



INCLUSION + IMPACT

2025 YEAR IN REVIEW



Inclusion + Impact Strategy

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Inclusion + Impact

2025 was defined by collective action and authentic storytelling. Our progress in inclusion and sustainability was powered by StoryMakers who used the work we're creating, the culture we're building, and the impact we're delivering to find real purpose.

INCLUSIVE SUSTAINABLE STORYMAKER- POWERED IMPACT

This year's Inclusion + Impact Report is told through the voices of those people; the ones who are driving meaningful change every day.

SHAPING INCLUSION + IMPACT TOGETHER

OUR AMBITION

To advance a culture where inclusion and sustainability are inseparable from how we think, create, and operate; strengthening our people, our work, and our planet.

MISSION

Empower every StoryMaker to create lasting impact by championing inclusion, belonging, and environmental stewardship as strategic drivers of creativity, innovation, and business performance.

**ALIAH
BERMAN**

GLOBAL CHIEF
INCLUSION + IMPACT
OFFICER
(SHE/HER)





AMBITIONS

SOCIAL

Fuel creativity and purpose-driven work by embedding inclusive systems, behaviors, and leadership that empower every StoryMaker to belong, contribute, and grow.

ENVIRONMENTAL

Innovate and activate solutions that conserve natural resources, reduce waste, and inspire sustainable brand experiences that protect our shared future.

ECONOMIC

Support local and small businesses and optimize our cause-related and volunteer efforts to uplift the communities in which we live and work.

EXECUTIVE I+I COUNCIL

DRIVING ACCOUNTABILITY AND ACTION

The Executive Inclusion + Impact Council (EIIC), brings together our most senior leaders as champions of inclusion and environmental sustainability. Council members set direction, ensure accountability, and embody the values that guide our culture. And their leadership extends well beyond strategy into action: facilitating I+I Talks, sponsoring Employee Resource Groups, and amplifying initiatives that shape our agency's collective impact.

“

We will not become the most unforgettable, ingenious, and influential agency in the world without a purposeful and intentional focus on our Impact and Inclusion efforts. The EIIC ensures that we don't just set expectations—we embody them. By championing our values and actively participating in I+I initiatives, we demonstrate to every StoryMaker that this work is central to our identity and leadership.

”



**TYSON
WEBBER**
CEO
(HE/HIM)

GUIDING PRINCIPLES

STRIVE

To be an industry leader and the change we expect to see.

FOCUS

On impact not intent. Hold ourselves accountable. Always.

MAKE ROOM FOR MISTAKES

We're still learning and growing.

VALUE PROGRESS

Over perfection and innovation over compromise, Let's go!

KEEP A CLEAR GOAL

But take a flexible path. Be brave and willing to test and learn.

REJECT NEUTRALITY

Demonstrate steadfast commitment to environmental responsibility, equity, and human rights.



RUSSELL HOUGHTALING
ASSOCIATE CREATIVE DIRECTOR (HE/HIM)

I+I LEARNING CREDIT PLATFORM

Our Learning & Development program has a dual focus of supporting inclusive leadership and promoting the growth of every team member. This year, **55%** of StoryMakers voluntarily participated in leadership trainings designed to foster inclusion. By prioritizing training and utilizing whole person

development to increase the skills of our leaders, we provide opportunities to grow while fostering inclusive behaviors and a culture of belonging. This year, we also added a sustainability e-learning. It's a testament to our commitment to responsible practices and empowers StoryMakers to work toward creating positive impact.

“ OUR I+I CONVERSATIONS GO BEYOND TRAININGS. TRUE PERSPECTIVES ARE SHARED EVEN WHEN THEY ARE COUNTER CULTURAL OR AGAINST THE GRAIN. THIS LEADS TO A DEEPER UNDERSTANDING OF ONE ANOTHER AND IS A CREDIT TO THE TEAMS WHO ARE CREATING THESE SPACES. ”

TALENT EFFORTS

FUSE: NEW HIRE ONBOARDING EXPERIENCE

In 2025, GMR introduced FUSE, a two-day in-person onboarding program designed to welcome and ignite the potential of our newest StoryMakers. Held in Milwaukee, this was intended to create bonds and unforgettable memories for our new hires as they kickstart their own stories with GMR.

