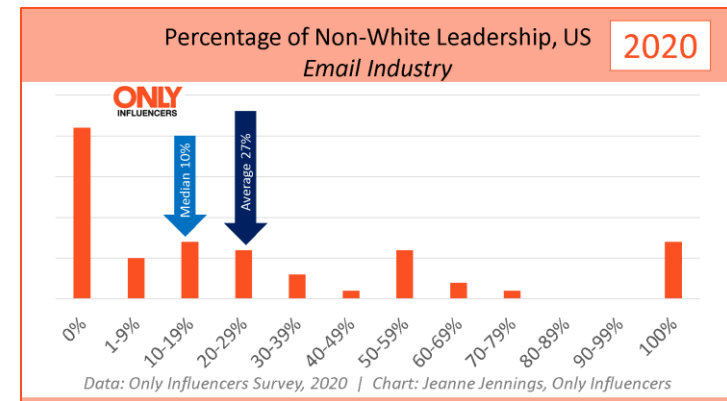
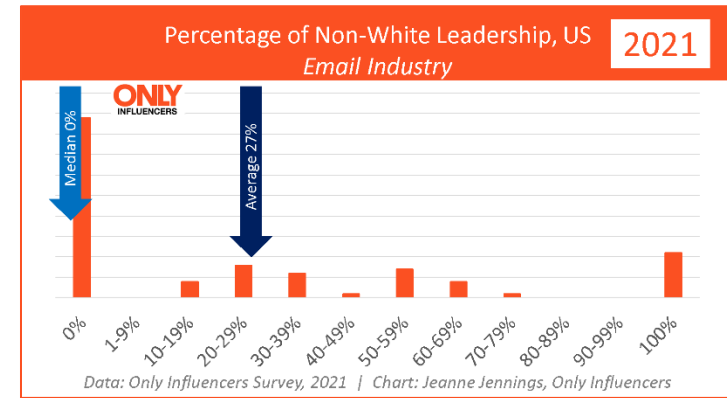
This year's average (chart middle right, dark orange borders) is 27%, the same as last year's average (chart bottom right, pale orange borders).

But the median has dropped dramatically; this year it's at 0%, while the 2020 survey had it at 10%.

Last year the median was 10%, while the average was 27% (top right chart, grey background). You can see that many companies had no people-of-color in leadership (the tall bar at the left), but there was some distribution of companies with higher percentages of non-whites in leadership roles.

This year things look even worse (middle right chart). The median has fallen to 0%, while the average has remained steady at 27%. The median shows us the number in the middle of the range, so there are just as many – or more – companies with no people-of-color in leadership roles as there are companies with some people-of-color at the highest levels.

Not all the same companies answered both surveys, so this is not an apples-to-apples comparison, but it's still concerning and something we'll be watching as we work toward our goal of a more diverse email industry.



## Racial Diversity in the Email Industry, United Kingdom

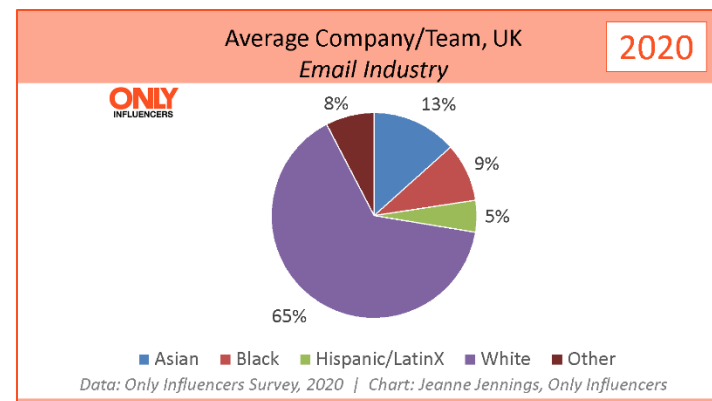
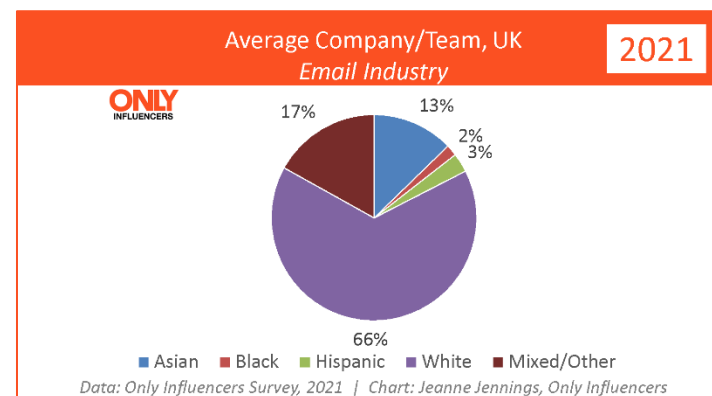
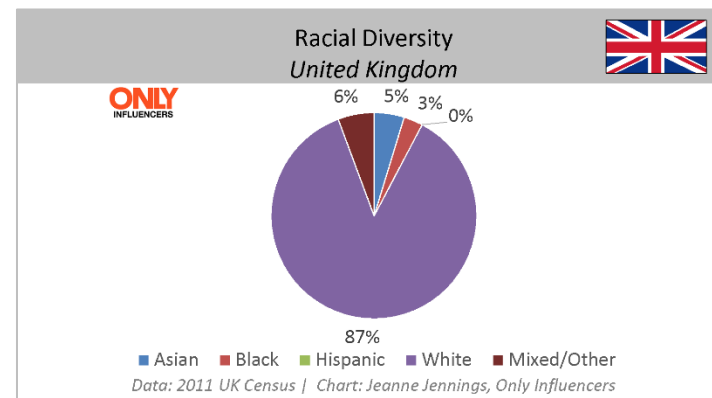
Our 2021 survey (chart middle right, dark orange borders) found that the UK email industry bests the census (chart top right, grey borders) with regard to employing people of color (34% in the industry, compared to just 14% of the population at large).

The percentage of Asians in the industry is nearly triple that of the population (13% compared to 5%). Those of Hispanic descent account for 3% of the average email company but don't register in the census. Those of mixed/other racial backgrounds are 17% of the industry, but just 6% of the population.

But Black people are just 2% of most industry companies, even though they are 3% of the population.

Our 2020 survey (chart bottom right, pale orange borders) also showed the industry faring well compared to the population as whole. So overall the UK email industry is faring well compared to the census.

Please note that the companies responding to the survey this year are not all the same companies that responded last year, so it's not a true apples-to-apples comparison. Also, the UK conducts the census every 10 years, so we will have new census data to compare the industry to next year, in our 2023 report.



We also compared the average and median percentage of people-of-color in the average UK email organization.

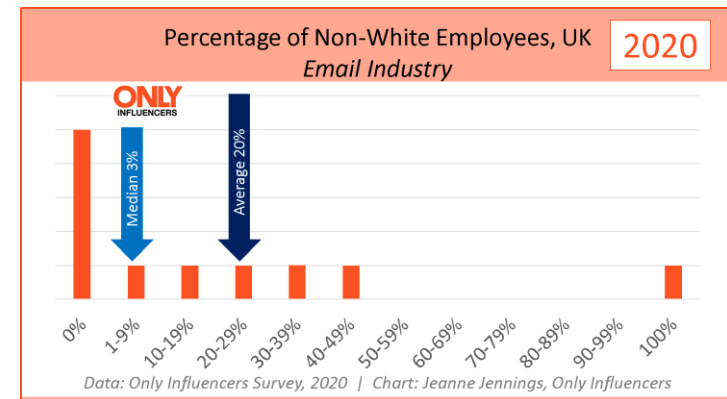
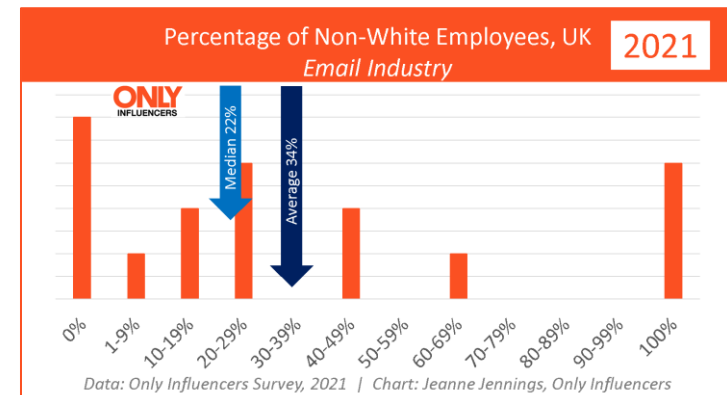
In the 2021 survey, the median was 21% and the average was 34% (chart middle right, dark orange borders). Last year the median was just 3%, while the average was 20% (chart bottom right, pale orange borders).

You can see how different the distribution of organizations is this year. We still have a large number of companies with '0%' people of color in their organizations. But in the most recent survey there are many more organizations with 10-19%, 20-29%, and 100% people of color in their ranks. The average and median numbers are moving close together, toward alignment, which is a good sign.

When the median and average are not aligned, it means that some companies are very diverse while others aren't diverse at all. This was the situation last year. See the bar chart at the bottom right? The tall bar at the left over '0%' represents the number of companies with no people of color.

In a truly diverse industry, the median and averages would be the same or at least close. This was an area we identified last year as needing work and there is good news on this front in the latest survey results.

While there is still work to be done here, we feel good about the shift we've seen toward more diversity in just a year's time in the UK.



We also wanted to see if there was progress on diversity in leadership.

Looking at our 2021 survey results (chart middle right, dark orange borders) you can see that the UK email industry leadership bested the UK census (chart top right, grey borders) here, just as it did in the average company figures.

Those of Asian descent make up 15% of leadership roles in the UK email industry, but only 5% of the UK population. Those of mixed/other backgrounds were also more prevalent in the upper levels of the UK email industry (23%) than in the UK census (6%).

Black people are under-represented in the UK email leadership, with no presence there in most organizations, even though they make up 3% of the UK population.

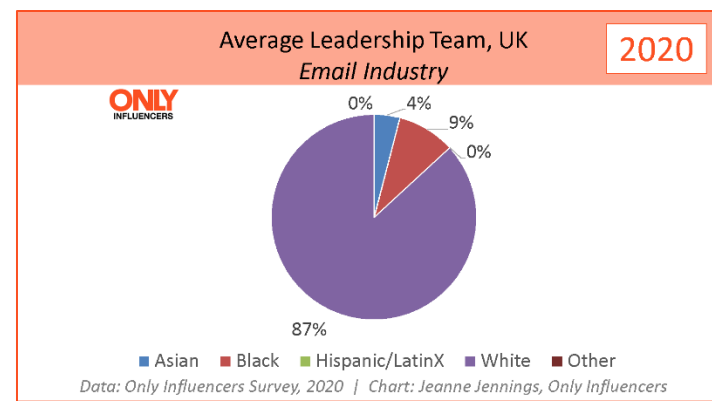
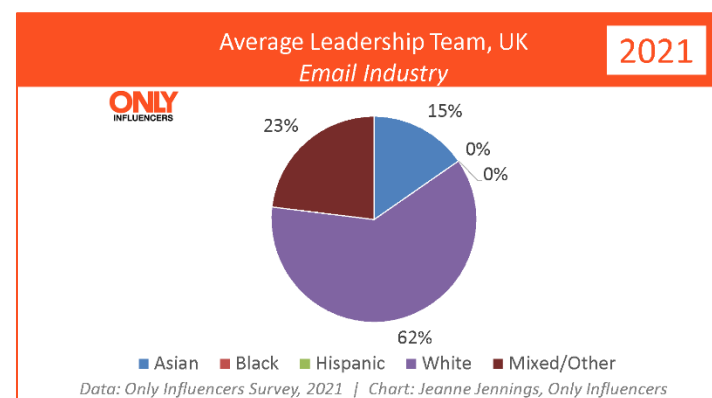
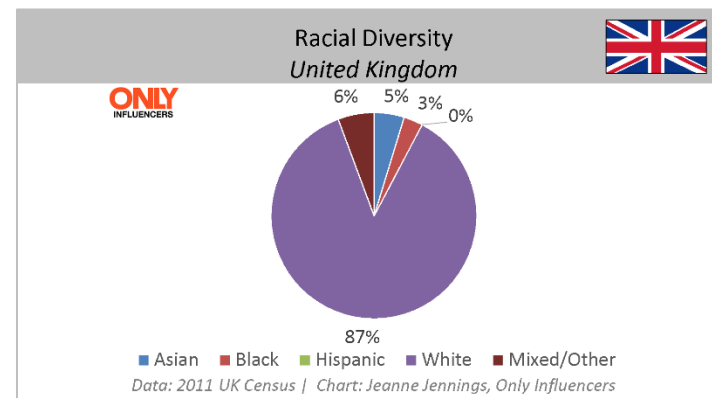
The 2021 survey results are very different from the results of the 2020 survey (chart bottom right, pale orange borders).

We saw the percentage of Asians in high-level email roles increase, from 4% in 2020 to 15% in 2021. Also moving up – those of mixed/other backgrounds; they made up 0% of leadership in 2020, compared to 23% in 2021.

But all is not rosy. The percentage of Black people in leadership at UK email companies fell from 9% in 2020 to 0% in 2021.