Organized by a cross-functional team, FUSE fosters early connection, collaboration, and experiential learning. Participants engage in hands-on workshops, showcase experiences, FabShop tours, speed mentoring, inspiring sessions with our executive leaders and evening socials. These enable them to dive deep into GMR's culture, creativity, and client work.

Inclusion + Impact partnered on facilitation and training including an Intro to I+I session and integrating touchpoints directly into the FUSE experience, ensuring new StoryMakers understand the team, goals, ways to get involved, and how I+I shows up in our culture from day one.





TOP TALENT DEVELOPMENT PROGRAM

In Q2 2025, GMR launched its first-ever Top Talent Development Program (TTDP) to identify and accelerate the growth of eighteen (18) top StoryMakers across the agency. The program focused on leadership competencies and strengthening leader identity, leveraging the 70-20-10 development model (70% on the job experience, 20% social interaction, and 10% formal trainings). In order to do this, we combine 360 leadership surveys, on-the-job learning, coaching, mentoring experiences, and cohort-based trainings to effectively up-skill leaders. The program was shaped in partnership with the I+I, ensuring an intentional I+I lens across all elements so that inclusive leadership competencies are developed as core leadership competencies, fully integrated into how we define and develop leaders.

The culmination of the experience was the TTDP Leadership Forum, 3-days of in-person sessions held at GMR's Milwaukee headquarters. Each day centered on the StoryMakers' leadership journey, with immersive trainings about Leading Self, Leading Others, and ultimately Leading the Business. Participants engaged in hands-on workshops, real-time problem solving, and conversations with senior leaders, culminating with the 'C-Suite for a Day' leadership simulation.

This program served as a vehicle for up-leveling GMR's top talent and reinforced the agency's commitment to developing transformational leaders who will shape the agency's future from within.



TOP TALENT DEVELOPMENT
ACCELERATE YOUR STORY.
LIGHT THE PATH.

COHORT **001**

TALENT EFFORTS

“

It's powerful to see people be genuinely included and supported throughout a company. “**Culture**” can mean many things, but in my experience at GMR, it's about bringing people together not just to do the work, but to connect and learn, and to create opportunities to take the next step in their careers. The Inclusion + Impact team continually finds ways to extend the community and possibilities here—everyone is seen, valued and given space to grow.

”

ADAM ROSE

Creative Director





2025 I+I Highlights

PERSPECTIVE PRACTICE

In 2025, GMR's Perspective Practice doubled its membership and launched **open sessions for the entire agency**—giving everyone a front-row seat to how we approach culture and creativity. Our first open meeting tackled accessibility and explored how brands can go beyond ADA compliance to create experiences that are genuinely inclusive to the disabled community.

This year, the Perspective Practice also shared its expertise externally through **LinkedIn thought leadership** pieces

and continued to directly apply cultural insights to **purpose-driven marketing solutions for clients**.

By connecting to culture and humanizing our strategic insights, the Perspective Practice ensures our client solutions are not only memorable but meaningful.

With this growth, The Perspective Practice continues to **inspire creative thinking and positions GMR as a partner for brands seeking authentic, culturally informed, and socially conscious creative solutions**.



THE PERSPECTIVE PRACTICE SERVES AS GMR'S HUB FOR CULTURAL INSIGHT, INCLUSION, AND PURPOSE-DRIVEN THINKING. IT'S CRITICAL TO HELPING OUR TEAMS AND CLIENTS CREATE WORK THAT HAS MORE MEANING FOR MORE PEOPLE IN MORE PLACES.



**ALIAH
BERMAN**

GLOBAL CHIEF I+I OFFICER
TBWA WORLDWIDE
(SHE/HER)



**FRAN
SUTTER**

HEAD OF SUSTAINABILITY
(SHE/HER)



**SOPHIE
MALDONADO**

VP, INCLUSION
+ IMPACT
(SHE/HER)



**BEA
HOFFMAN**

INCLUSION +
IMPACT MANAGER
(SHE/HER)



**DENNIS
JENDERS**

EXECUTIVE STRATEGY
DIRECTOR
(HE/HIM)



**CHRIS
WILLIAMS**

SENIOR CULTURAL
SPONSORSHIP STRATEGIST
(HE/HIM)



**NICOLE
TSENG**

VP CLIENT CONSULTING
(SHE/HER)



**LIS
WEBBER**

CULTURAL STRATEGIST
(SHE/HER)



**MARVIN
PARKMAN, JR.**

MANAGER,
CLIENT DELIVERY
(HE/HIM)



**ARMADO
IBARRA**

SENIOR ART DIRECTOR
(HE/HIM)



**PALOMA
CHAVEZ**

ASSOCIATE CREATIVE
DIRECTOR
(SHE/HER)



**GERARD
LITTLEJOHN**

VP, PARTNERSHIPS
& SOCIAL IMPACT
(HE/HIM)



**RAUL
VALLINES**

ASSOCIATE DESIGN
DIRECTOR
(HE/HIM)



“

INCLUSION AND IMPACT AREN'T JUST CONCEPTS; they are practices that require us to show up, speak out, and take action, together. When we actively champion these efforts, we don't just shape our organization—we transform the experiences of our talent, our clients, and the work we put into the world. This is how we ensure true influence through culture-creating moments. For me, this work isn't optional. I+I is an imperative business practice and is at the core of everything we are.

”

KRISTA HANSEN

Chief Creative Officer

EMPLOYEE RESOURCE GROUPS

Our Employee Resource Group (ERG) program drives GMR's company culture by giving every employee the opportunity to feel connected and engaged. This year, initiatives like the Allyship Open House encouraged participation and equipped team members with practical ways to practice allyship in their daily work. Executive sponsors actively support ERG initiatives, helping to amplify impact and integrating these efforts across the organization. Through these programs, ERGs at GMR strengthen connections, foster inclusive collaboration, and reinforce the values that make our culture welcoming for all.

40% PARTICIPATION

10% GROWTH IN PARTICIPATION IN 2025



KEE'AUNA CHERRY-PARKER
ACCOUNT SUPERVISOR
(SHE/HER)

“ GMR's ERG program has been such a bright spot in my journey and has supported my personal and professional growth by creating a space where I feel seen, heard, and empowered to lead with confidence! I truly admire the incredible community it creates along with the meaningful opportunities it provides to learn, connect, and thrive in a safe and supportive environment! ”



**FRANCINE
RIBEAU**

SENIOR PRODUCT
MANAGER
(SHE/HER)

XTP DIGITAL ACCESSIBILITY

“

This year, the Digital Accessibility Strategy team has made big strides in shifting our agency's culture as it pertains to accessibility. By updating our processes and encouraging everyone to think about accessibility from the start, we are helping more people see how inclusion can be part of their everyday work. It's a work in progress, but every new conversation and bit of awareness brings us closer to making accessibility second nature for all of us both inside and outside of the agency.

”

SUSTAINABILITY

SUPPLIER ENGAGEMENT

COLLABORATING FOR A SUSTAINABLE FUTURE: PROCUREMENT'S PROGRESS IN SUPPLIER ENGAGEMENT

As part of our ongoing commitment to responsible sourcing and environmental stewardship, we conducted a sustainability survey among our preferred suppliers. The primary goal was to better understand the current landscape of sustainable practices within our supply chain and to identify opportunities for collaboration and improvement. By gaining greater visibility into our suppliers' sustainability initiatives, we aim to align our procurement decisions with our broader sustainability objectives and drive meaningful change across our operations.

Notably, 79% of the preferred suppliers who responded indicated that they can offer sustainable options. This encouraging response highlights a strong foundation upon which we can build further initiatives for sustainability identification and tracking going forward.