The 2021 survey results were a bit of a surprise, compared to last year. As we mentioned earlier, it's not the same group of companies responding so it's not an apples-to-apples comparison. But still...

So, this is a goal for future – to make sure that not only are people of color represented in leadership, but that people of all racial backgrounds are there. We'll be watching this closely.



Finally, we looked at the median and average percentages of non-white leadership in UK email companies.

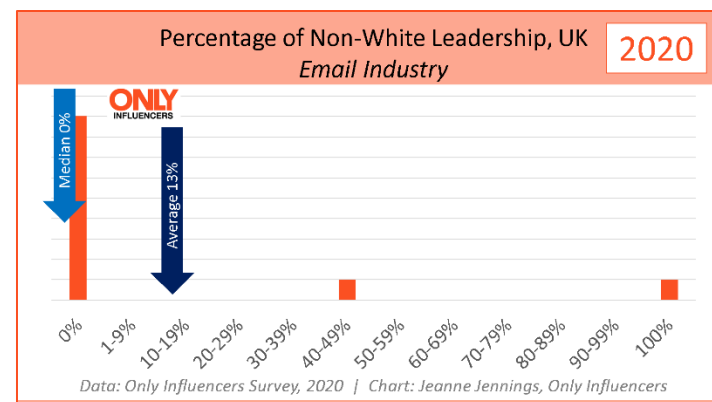
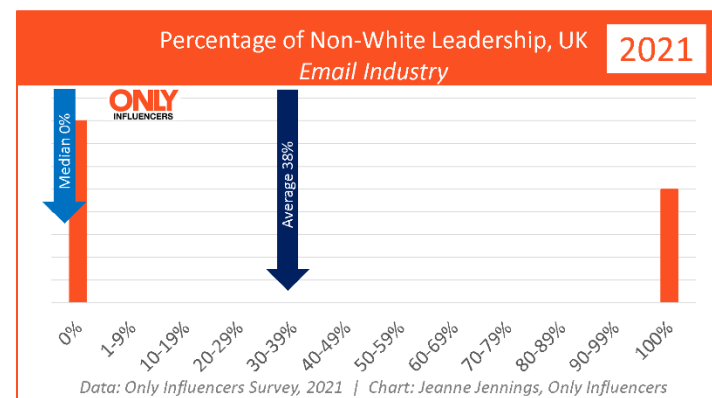
While the average measures the overall number, the median identifies the number in the middle where there are just as many companies with a higher percentage of non-white people in leadership as there are companies with a lower percentage.

In the 2021 survey (chart middle right, dark orange borders), we had a median of 0% and an average of 38%. Looking at the chart you'll see the polarization, with roughly 60% of companies having no non-white people in leadership positions, and 40% having 100% of leadership roles held by non-whites.

This result is a little better than the 2020 survey (chart bottom right, pale orange borders), but there is still work to be done.

In the 2020 survey (chart bottom right, pale orange borders) we had a median of 0% and an average of 13%. So, while we've seen more companies increase diversity at the leadership level since last year, it's still not enough to make a dramatic impact.

A polarized industry is not a diverse industry. We hope to see inroads here as we continue to provide resources and information to help companies become more diverse.



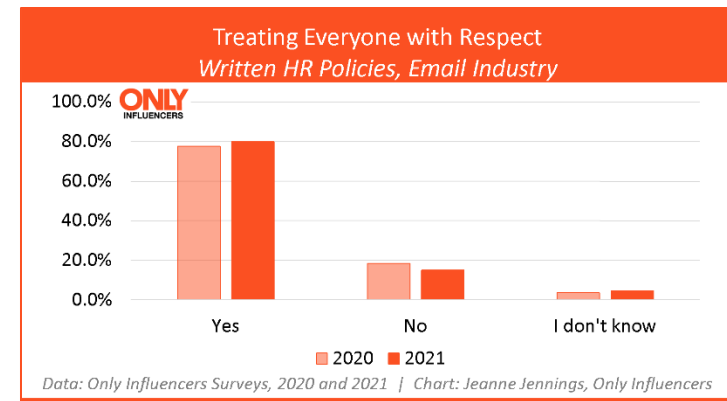
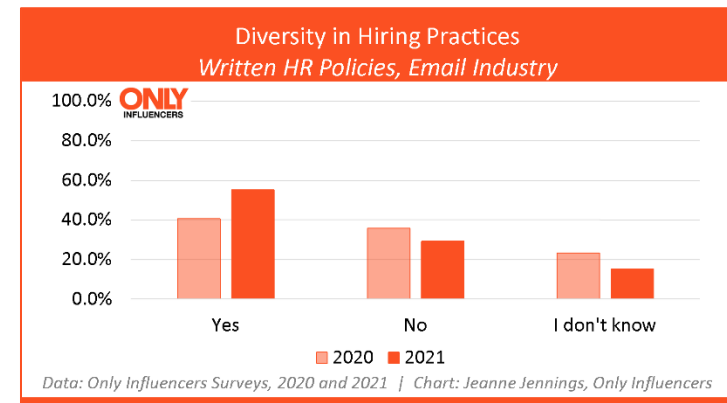


## HR Policies on Diversity

While it's not a goal, we also wanted to look at whether HR policies related to diversity had changed year-over-year. We believe that the more companies that have written HR policies around diversity in place, the more likely we are to reach our goals.

We were excited to see an increase in the number of companies that have policies around diversity in the hiring process in place. The number of companies responding "yes" when asked if they had these policies in place grew from 41% in 2020 to 55% in 2021 (chart bottom left); that's an increase of 35%. It was also nice to see the "I don't know" responses fall from 24% in 2020 to 16% in 2021, a decrease of 34%.

Back in 2020, we were pleasantly surprised to see that 78% of companies responded "yes" when asked if they had policies about treating everyone with respect in place (chart bottom right). In 2021 we were happy to see that this increased to 80%. While the "I don't know" response here increased a little (4% to 5%), we still feel that workplaces are embracing policies like these.



# Racial Diversity in the Email Industry

By Tejas Pitkar

## Diversity in Companies/Teams

*"Diversity & Inclusion needs to be something that every single employee at the company has a stake in."*

– Bo Young Lee, Chief D&I Officer, Uber

Our survey (chart bottom right, dark orange borders) found that the email industry is more diverse than the advertising/marketing industry as a whole (based on the ANA's 2021 survey<sup>ii</sup>; chart top right, grey borders).

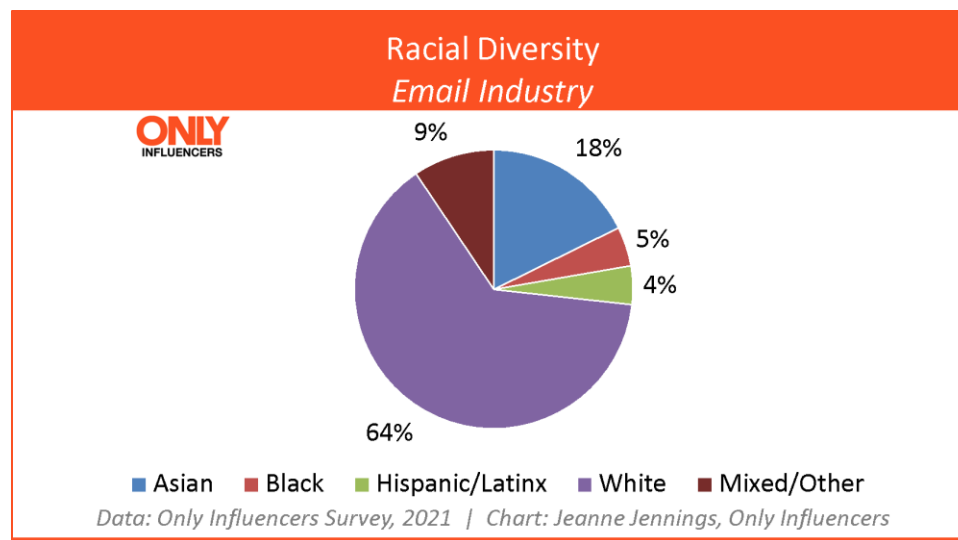
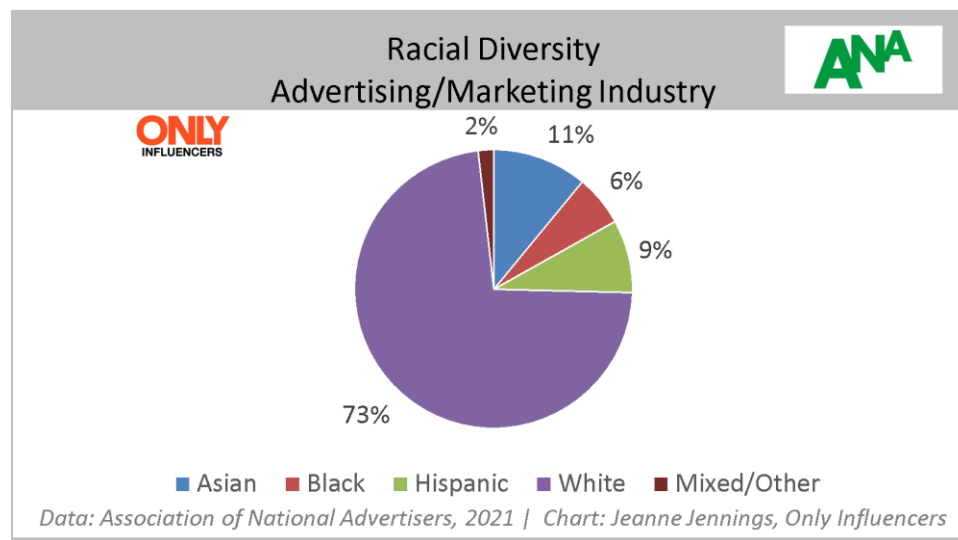
According to our survey, 64% of the email industry workforce is white. This is lower than the 73% white figure reported by the ANA.

The second largest group in both surveys are people of Asian descent, although they are a larger percentage of the whole in the email industry (18% in our report; 11% in the ANA survey).

Black representation is roughly the same in both surveys; 5% in the email industry, 6% in the larger advertising/marketing industry.

People of Hispanic descent are more prevalent in the advertising/marketing industry (9%) than in the email industry (4%).

Other ethnicities accounted for 9% of the email industry according to our survey; in the ANA report they were just 2% of the total.



In addition to looking at the industry as a whole, we parsed the data to come up with the racial diversity of an 'average' company or team (chart top right). Here the percentages shift a bit. While the percentage of white people remains the same (64%), the mix of non-white people is a bit different.

We see that those of Asian descent are just 13% of the average company/team, compared to 18% of the email industry as a whole. Black people are a higher percentage here than in the email industry at large, 8% compared to 5% of all people.

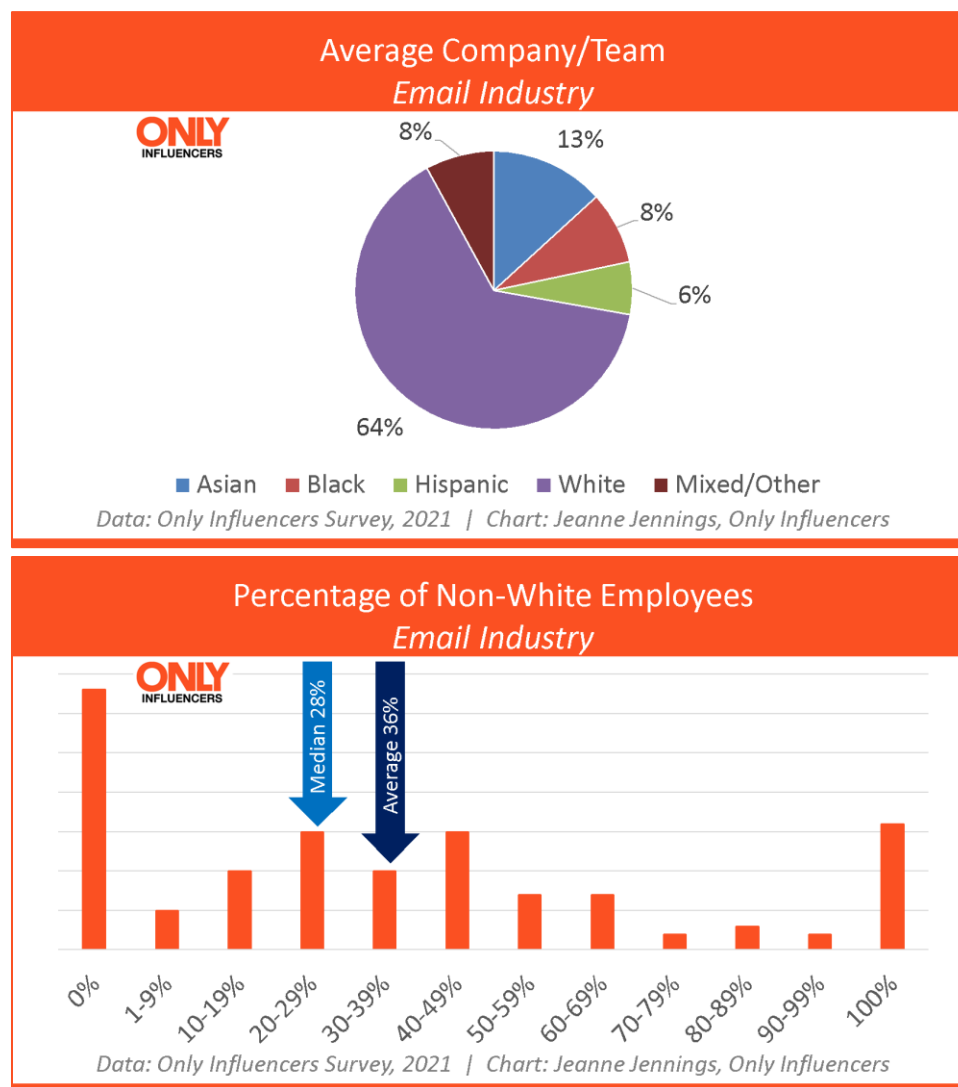
Those of Hispanic descent make up 6% of the average company, while they are just 4% of the email industry. Finally, those of mixed/other backgrounds are 8% of the average company, compared to 9% of the email industry.

These results lead us to look at the median, not just the averages, when we talk about diversity. The 'average' figure can be skewed by a few data points which are extraordinary.

We see this in action in the chart at the bottom right.

Our OI survey found that 36% of those in the industry are people of color (non-white); but when we look at the average company/team in the industry, the median for people of color is just 28%.

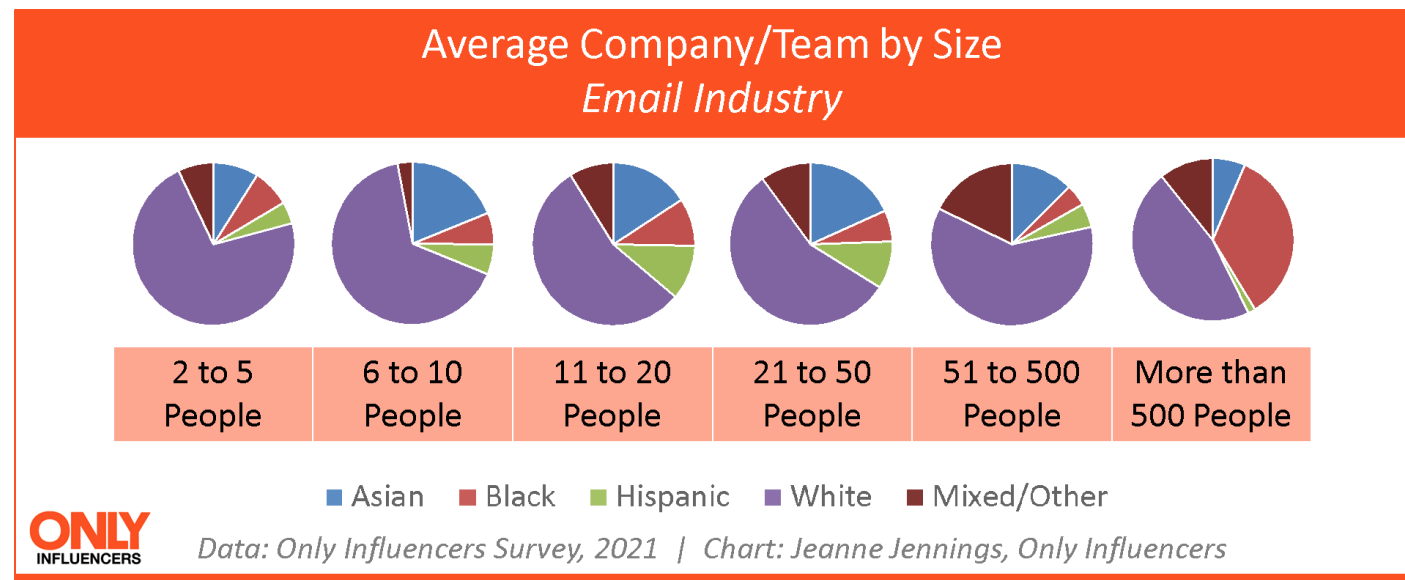
The large bar at the left over '0%' is why; this bar represents the 26% of companies/teams in the industry that reported having no people of color in their ranks. We need to increase racial diversity in every organization to reach our goal of true diversity in the industry.



A closer look at the diversity in the email industry companies and teams shows that as the size of the company increases, the diversity within the organization improves.

We can see a considerable increase in diversity as company size increases from 1-5 employees to more than 1000 employees. That means the different ethnicities balance out the white workforce.

The Mixed race, Black and Asian populations increase as we move to larger companies. But a negative appears to be the decrease in Hispanic population as companies become larger.



## Diversity in Leadership

The graph to your bottom right (dark orange borders), on the ethnic breakdown of leadership in the email industry, tells a surprising story. The data shows that a majority 56% of leaders are white.

The next largest ethnic group here are Asians, making up 23% of email industry leadership, followed by Mixed race leaders at 16%.

No other single ethnicity makes up more than 4% of industry leadership. The largest ethnic groups represented here are Black (4%).

People of Hispanic descent make up just over 2% of those in leadership roles.

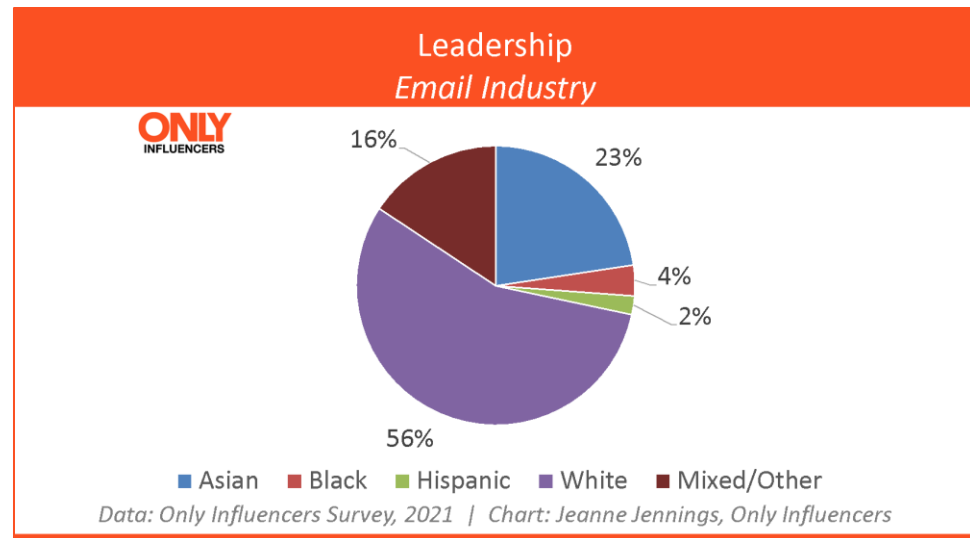
Comparing our survey results with the ANA survey of the marketing industry (chart top right, grey borders), we observe some differences when it comes to diversity in leadership.

White leaders make up 86% of the larger advertising/marketing industry, while they account for 56% of the email industry.

In contrast, 23% of email industry leaders are Asians, compared to 6% of leaders in the broader advertising/marketing industry. So, in this respect, the email industry is more diverse than the advertising/marketing industry leadership at large.

Leaders of Black descent are more prevalent in the advertising/marketing industry (5%) than they are in the email industry (4%).

Hispanic leaders are less in the email industry (2%) as they are in the larger advertising/marketing industry (4%).



When we look at the average leadership of these teams and organizations, it's another matter.

Here the average percentage of non-white company/team leaders is 31%, but the median is 0% (chart bottom right).

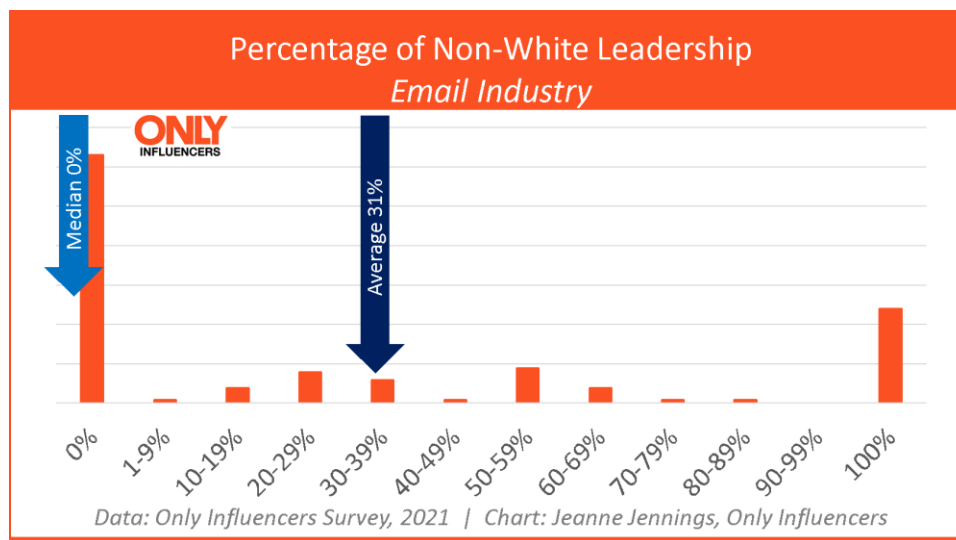
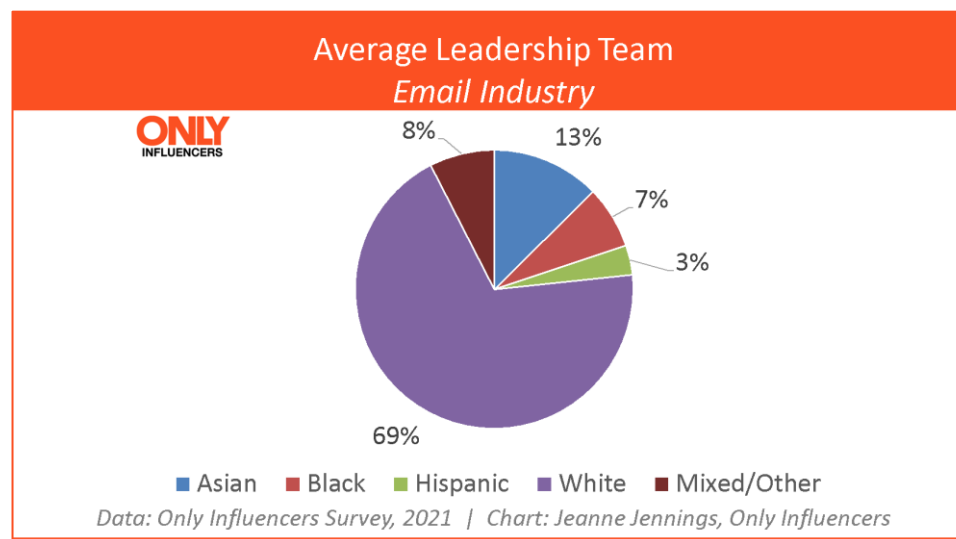
What that means is there are just as many companies where leadership has people of color as there are companies with not a single person of color in leadership.

Going deeper: 42% of those who took the survey reported having no people of color in their leadership ranks. Not one. See that tall bar over the '0%'? That's what we're talking about.

Another 16% reported that between 1% and 19% of their leadership team were people of color. So that's 58% of the industry where fewer than 20% of the leadership team are people of color.

14% of organizations in our survey reported having 100% people of color in leadership. They're helping to skew the average up. But having an industry where a few companies are very diverse, and most aren't diverse at all, isn't really a diverse industry.

So, while our goal is to have the industry match the make-up of the population as a whole, we will also be watching the median numbers and working to get them closer to the average.





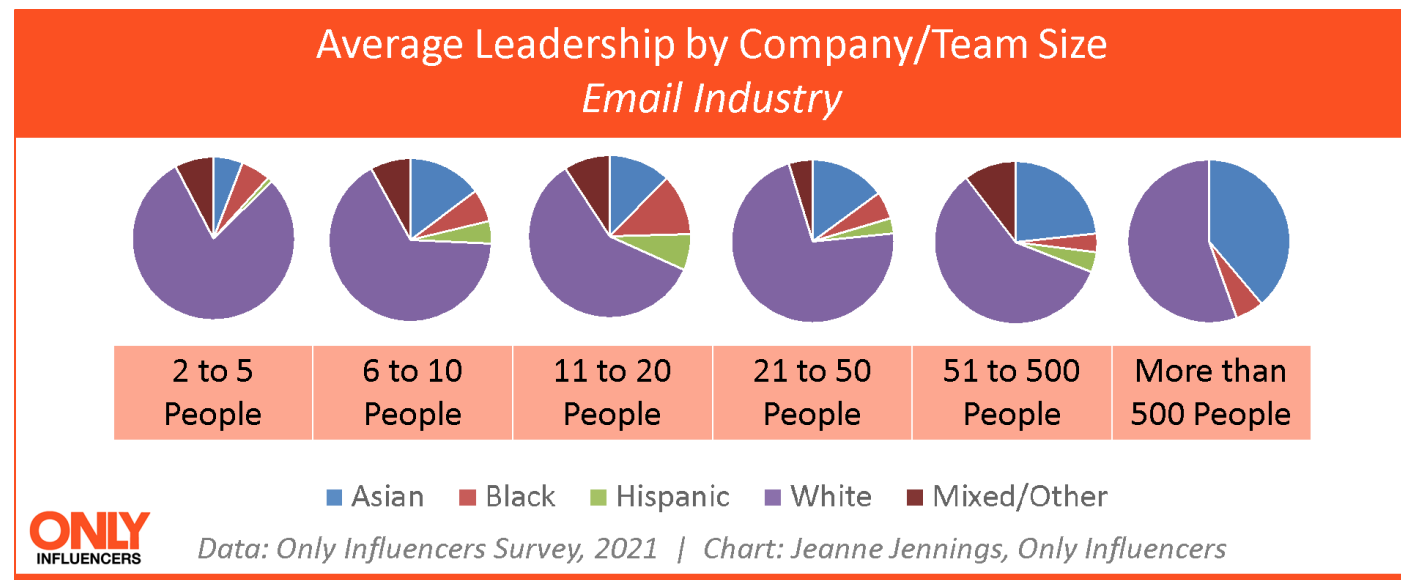
Our survey results show that as company size increases, the diversity in leadership increases as well (chart bottom right).