**KIMBERLEE
TAYLOR**

VP PROCURE-TO-PAY
(SHE/HER)



SUSTAINABILITY

MATERIAL RECOVERY

We believe that sustainability is about more than just waste reduction—it's about creating positive impact. In 2025, we intentionally repurposed program assets and materials, resulting in donations of more than **18,800** items, valued at **\$111,000**, to community organizations across **11** clients. By redirecting these resources, we helped nonprofits focus on what matters most: serving their communities.

Additionally, **two** of our clients running food sampling programs redirected surplus products to community organizations. This resulted in over **4,080** pounds of food valued at more than **\$8,000** donated and helped avoid approximately **1.1 million** tons of CO₂e emissions—a win for people and the planet.

SUSTAINABILITY

IN THE WORK

LEADING BY EXAMPLE: MAKING SUSTAINABILITY A PRIORITY IN PRACTICAL WAYS

“ Sustainability is something I try to integrate naturally into both my daily life and work. While client projects sometimes have tight budgets or timelines that can make sustainability seem secondary, I look for practical ways to embed it. For example, I motivate my team by sharing simple, low-impact changes that could still make a difference. I also highlight how sustainable choices can reduce costs, create strong case studies for the client, and provide valuable communication opportunities.

For example, for the Paris 2024 Olympics, we selected a local catering company with its own garden that also partnered with associations to minimize food waste. For MICO 2026, we have already identified an organization to donate leftover materials. We also encourage clients to reduce the items they bring onsite, and we try to rent rather than purchase whenever possible.

”



**SOFYA
ZAMOLINA**

ACCOUNT DIRECTOR
(SHE/HER)

2025 Purpose- Driven Work

MCCAIN'S SUSTAINABLE FARM OF THE FUTURE IN NYC

A TASTE GOOD, FEEL GOOD ACTIVATION LAUNCHES PRODUCT AND PURPOSE WITH ZERO-WASTE AMBITION

THE CHALLENGE

McCain Foods wanted to launch its “Regen Farm of the Future” experience in New York City, bringing the complex story of regenerative agriculture and sustainability to life while introducing new products and building brand awareness.

THE GOAL: deliver an immersive, environmentally sustainable event that authentically embodied the “Taste Good, Feel Good” promise.

THE SOLUTION

Chelsea Market—NYC’s iconic, regenerated food hall—set the stage. Chosen for its sustainable transformation from a former Nabisco factory, GMR partnered with Symmetry Event Solutions, prioritizing local and sustainable vendors. Event structures were built from recyclable corrugated cardboard, while all food samples—8,800 fries—were served in recyclable Kraft paper cups. Waste was hand-sorted for composting and recycling, with excess food and props donated to City Harvest and local organizations. Even seed paper flowers and miscellaneous supplies found new life—supporting Brooklyn pollinator gardens and community businesses.





THE RESULTS

8,800

Fry samples distributed in recyclable packaging

100%

Of excess food and potatoes donated to City Harvest

REUSED

Seed paper flowers and supplies donated to local gardens and organizations

NFL HOUSE SETS THE STANDARD FOR ZERO WASTE AT SUPER BOWL LIX

A PREMIER VIP EXPERIENCE ACHIEVES LANDMARK SUSTAINABILITY IN NEW ORLEANS

THE CHALLENGE

During Super Bowl LIX in New Orleans, the NFL aimed to make NFL House not just a top-tier hospitality destination for VIPs, but also a leader in environmental responsibility by achieving ambitious zero waste goals.

THE SOLUTION

In partnership with the NFL and ENGIE we implemented a comprehensive sustainability plan, focusing on composting, recycling and large-scale material donation. Every aspect of the event was designed to minimize landfill waste and maximize positive community impact.