Smaller companies, those with 100 or fewer employees, have much less diverse leadership than companies with more than 1000 employees.

When we look at Asian leadership, we see that the companies with more than 50 employees have a much larger percentage than smaller companies. This may be because larger companies tend to have larger leadership teams, creating more opportunities for diversity.

Another insight to note, the second-largest percentage of Black leaders occurs in very small companies, those with 11 to 20 people working there.

In the largest companies, people of Asian descent are the second-largest ethnic group, followed by Black leaders represented in management. But there is no representation of Hispanic leaders in large organizations having more than 1,000 people.



## Do organizations with more diverse leadership have more diverse workforces?

Short answer: Yes!

In the stacked bar chart below, you see that we divided the organizations up by what percentage of their leadership roles were filled by people of color (that's the horizontal axis).

For each, we've plotted the make-up of their organizations on the vertical axis; in each case the bar equals 100%, since we are taking the total number of employees each group manages. Each 100% bar is broken up into colors; each color shows how diverse that group of employees are. The color key appears beneath the chart; the darkest red denotes no people of color, the darkest green is 40% to 49% people of color, the darkest blue is 80% to 89% people of color, and the darkest purple is 100% people of color.

As you can see, the organizations to the right have the highest percentage of people of color in leadership; their workforces are also much more diverse.



## Diversity Policies

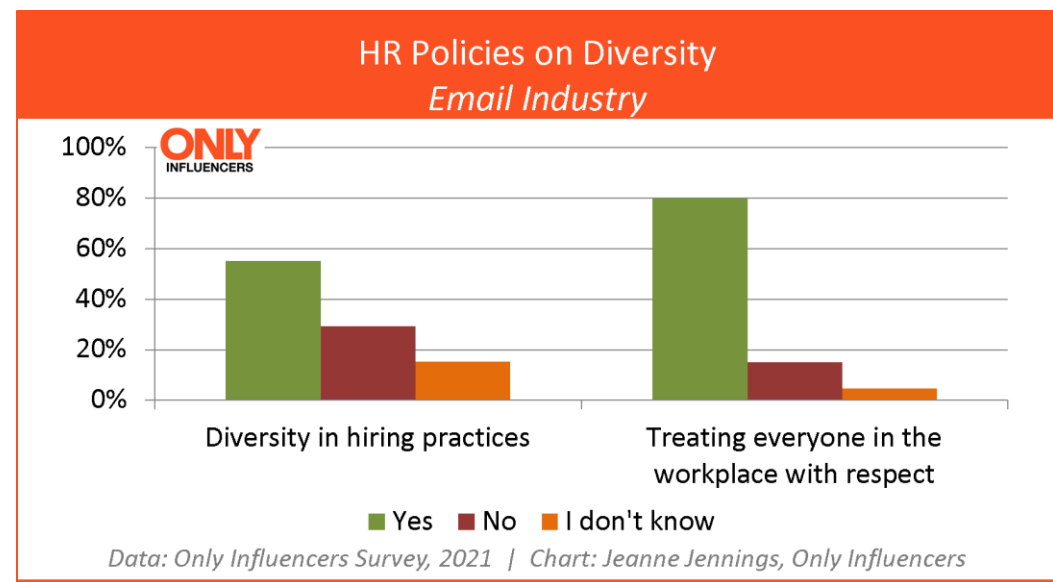
When asked if they or their parent organization had written policies in place on diversity in hiring, only 50% were certain that the answer was yes.

Another 35% responded no; and a full 18% weren't sure, which suggests that even if they are in place they aren't 'front and center' for everyone to see.

As expected, the larger the company the more likely they are to have written policies on diversity in hiring.

When there are 10,000 or more employees, 70% of organizations had a policy on diversity in hiring. But in the smallest companies, those with fewer than 6 employees, only 35% of have these policies in place, per our survey.

Diversity in hiring policies are easier to draft than they are to live by. But if you don't have policies like this in place, you are unlikely to build a diverse company. See tips for creating policies like this in the "Next Steps" section of this report.



# Racial Diversity in the Email Industry: United States

By Jeanne Jennings

## Diversity in Companies/Teams

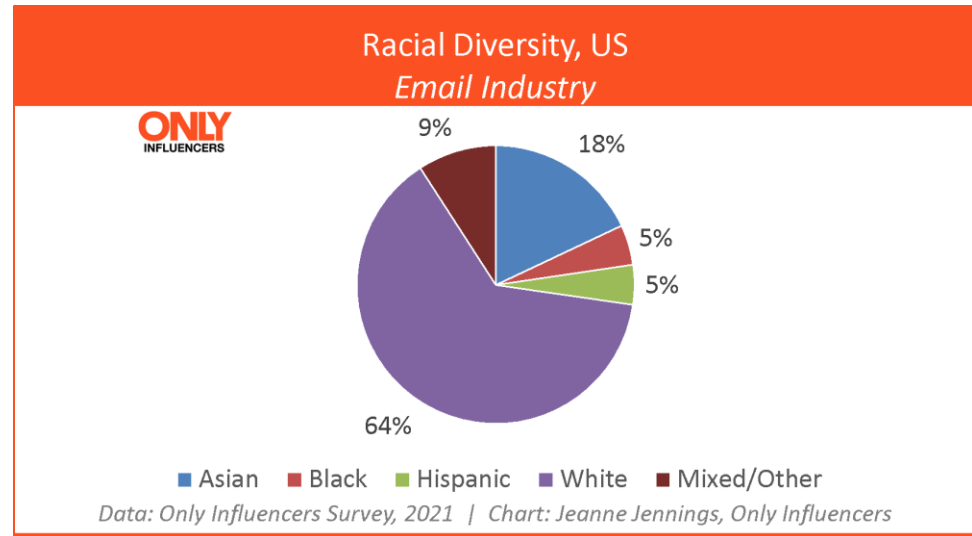
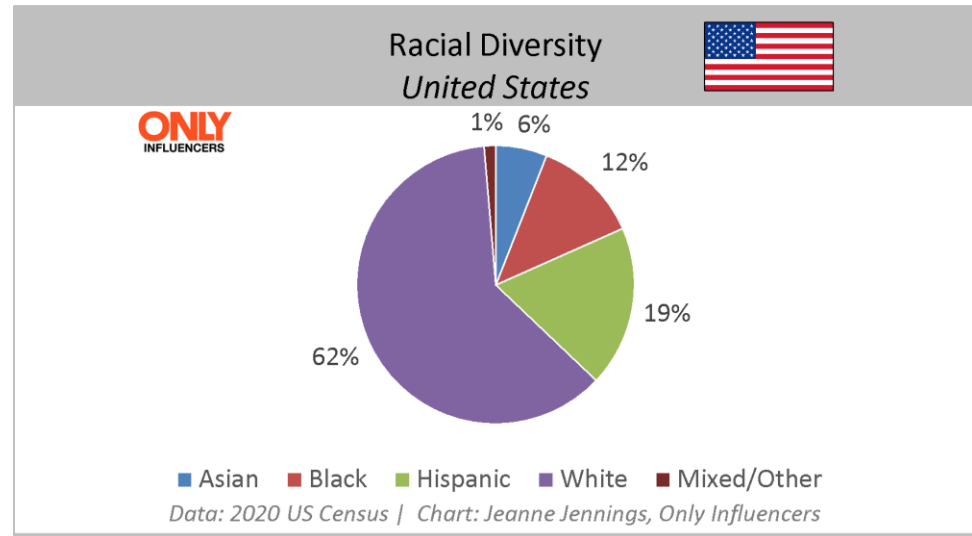
Last year we set a goal to have the racial diversity of the email industry match that of the population at large by January 2025.

In the charts at the right, you can see that the percentage of white professionals in the industry in the United States (64%; chart bottom right, dark orange borders) is roughly equivalent to the white population of the country (62%; chart top right, grey borders). This is good news.

But the racial mix of people of color is still off.

While people of Asian descent make up just 6% of the US population, they make up 18% of the email industry.

Both Black and Hispanic people are under-represented in the industry. While they are 12% and 19%, respectively, of the US population, each group is just 5% of the email industry.



In addition to looking at the mix of professionals in the industry, we used the data we collected to create a composite of an average company in the industry. This diversity mix appears in the chart at the top right on this page.

Here we see a slightly higher ratio of white people in this view, 68%.

Here the percentage of Black professionals (10%) is close to that of the population at large (12%). Hispanic email industry people (7%) are represented at less than half the level we see them in the country (19%).

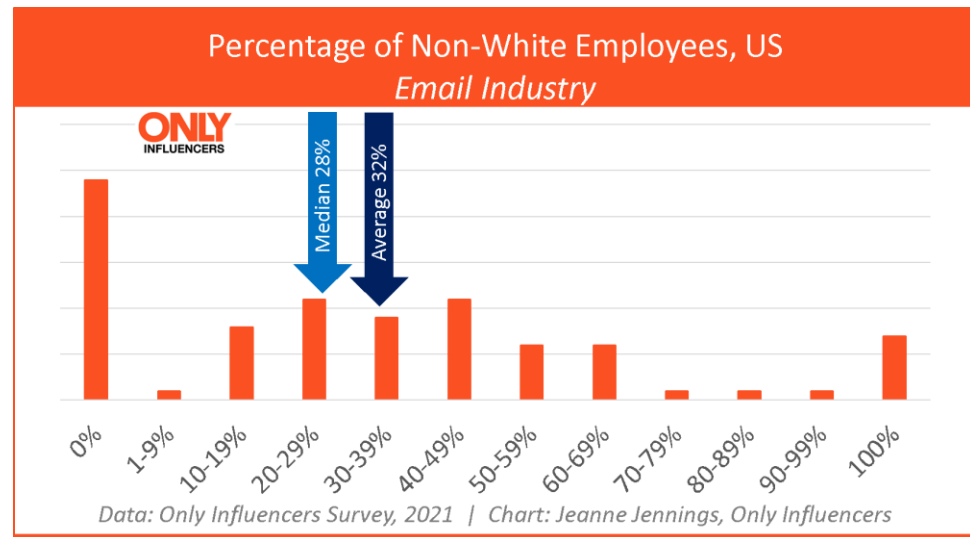
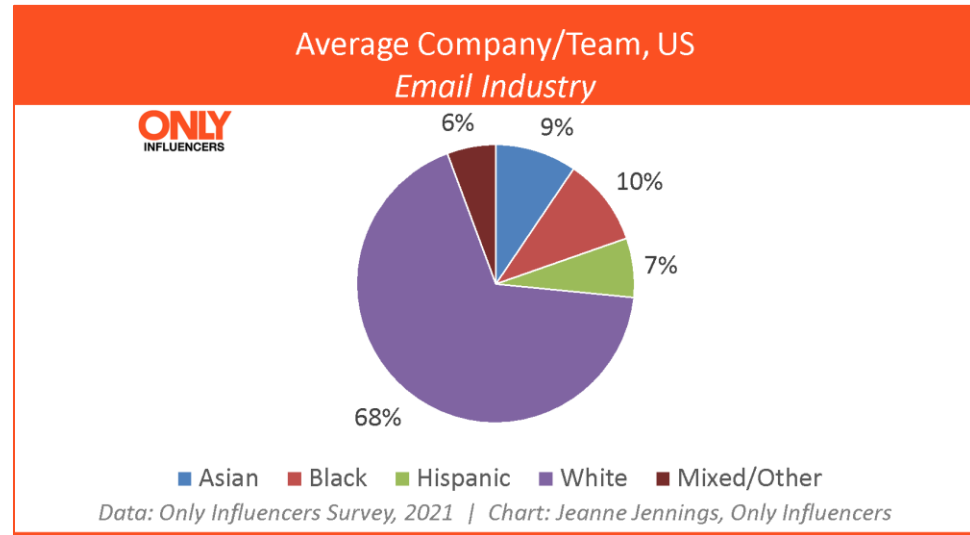
Again, the ratio of people of Asian descent (9%) and mixed/other (6%) are higher than the US population (6% and 1%, respectively).

In the 2021 report, we saw 65% of the email industry being comprised of white people and 8% being mixed/other, which is similar to this year. But the mix of other non-white professionals is different.