THE RESULTS

90%

of event materials
diverted from landfill

4,500 LBS

of food composted and 10,000
bottles/cans plus 1,300 lbs of
cardboard recycled

25 TONS

of carpet, furniture, and
scenic materials donated
to local organizations

XFINITY BOOMING BURNOUT

CROSSING THE FINISH LINE WITH FULL THROTTLE AND FULL ACCESS

THE CHALLENGE

Match the high energy of a NASCAR street race with a bold, immersive activation that captivates the audience and reinforces Xfinity's leadership position with fans. We set an ambitious dual objective for the debut of the Xfinity Booming Burnout at the Chicago Street Race—generate significant engagement and buzz while ensuring zero fans were excluded due to accessibility barriers.

THE SOLUTION

Reimagine a racing simulator through an accessibility-first lens. Xfinity's Booming Burnout lets fans celebrate post-race victory by spinning around a virtual track, triggering smoke and sparks, and completing challenges—all designed to welcome participants of all abilities.





ACCESSIBLE FEATURES INCLUDED:

- Fans could also play with an Xbox as an alternate to the steering wheel + gas pedal.
- The simulator seat is adjustable to help drivers move closer or further away to play the game.
- Haptics were installed so that deaf or hard of hearing fans could still experience some 'boom' as they played.
- Registration & redemption sites followed standard WCAG guidelines.

15,000

social media
impressions

2,100+

fans engaged

With those numbers, it's safe to say the debut of Xfinity's Booming Burnout experience at the Chicago Street Race was a huge success.

XFINITY BREAKS INTO GEN Z THROUGH CULTURAL PARTNERSHIP

BUILDING AUTHENTIC CONNECTIONS AT THE INTERSECTION OF CULTURE AND COMMERCE

THE CHALLENGE

Xfinity wanted to expand its sports marketing reach to Gen Z and multicultural audiences while promoting its full product suite, constrained by NBA partnership restrictions and outspent by competitors.

THE GOAL

To reach new demographics beyond traditional broadcast channels through culturally resonant partnerships and activations.





THE RESULTS

GMR positioned Xfinity at ComplexCon, the nation's largest culture festival, coinciding with NBA opening weekend and leading into Xfinity's first Monday Night on Peacock as part of their NBA sponsorship. The team created an immersive "**Xfinity at Complex**" experience featuring an innovative "Imagitron" display showcasing multi-view sports capabilities, interactive gaming, and a live episode of GOAT Talk—Complex's viral celebrity debate series with sports stars DeMarcus Cousins and Shilo Sanders. The activation achieved:

87% install rate for Xfinity's X Marks the Spot wallet pass

77% opt-in rate for marketing messaging (surpassing the 70% goal),

9.3 million impressions **2.2K** engagements across 15 collaborative posts.

Beyond 2025

**LOOKING AHEAD: INCLUSION, SUSTAINABILITY,
& THE FUTURE OF MARKETING**

LOOKING AHEAD: INCLUSION, SUSTAINABILITY, AND THE FUTURE OF MARKETING

As we close out this year's I+I report, we want to share our perspective on what lies ahead for GMR, our teams, and the clients we serve. In 2025, we have seen how rapidly the marketing and advertising landscape and the world itself are evolving. Staying ahead means listening closely, acutely observing trends across communities, and meeting people anywhere and everywhere they are.

To support this work, we are sharing a sneak peek of two key resources we've created at GMR: our Waste Reduction Guide and our Accessible Design Guide. These guides provide practical best practices for creating campaigns, activations, and experiences that are accessible, inclusive, and sustainable. They are designed to help our teams and clients deliver work that is meaningful for everyone.

The Accessibility Guide shows how to go beyond ADA compliance offering inventive ways to reach audiences of all abilities. The Waste Reduction Guide aims to explain the largest areas of impact, simplify the options, and provide actionable next steps. Together, these resources represent our vision for the future, where marketing is purposeful, innovative, and culturally real.

We hope these insights inspire you to explore new approaches, elevate your work, and continue building experiences that are inclusive and impactful. Together, we'll go far.

Signed,



Fran Sutter



Sophie Maldonado



FRAN SUTTER
HEAD OF SUSTAINABILITY
(SHE/HER)

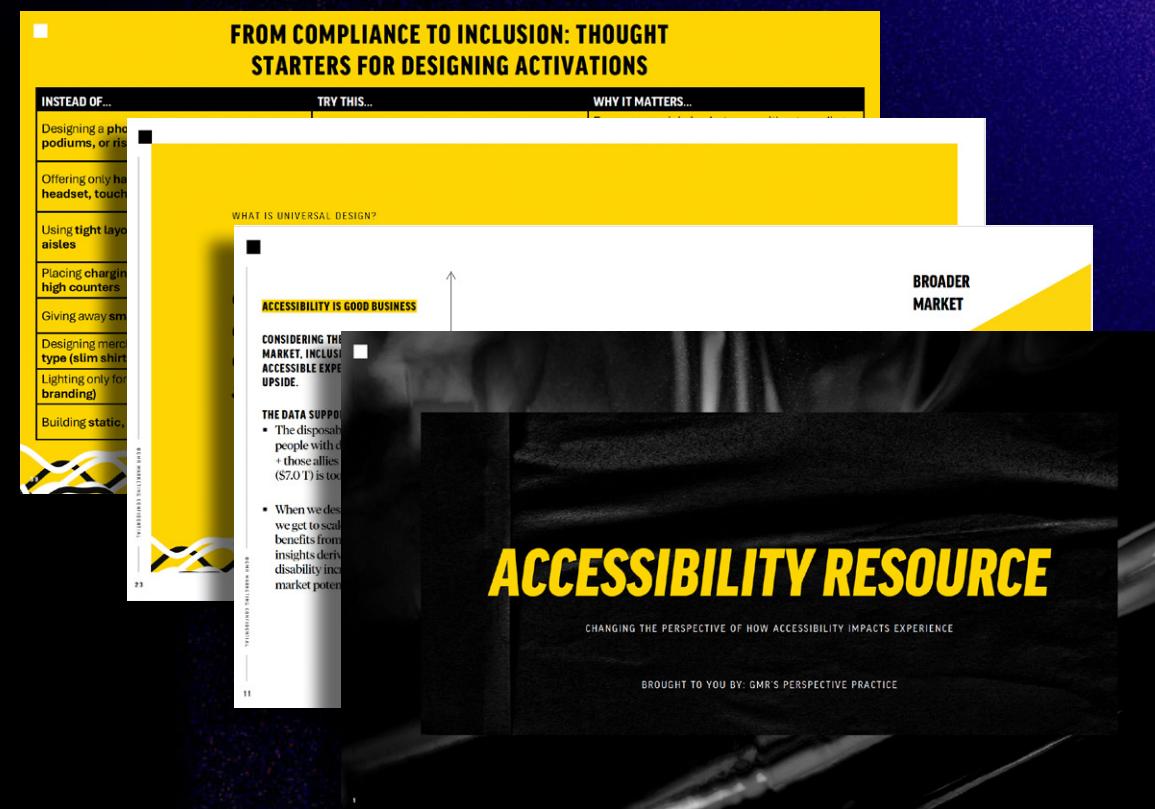


SOPHIE MALDONADO
VP, INCLUSION & IMPACT
(SHE/HER)