This year Asian Americans make up 18% of the email industry, up from 11% last year. The percentage of Black and Hispanic professionals has decreased, from last year's 9% and 6%, respectively, to just 5% each this year.

The two reports aren't really comparable, as we can't guarantee that the same organizations were included.

Now let's look at the chart at the bottom right of this page. As we saw last year, the median (28%) remains below the average (32%) when we look at employees of color in the average organization. As you can see by the tall bar on the left (0%), there are still many US companies that don't employ any people of color.



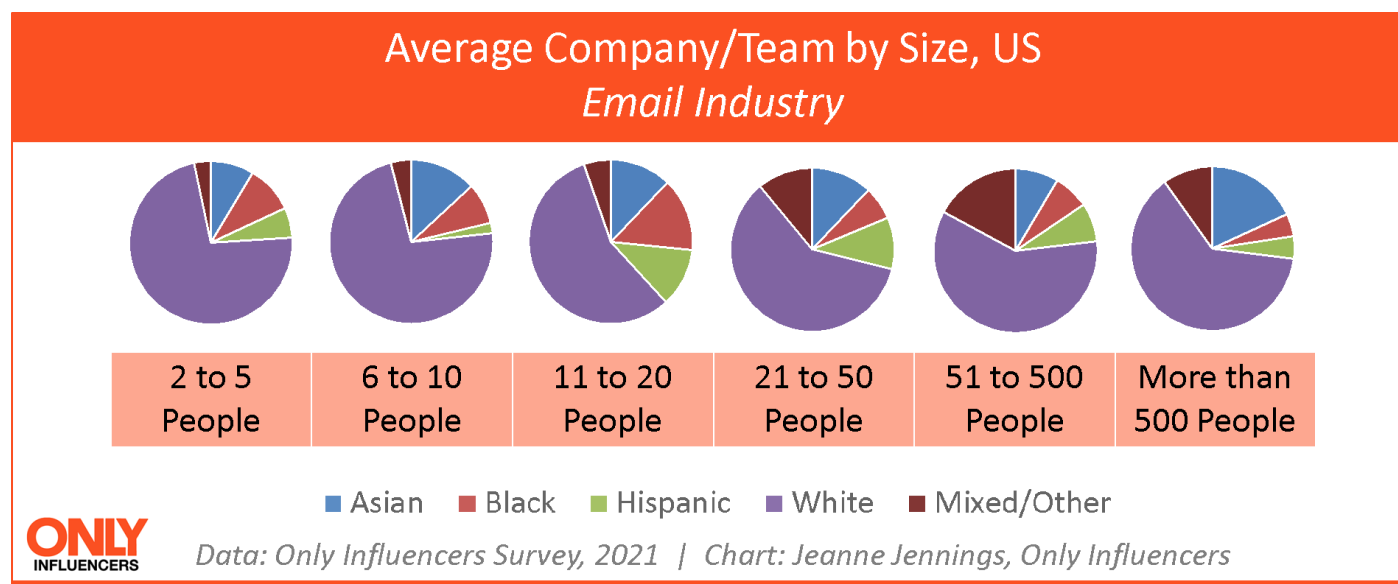
## Diversity by Organization Size

Larger companies/teams do tend to be more diverse – here those with fewer than 11 people have roughly 25% non-white employees. This figure increases to around 40% for organizations with 11 or more people. See the chart below.

The non-white racial mix here also changes as company size changes. People of Asian descent are most represented in companies of 6 to 50 people (13%, 12%, and 12%, respectively). Smaller companies, of 2 to 20 people, tend to have a higher percentage of Black employees (10%, 8%, and 14%, respectively). Those of Hispanic descent make up the highest percentage of employees (12% and 10%, respectively) in organizations of 11 to 50 people.

The percentage of those identified as mixed/other is highest (11%, 17%, and 10% respectively) in organizations with more than 21 people.

The direction of these findings mirrors those of last year's report, although this year the ratio of non-white employees in larger organizations (40%) is less than it was last year (60%). Again, since we can't guarantee that the companies reporting are the same in both years, this isn't an apples-to-apples comparison.





## Diversity in Leadership

The ratio of white to non-white leadership is similar to what we saw with the employment numbers. 64% of leadership is white, while 36% are not white.

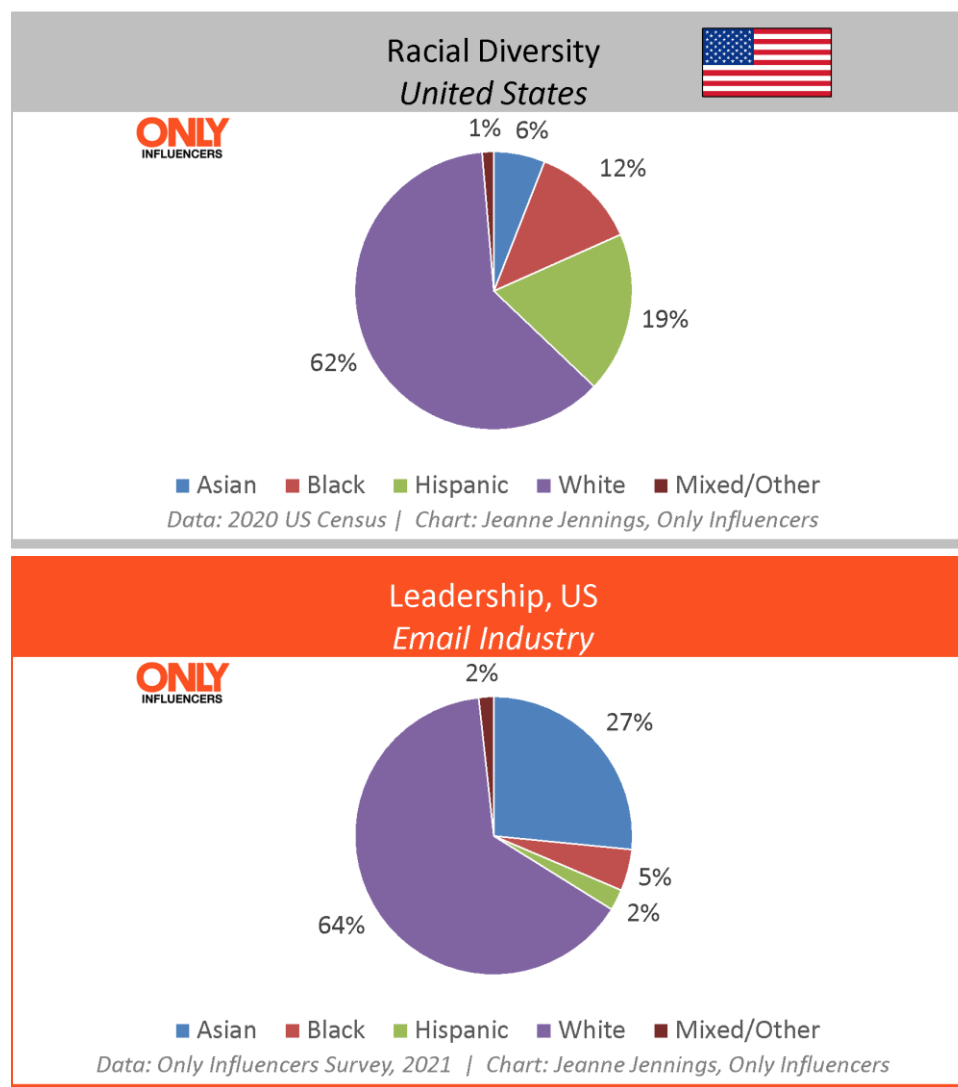
But looking at the chart at the top right, you can see the high percentage of Asian Americans (27%) who are in leadership in the average US company.

This leaves Black people, those of Hispanic descent, and people who are mixed/other with 5%, 2%, and 2%, respectively, of the top positions.

The white/non-white ratio mirrors that of last year's report. But the racial mix in the non-white group is very different.

Overall, this mix does compare favorably to the Association of National Advertisers (ANA) 2021 survey of Chief Marketing Officers (CMOs) in the advertising/marketing industry. They found 86% of leadership to be white, with just 14% non-white. See the chart at the bottom right.

The big different here seems to be number of Asian leaders in email industry leadership (27%). The number of Black leaders (5%) is the same in both surveys; those of Hispanic descent who make up 4% of email industry leadership represent just 2% of CMOs in the ANA report.



When we built that composite of an average leadership team in the email industry, things changed dramatically. Here 73% are white, with just 27% non-white representation in top roles.

While Asian Americans (10%) are still the largest non-white group represented here, Black Americans (9%) are a close second. Hispanic and mixed/other leaders each hold 4% of the top roles. See the chart at the top right on this page.

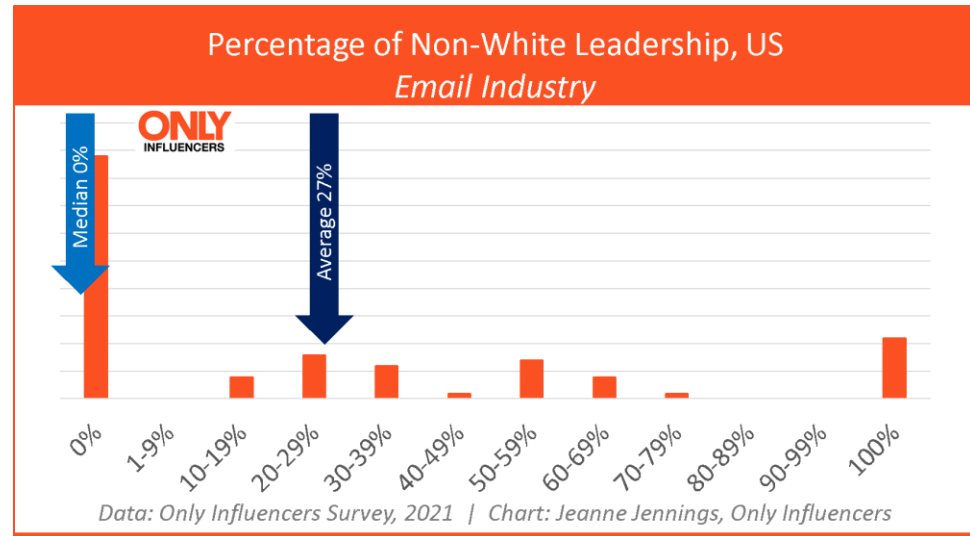
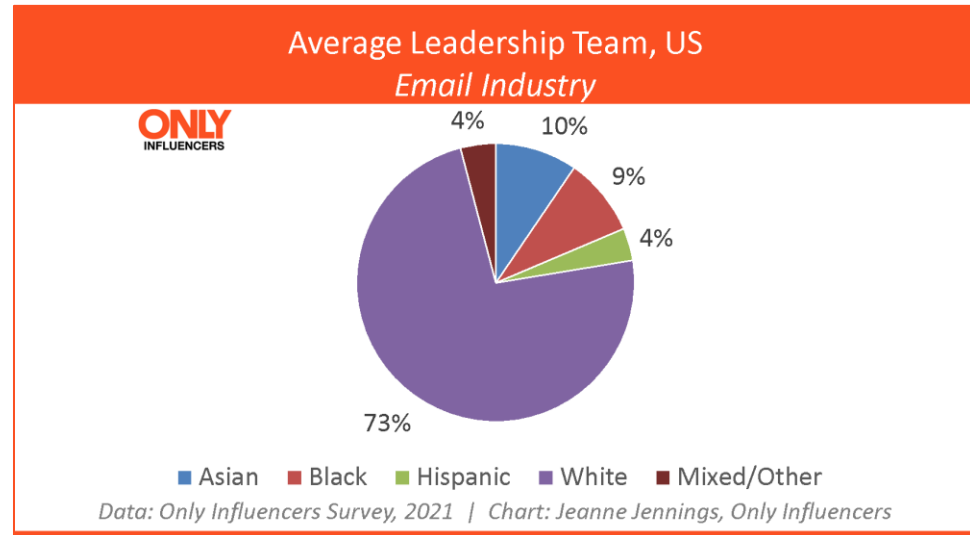
In last year's report, 13% of leadership roles were held by those of Asian descent, so that has decreased this year.

Black and Hispanic representation at the highest levels has remained about the same, 9% and 5% respectively, as last year.

The mixed/other category is about half of what it was last year (8%).

This all sounds okay until you compare the median number of non-white people in leadership roles in the US (0%) to the average (27%).

Check out the chart on the bottom right of this page. See that tall orange bar at the left over "0%" – that's the number of companies with no people of color in leadership. So, we have some work to do here. Having a few companies that are very diverse and many companies that aren't diverse at all isn't a truly diverse industry.