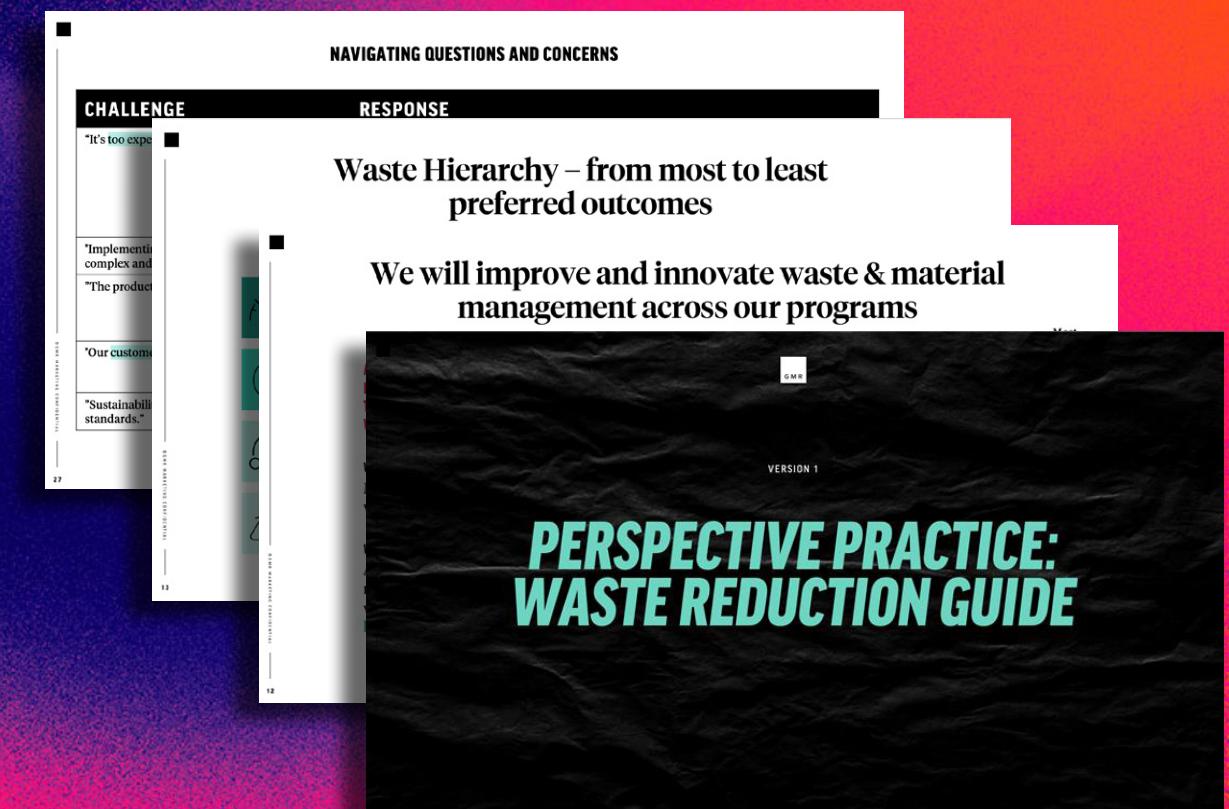
PERSPECTIVE PRACTICE GUIDES

Custom Designed Guides for Storymakers and GMR work application

ACCESSIBILITY GUIDE



WASTE REDUCTION GUIDE



FROM COMPLIANCE TO INCLUSION:

THOUGHT STARTERS FOR DESIGNING ACTIVATIONS

INSTEAD OF...

DESIGNING A PHOTO MOMENT WITH STEPS, PODIUMS, OR RISERS.

OFFERING ONLY HANDS-ON EXPERIENCES (VR HEADSET, TOUCHSCREENS, PHYSICAL GAMES)

USING TIGHT LAYOUTS WITH STAFF OR PROPS BLOCKING AISLES

PLACING CHARGING STATIONS OR TABLET SIGN-UPS ON HIGH COUNTERS

TRY THIS...

CREATE A LEVEL STAGE OR BACKDROP WITH DYNAMIC LIGHTING/PROPS

BUILD MULTI-SENSORY INTERACTIONS: HAPTICS + VISUALS + AUDIO NARRATION

CREATE “FLOW ZONES” WITH MOBILE ELEMENTS (MODULAR COUNTERS, ROLLING DISPLAYS)

PROVIDE ADJUSTABLE-HEIGHT KIOSKS OR CABLE EXTENSIONS WITH FLOOR POWER PORTS

WHY IT MATTERS...

EVERYONE CAN JOIN IN PHOTO OPS WITHOUT NEEDING A LIFT OR WORKAROUND, AND THE DESIGN STILL FEELS ELEVATED.

ENSURES PARTICIPANTS WITH MOBILITY, DEXTERITY, OR VISION DIFFERENCES STILL GET A FULL EXPERIENCE.