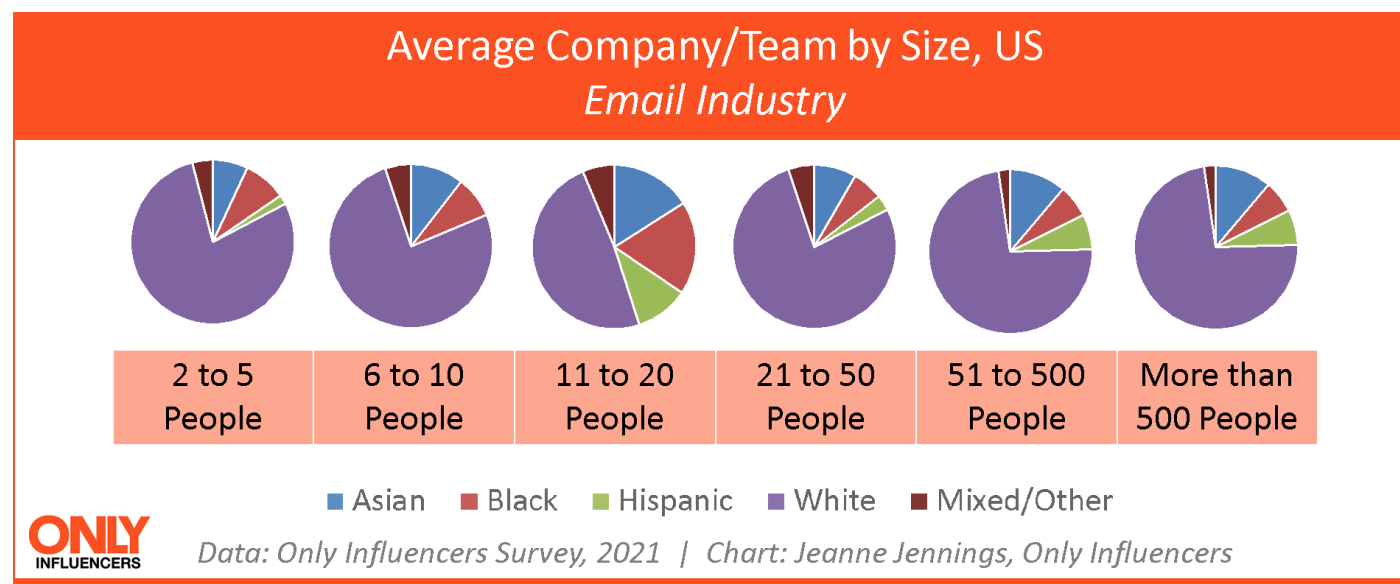


### Diversity by Organization Size

Racial diversity in leadership roles appears to be greatest in organizations with 11 to 20 people, where roughly 50% of those at the highest levels are people of color. Otherwise, non-white leadership hovers around 25%.

This same group of organizations with 11 to 20 employees has the largest percentage of Asian American (16%), Black (18%), and Hispanic (11%) leaders. The percentage of people of mixed/other races represented in top roles is shaped like a bell curve; starting out at 4% in the very smaller companies (2 to 5 people), moving to its highest level in the 11 to 20 people organizations (6%), and then dropping to a low of 2% in the larger companies (those with more than 50 employees).

This year's findings don't agree with last year's, where diversity increased with company size. There more than half of the leadership roles in companies with more than 100 people were filled by people of color. It's not a apples-to-apples comparison with last year, since we don't know that the same organizations answered both surveys, but it is telling.



## Do US organizations with more diverse leadership have more diverse workforces?

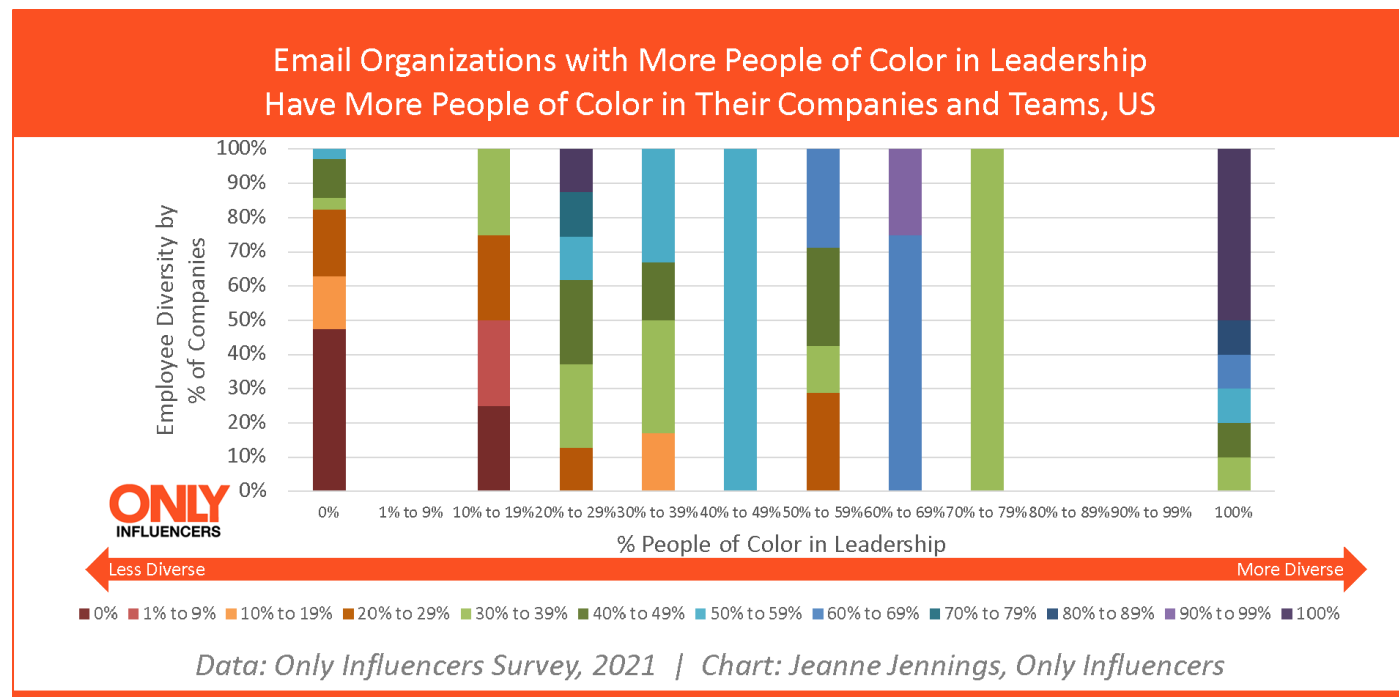
As we saw overall and with the UK respondents, they do.

With the percentage of people of color in leadership plotted along the horizontal axis, we can see that the lowest leadership diversity is at the left, while the highest leadership diversity is to the right.

Each bar accounts for 100% of the companies under each leadership group. Within each bar, we've used colors to show the diversity of each company's workforce. For instance, the darkest red denotes companies that have no people of color in the workforce, while the darkest purple represents companies with 100% diversity in their workforces.

At the very left, the first bar represents organizations that have no people of color in leadership. Nearly half of the companies here also have no people of color in their workforce (dark red portion of the bar). Another roughly 15% of the companies in this group have a workforce made up of 10% to 19% people of color (the gold segment of the bar). At the top of this bar, you see a sliver of light blue; this shows us that a small portion of these companies have 50% to 59% people of color in their ranks.

Organizations with the most diverse leadership (the bar at the far right) have a large percentage of 100% diverse workforces (dark purple). But even the least diverse organizations in this group have 30% to 39% people of color in them.



## Diversity Policies

In the latest survey 59% said their US organization had written policies on diversity in hiring practices. This compares favorably to the previous year's responses (covering all companies, not just those based in the US), when only 41% of respondents were certain that these policies were in place.

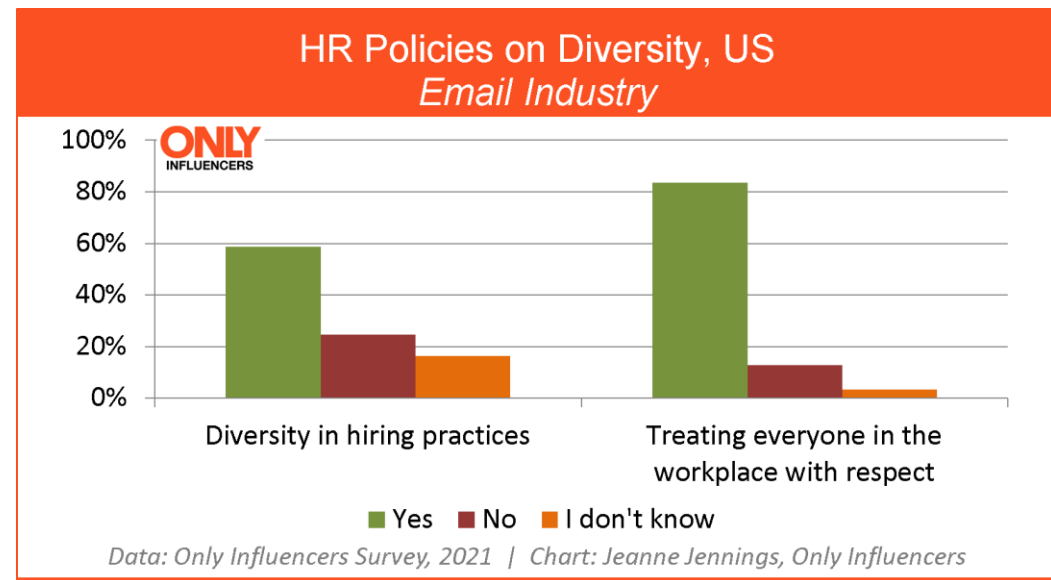
25% of the most recent responses indicated that their US organization did not have diversity in hiring policies in place, which is down from 36% in the previous survey (again, covering all responses, not just US responses).

Those who weren't sure if diversity in hiring policies were in place in their US organization was 16% in the latest survey, compared to 24% in the previous year's responses for organizations around the globe. We seem to be moving in the right direction on these policies.

Diversity in hiring policies are easier to draft than they are to live by. But if you don't have policies like this in place, you are unlikely to build a diverse company. See tips for creating policies like this in the "Next Steps" section of this report.

As we saw last year, our second question on workplace diversity policies had a much higher percentage of 'Yes' responses. Here 84% confirmed that their US companies did have policies in place about treating everyone in the workplace with respect. This was a slight increase compared to last year's 78% for all companies.

Those who were uncertain about policies on treating everyone in the workplace with respect were just 13% of US responses, compared to 19% last year. Finally, those who aren't sure about these policies being in place is 4% in the most recent US survey, which mirrors last year's all-counties response. Once again, we seem to be moving in the right direction here.



# Racial Diversity in the Email Industry: United Kingdom

By Komal Helyer

## Diversity in Companies/Teams

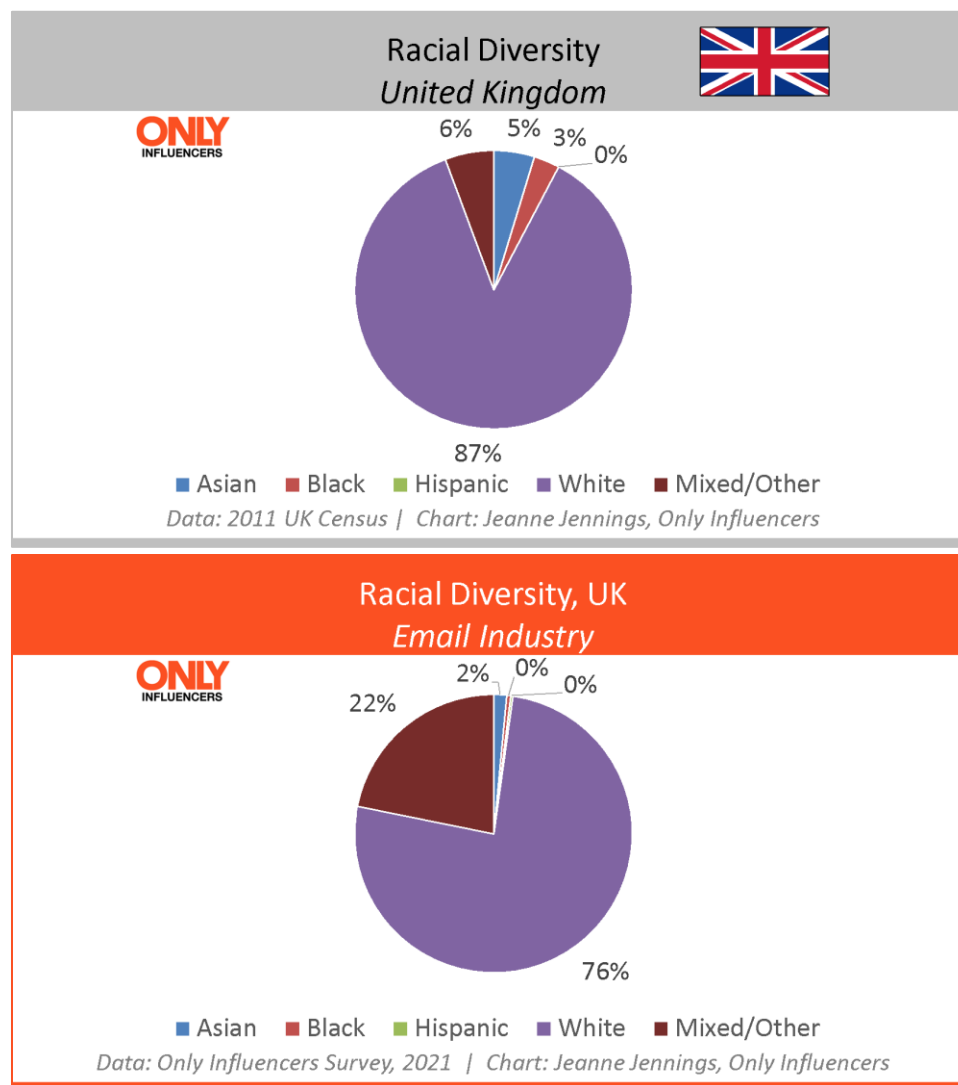
We broke our survey data down by country to compare it to the population at large. Companies and teams based in the United Kingdom (UK) made up 14% of respondents; this was the second-most-represented geographic region, behind the United States.

As you can see on the right, white people make up nearly 76% of the email industry in the UK per our survey, compared to 87% of the UK population according to the latest UK census<sup>iii</sup>.

In the UK, 2% of the email industry are people of Asian descent, according to our findings. The UK census reported that roughly 5% of citizens are Asian, so the industry percentage is less representative of the UK Asian population as a whole.

This year as we expanded the number of participants, the percentage of Black people represented falls dramatically and is much less representative of the UK population.

However, we notice that many more survey participants have identified as mixed or other. 22% of the Email Industry surveyed in the UK are mixed /other this is over 3.5 times more than the UK population.



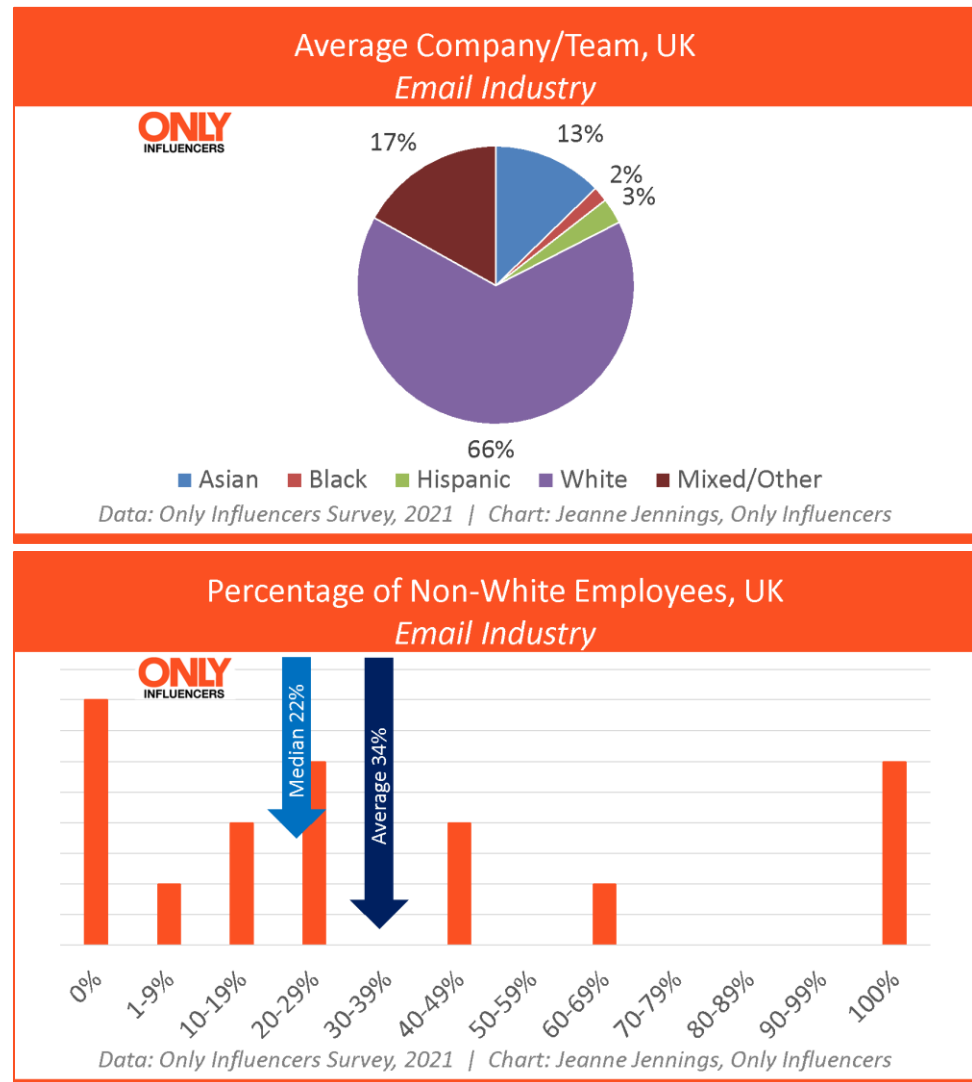
The UK email industry as a whole is much more diverse than the UK population, according to our findings. However, the racial mix differs greatly to the UK population. Does this mean the industry is not attracting those from certain racial segments?

When you look at the average ethnic diversity across the email industry, as Tejas did in the previous sections, it looks pretty okay. We still have a lot of work to do in the UK, but all in all, not so bad. But the medians on an organization level show a different story. The 'average' or 'mean' figure can be skewed by a few data points which are extraordinary.

For instance, let's say we have a sample of 5 organizations; two have 100% non-white employees (very diverse) and the other three have 0% non-white employees. Our average non-white diversity is 40%; but our median diversity is 0%, because there are as many organizations with 100% non-white employees as there are with 0% non-white employees.

In this instance, what we actually have is two very diverse organizations and three organizations that aren't diverse at all. The average won't tell us this; but looking at both the average and the median we get a more complete picture.

The average is 34%, while the median is 22%. While the range is slightly skewed toward companies with no non-white team members, and some with 100% non-white team members, it's pretty close. Generally, the racial diversity in most companies is either representative or more representative than the UK population.



## Diversity in Leadership

The graph to your right, on the ethnic breakdown of leadership in the email industry, tells an interesting story.

The data shows that a staggering 69% of leaders are white.

The next largest ethnic group here are Mixed/Other representing 27% of the email industry leadership.

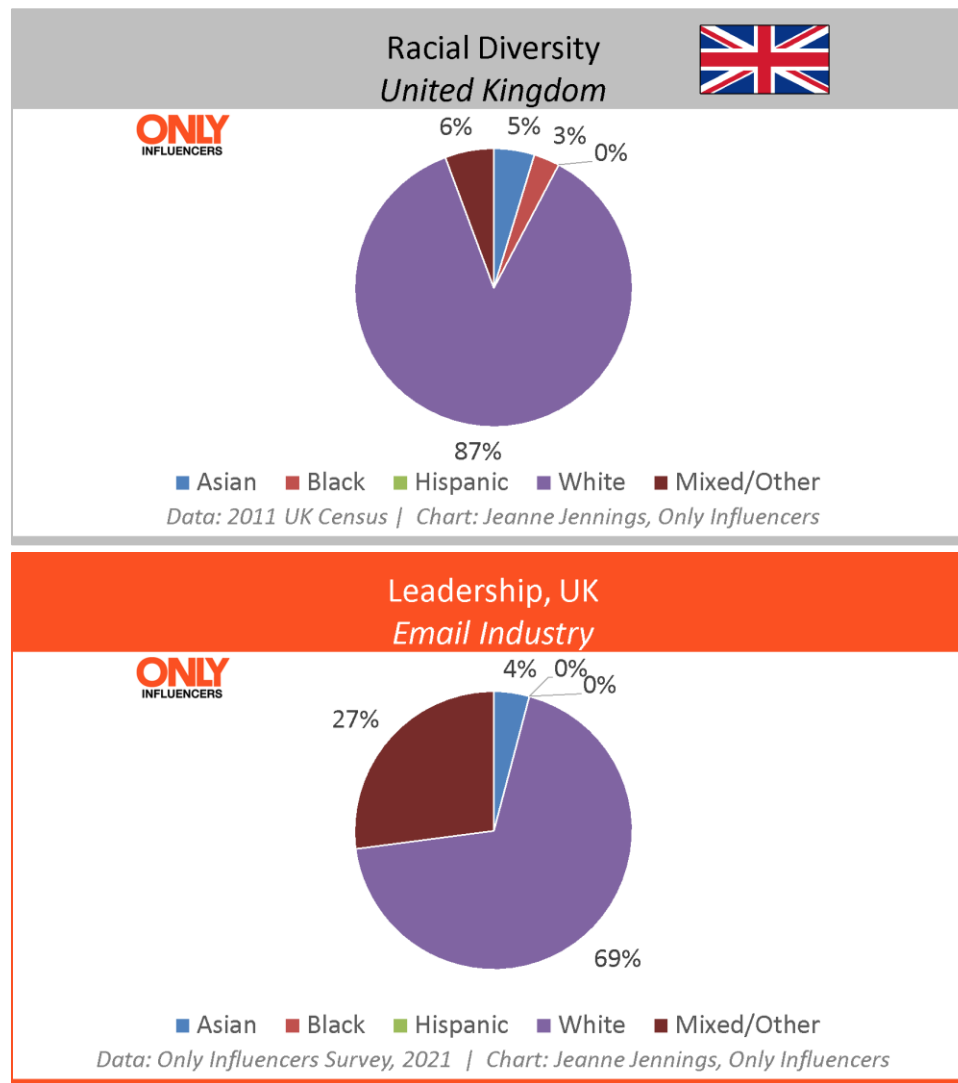
No other single ethnicity makes up more than 5% of industry leadership. The largest ethnic group represented here are Asian (4%), with no other ethnic group represented in UK email industry leadership.

Comparing our survey results with UK census data, we observe some differences when it comes to diversity in leadership.

There is most definitely greater diversity at a leadership level in the UK email marketing industry when comparing to the UK population. However, there are cohorts massively underrepresented.

People of Asian descent are slightly under-represented in UK email industry leadership – just over 4% compared to this group being just under 5% of the UK population at large.

While the UK email industry overall is more diverse than the population as a whole, there's still work to be done when it comes to promoting people of Black, Asian and Hispanic descent into leadership.





However, when we look at the median leadership of these teams and organizations, it's another matter.

Here the average percentage of non-white company/team leaders is almost 38%, but the median is 0%!

What that means is there is a very polarizing situation happening. With 61% of companies surveyed with 0% non-whites and 39% of companies surveyed with 100% non-whites (This mostly happens when the leadership team is small)

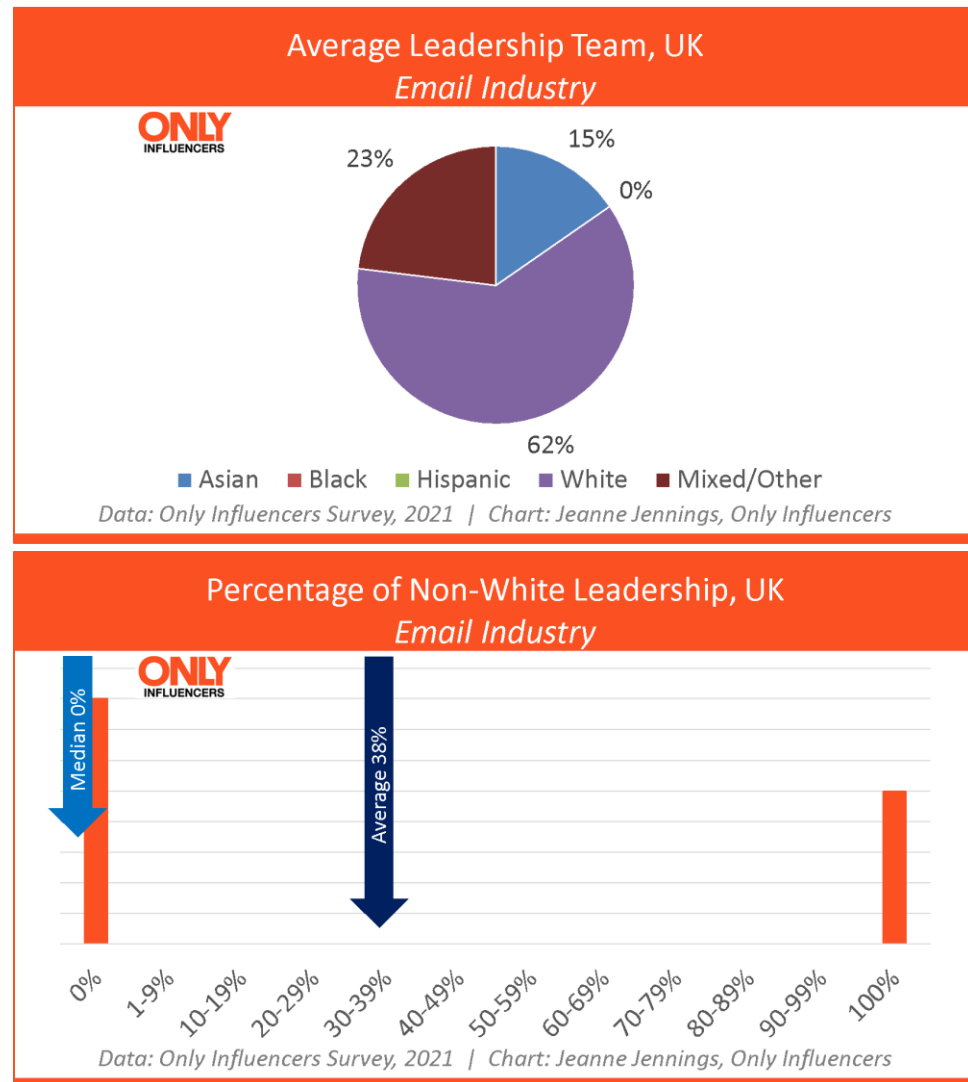
The 39% of organizations in our survey reported having 100% people of color in leadership are helping to skew the average up. But having an industry where a few companies are very diverse, and most aren't diverse at all, isn't really a diverse industry.