KEEPS THE FOOTPRINT FLEXIBLE SO CROWDS, WHEELCHAIRS, AND STROLLERS DON’T GET BOTTLENECKED.

MAKES TECH-DRIVEN INTERACTIONS REACHABLE AND AVOIDS AWKWARD DEPENDENCE ON STAFF.

FROM COMPLIANCE TO INCLUSION:

THOUGHT STARTERS FOR DESIGNING ACTIVATIONS

INSTEAD OF...

GIVING AWAY SMALL-PRINT
RULES/INSTRUCTIONS

DESIGNING MERCH OR PRIZES THAT
ASSUME ONE BODY TYPE (SLIM
SHIRTS, SNAPBACK CAPS)

LIGHTING ONLY FOR VIBE (E.G.,
DIM, MOODY BRANDING)

BUILDING STATIC, SINGLE-
LANGUAGE SIGNAGE

TRY THIS...

USE LARGE-FORMAT VISUALS,
QR WITH AUDIO VERSIONS,
AND QUICK ICONS

OFFER STRETCH-FIT BEANIES,
TOTE BAGS, OR DRINKWARE

USE LAYERED LIGHTING ZONES—
AMBIENT FOR VIBE + TASK
LIGHTING FOR FUNCTION

USE SWAPPABLE OR DIGITAL
SIGNAGE WITH LANGUAGE
TOGGLERS

WHY IT MATTERS...

MULTIPLE MODES OF COMMUNICATION
MEET DIFFERENT LEARNING AND
PROCESSING NEEDS.

SWAG BECOMES INCLUSIVE WITHOUT
NEEDING MULTIPLE SIZE RUNS.

KEEPS THE BRAND AESTHETIC BUT
ENSURES FACES, SIGNAGE, AND
INTERACTIONS ARE VISIBLE.

SUPPORTS MULTILINGUAL AUDIENCES
AND ALLOWS PIVOTS ACROSS
MARKETS/VENUES.



A LOOK INSIDE
GMR RESOURCE GUIDE

WASTE REDUCTION

EMPLOYEE RESOURCES

At GMR we strive to incorporate environmentally sustainable practices that leave a positive impact – with a focus on waste management.

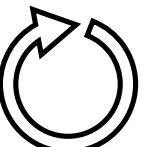
WHAT DOES THAT MEAN?

Materials and the waste they create matters, so we start with the end in mind.

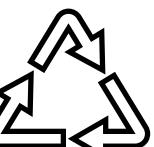
MATERIAL RECOVERY = WASTE → SOCIAL CAPITAL



REDUCE



REUSE



RECOVER



RECYCLE

Do one or more of these things today:

- CHOOSE SUSTAINABLE PREMIUMS
- ELIMINATE PLASTIC WATER BOTTLES
- REUSE OR DONATE ASSETS
- BRAINSTORM & GET SUPPORT

■
INCLUSIVE SUS
INNOVATIVE IN
SUSTAINABLE
INCLUSIVE SUS
INNOVATIVE IN
SUSTAINABLE
INCLUSIVE SUS

WE BELIEVE EXPERIENCE MATTERS

At GMR, we create experiences that turn stories into lasting memories. Since our founding in 1979 with a groundbreaking beer brand concert series, we've been at the forefront of experience marketing. We harness the power of music, sports, and entertainment to craft unique experiences that resonate deeply. Our work is driven by data, grounded in strategy, and executed with precision. With a global presence in over 70 countries and headquarters in the United States, GMR is proud to be part of the Omnicom Group Inc.

Inclusion and Sustainability have always been at our core, and we are proud of our focused and intentional efforts in 2025. Our commitment to these values has driven meaningful change within our agency and for our clients. Looking ahead, we remain dedicated to fostering innovation, cultural fluency, and environmental stewardship. Each year, as we evolve, we create greater ripples in our work, for our clients, within our network, throughout the industry, and for the humans experiencing our work. Together, we will continue to create unforgettable experiences that resonate deeply and contribute to a better, more inclusive world.

Thank you for being part of our journey. Learn more at GMRMarketing.com.