So, while our goal is to have the industry match the make-up of the population as a whole, we will also be watching the median numbers and working to get them closer to the average.

This year's survey results show no Black or Hispanic colleagues in Leadership teams. This is something that needs addressing as a matter of urgency.

Smaller companies, those with 500 or fewer employees, have more diverse leadership than the larger companies.

If your leadership team has no diversity, how can you expect to deliver on a diverse workplace culture?



## Diversity Policies

When asked if they or their parent organization had written policies in place on diversity in hiring, approximately 65% were certain that the answer was yes.

However almost 30% responded no; and less than 8% weren't sure, which suggests that even if they are in place they aren't 'front and center' for everyone to see.

As expected, generally the larger the company the more likely they are to have written policies on diversity in hiring.

When we compare the data with last year, we can definitely see a shift in more organizations implementing written HR policies on Diversity.

Creating a diverse organization is needs to start with creating a culture for encouraging diversity. One of the many things you could be doing is to ensure you have a documented an HR policy that takes into consideration greater diversity. See tips for creating policies like this in the "Next Steps" section of this report.



# Next Steps: Working Toward a More Diverse and Inclusive Company

By Allan Levy

It's crucial that companies not only work toward a diverse team, but they are setting time-based goals to achieve specific benchmarks. As leaders we need to hold ourselves accountable, take direct action to recruit and retain a diverse workforce and build a culture that allows it to thrive. Our earlier webinar on [Hiring Diversity: How To Do It](#) can be viewed [here](#).

Here are some key points to help you build a holistic team of top talent:

- **Do what's best for your company.** Using labor market demographics as a quantitative benchmark is a good starting point, but this can also give you a false sense of accomplishment, so don't just stop there. Be open minded in your candidate search different cultures bring in different approaches to problem solving. They understand the value of seeing situations from different perspectives themselves. Ideally, they themselves will help recruit more of their friends into your company saving recruiting fees in a difficult labor market.
- **Use more diverse hiring channels.** Work with multicultural organizations focused on increasing professional opportunities for diverse groups. Seek out schools and other educational institutions, conferences, seminars, job fairs, and networking events with similar goals. An organization like [The Knowledge House](#) that focuses on technical training for inner city youth is a great source of young programmers and engineers. Find local, regional or national organizations to reach out to on this [comprehensive list](#) from Job Stars.
- **Start recruiting earlier.** Don't just go after candidates when you have a role open. Start having a conversation about your company early, with folks that may not be in the job marketplace yet, particularly those in diverse groups. This will increase the prospect pool and get your company name out there as a future option. Reach out to historically black colleges (HBCUs), sponsor a summer internship program or reach out to college organizations, like fraternities and sororities, and get involved with a campus event.

- **Prioritize all aspects of diversity, at all levels of the company.** If the upper management team is homogenous, you will have more challenges diversifying the entry and mid-level of the company. This can signal that there's a ceiling for advancement among new recruits. Make sure you're hiring for all levels, especially senior management roles. Recruiting efforts should include all underrepresented groups, including people of color, women, and those with physical disabilities, among others.
- **Be open-minded about candidate backgrounds.** Look for candidates with transferable strengths that may have a different industry background than the role you're hiring for. Don't sort resumes by the name of the University, look for talent inside the resume. Consider equivalent work experience if they didn't attend or finish college. Find entrepreneurial talent that can get the job done.
- **Take sustainable action to make your work environment safer.** As companies address their hiring processes, they also need to cultivate a more inclusive environment across all areas - operationally, strategically and culturally. Employees should feel respected, valued and be able to contribute their best work. Start with conversations and create opportunities for continuing education.
- **Facilitate honest conversation with everyone on your team.** This should come from the top - senior management should create mechanisms for listening, providing feedback and fostering open dialogue among employees. Listen to people everyone to understand where issues have fallen through the cracks and take steps to address them. Use resources to navigate the conversation like the [YWCA Social Justice Glossary](#) and [USC's Diversity Toolkit](#).





Most importantly, organizations should walk the talk. By taking accountability for increasing diversity in both your organization and industry, we can work towards real and lasting change.

# The People and Organizations Behind This Report

By Jeanne Jennings

## Only Influencers and The Email Innovations Summit

Only Influencers (OI) is email marketing professionals joining together to help each other and the industry as a whole. If you're an email industry professional, I invite you to join us. Benefits include:

 <p><b>Education</b></p> <p>From our blog and email newsletter (both of which are free for all, not just for members) to our email discussion list, weekly members-only live Zoom discussions, special reports, webinars, and annual Email Innovations Summit, we're all about education.</p> <p>Only Influencers is focused on strategies and tactics to help you improve your email program -- and advance your career.</p>	 <p><b>Networking</b></p> <p>Only Influencers has always been a great way to network in the industry – and this has been even more true since the pandemic shut down most offline networking events.</p> <p>Whether you are looking to meet thought-leaders, brand-side marketers, or your peers in other organizations, Only Influencers is the place to be.</p>
 <p><b>Leadership</b></p> <p>Members of Only Influencers have many opportunities to showcase their expertise and expand their personal brands.</p> <p>Write for the OI blog, lead an OI live Zoom discussion, serve on one of our OI committees working on industry issues, speak at the Email Innovations Summit – the opportunities are endless.</p>	 <p><b>Affordability</b></p> <p>Many industry organizations want to charge you based on the size of your company, making it impossible to afford a membership on your own.</p> <p>Not Only Influencers. It's just \$200 a year, less than a dollar a day, to get full benefits. Don't want to commit for a year? Join for just \$20 per month, with no long-term commitment.</p>

Ask your company to cover your membership fee; if they decline, it's well worth making this investment in your career out of your own pocket. Feel free to join at [www.onlyinfluencers.com](http://www.onlyinfluencers.com) or reach out to me, at [Jeanne@OnlyInfluencers.com](mailto:Jeanne@OnlyInfluencers.com), to learn more.

We also offer sponsorship opportunities to companies wanting to reach email marketers and others in the email industry; reach out to Jeanne to learn more.

## Our Only Influencers Diversity Committee

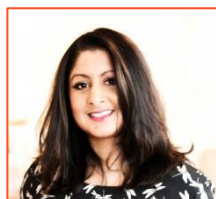
I am honored not just to be part of this initiative, but also to be affiliated with the great email industry professionals on this committee. This is a heavy lift for a volunteer activity – and everyone on the committee has done their part and then some. This is our second annual report, and our work has only just begun; we'll continue to focus on diversity initiatives in the email industry working toward our 2025 goal. If you are interested in joining us, reach out to me at [jeanne@onlyinfluencers.com](mailto:jeanne@onlyinfluencers.com) – the only requirement is that you be a member of the Only Influencers community.



### **Luke Glasner, Glasner Consulting**

Luke is passionate about his work in the email marketing industry and seeks to actively participate in the development of industry best practices and standards.

He has always had an interest in strategic and analytic topics in business, allowing him to see the big picture and communicate that in a way that educates and illustrates. His goal is to move business, organizations and people from a vision of "what could be" to "what is."



### **Komal Helyer, Pure360**

Award winning Komal has over 20 years of experience in email and digital marketing. VP Marketing at Pure360, Komal leads the Go-to-Market, Retention and Brand strategies at Pure360.

A passionate email marketer, Komal is also Chair of the DMA Email Council. As a key industry thought leader and events speaker, Komal is also a sub-Editor @ The Modern Retail and writes for many other publications.

Komal's passion to support greater diversity in the workplace is the driving force behind her commitment to mentoring individuals in the industry, she is also a Mentor @The Girls Network. She has been nominated for many awards and was proud to win Corporate Woman of the Year '19 at the Business Woman's Excellence Awards and to be awarded a Top 50 CX Star accolade in 2021.



**Jeanne Jennings, Email Optimization Shop and Only Influencers**

Jeanne is a recognized expert in the email marketing industry and a consultant who helps organizations make their email marketing efforts more effective and more profitable.

She is Founder and CEO at Email Optimization Shop, a boutique consultancy focused on optimizing bottom-line email marketing performance with strategic testing. She is also General Manager of the Only Influencers community of email industry professionals and Chair of the annual Email Innovations Summit.

Jeanne is an adjunct professor at Georgetown University, teaching digital marketing to graduate students. She also leads industry and private workshop trainings on email marketing topics. She is based in Washington, DC, she earned her MBA from Georgetown University (Hoya Saxa!), and she is an avid hockey fan (Let's Go Caps!).

Follow her on LinkedIn (<https://www.linkedin.com/in/jeannejennings/>) and Twitter (@JeaJen).



**Gavin Laugenie, dotdigital**

Gavin is a veteran of over 15 years in the email marketing industry and heads up dotdigital's thought leadership team. He's a keen blogger, speaker, and sits on the DMA email council.

He's worked closely with organizations in B2B, B2C & NFP across Europe and the US, helping them to build their email programmes to drive increased customer experience, lifetime value, loyalty and ultimately return on investment.



**Allan Levy, Alchemy Worx**

Allan is currently CEO of Alchemy Worx; he is a serial entrepreneur with extensive experience building and managing companies.

Alchemy Worx is a Data driven Digital Marketing Agency specializing in releasing Trapped Value in a business through better customer reactivation and retention. It uses email, social media and SMS to activate and convert sales. Alchemy Worx works with over 100 ecommerce and services businesses ranging from small business to Fortune 500 Enterprise Companies. We help our clients significantly increase the Lifetime Value of their customers through strategic messaging. Beginning with a Free data analysis we deliver a strategic plan built on our Audience Management and Agile Test and Lean Methodology. We then execute on then plan delivering revenue increases within the first years of 50% - 300%.

Allan sits on several nonprofit boards, primarily focusing on education and entrepreneurship.



**Genevieve Longtin, Quartet Health**

Genevieve is a hands-on executive driving and executing strategic digital communications to increase the lifetime value of customers across multiple industries. She has a strong ability to leverage big data to execute omni-channel campaigns demonstrating 3X ROI continually surpassing industry performance benchmarks by +10%.

Genevieve has extensive knowledge of the email industry combined with experience in email program management, providing deliverability +20% over industry average. She is a creative problem-solver, collaborator, servant leader, mentor, and communicator who builds strong cross-functional teams with emphasis on staff development.

She is a strategic leader who never hesitates to roll up her sleeves and support the team in achieving the WIN.





**Daniel Noriega, Bridge**

Daniel is the Email Operation Director at Bridge Marketing. He has 20+ years in print and digital marketing, having run international operations for companies such as Institutional Investor, The Financial Times, and The New York Times. He's spent just under two years in Email Operations building up his knowledge base. He is responsible for the lifecycle management and execution of high impact email marketing campaigns aimed at engaging millions of users, the planning and implementation of email campaigns for a diverse portfolio of clients, as well as launching a newly sophisticated campaign management tool meant to automate the deployments for millions of campaigns through the use of multiple ESPs.

In his personal time, he enjoys playing chess, reading, and watching a good program on one of the myriad of streaming platforms.



**Tejas Pitkar, HurixDigital**

Tejas manages Outbound Marketing Strategy for Hurix Digital. He loves analyzing data and diving deep to find valuable insights for marketers. He has written Email benchmark reports and CMO survey reports. He also gives back to the email industry with his volunteer work at the Only Influencers Diversity Committee.

An #emailgeek at heart, he likes writing blogs, guides, and sharing email knowledge.

He enjoys hiking, backpacking, reading books, and drinking his favorite Chai in his free time.

You can reach him via his social handles:

LinkedIn: <https://www.linkedin.com/in/tejas-pitkar>

Twitter: <https://twitter.com/TPitkar>



**Dela Quist, Alchemy Worx**

Dela Quist, is CIO of Alchemy Worx, the largest email marketing agency. He is a highly experienced expert email marketer with a strong background in digital media and advertising.

Services include email marketing strategy, email marketing best practice, email campaign planning, email design, email copywriting, HTML email production, email campaign deployment, email delivery and reputation, spam filter avoidance, reporting, and analysis.



**Kisha Robinson, SEPHORA**

Kisha Robinson is a Manager of Broadcast Email at SEPHORA. Kisha's educational background is in Social Science, Business and Computer Science. Her professional background spans email development and strategy in an agency setting, freelance, as well as in enterprise. Kisha is currently focused on improving data management in email as well as consulting real estate professionals in improving their email marketing strategy.

Kisha considers herself a lifelong learner and loves to share her experiences. She loves speaking to students about a career in tech, helping others learn to code, and recommending a good book.

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<sup>i</sup> Diversity wins: How inclusion matters, McKinsey & Company, May 19, 2020, <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters#>

<sup>ii</sup> A Diversity Report for the Advertising/Marketing Industry (2021), Association of National Advertisers (ANA), November 16, 2021, <https://www.ana.net/miccontent/show/id/rr-2021-11-diversity-advertising-marketing-industry>