

Impact Report.



Equity.
Representation.
Accessibility.

Foreword.



Ensuring diversity, equity and inclusion (DEI) are part of the business strategy has become a vital element of staying relevant in any global organisation. The old ways of working, based on command and control, can no longer be defended. Customers and employees expect inclusive leadership and cultural awareness from the leading brands and will hold them to account if those standards are not met.

In 2022 a DEI diagnostic of the LIONS brand by The Unmistakables found that while some progress had been made towards DEI, the organisation needed vision, collective accountability, confidence, capability, strategy and sponsorship for DEI. Without a strategic focus, the business risked becoming increasingly out of step with society's expectations. The initiatives and progress described in this report are as a consequence of the diagnostic and the innovative thinking given permission to exist by the new focus on DEI as an integral part of the business strategy that we call ERA – Equity, Representation and Accessibility.

Foreword.



In times of turbulence, it's important we recognise that change is constant, and this work is always challenging. In governments, companies and organisations, the pushback against DEI is sometimes based on fear and a lack of understanding. We need to prepare for questions about why we're taking certain actions; to review our impact and revise our plans as new challenges arise; to remain focused on the fundamentals of psychological safety and inclusive leadership; and to help leaders understand how to make DEI central to the business strategy. In this way, we'll realise the benefits of a truly inclusive approach.



Frank Starling
VP, Chief DEI Officer
LIONS

Our purpose.



LIONS helps the world's biggest brands navigate what's next through events, intelligence, learning and advisory. This makes inclusion a vital part of our business. We understand that the world is diverse, and to help others, we need to embrace all of that diversity by including, listening to and valuing different voices. We know that creating and maintaining a culture that values the contributions of everybody takes significant effort and time from all players, and we have committed to supporting that transformational change alongside doing our part to drive global impact for all communities.



Simon Cook
CEO
LIONS

About this report.



This report will provide a high-level overview of the progress made to embed diversity, equity and inclusion across 2023–2024. We'll describe our actions, the outcomes and what we've learnt.

Our ambition.

Our ambition is to be a leader with respect to diversity, equity and inclusion in the creative industry, providing us with a competitive advantage and setting the standard for others to follow. In this way, we can most effectively support our clients to be the best they can be.



Highlights.



Appointment of a DEI team, including a Chief DEI Officer, providing in-house expertise, focus and guidance.

Diversification of Lion Juries, leading to increased diversity of Award entrants.

Delivery of psychological safety workshops across the division, to begin the process of cultural shift.

Accessibility and inclusion focus at the Festival and events.

Expansion and development of the external facing See It Be It programme, to open opportunities to a significantly larger cohort.

Launch of the *Uncomfortable Conversations* video series.

Introduction of the ERA Programme and an equitable application process, to widen access to the flagship Cannes Lions Festival.

Inclusive leadership training for all senior leaders.

Connecting to the business case.



The business case for diversity, equity and inclusion is clear. Without the culture change required to create a truly inclusive organisation, both internally and externally, the LIONS division will not maintain its reputation as a leader and trusted advisor. As with any business strategy, identifying gaps and demonstrating progress both rely on investment and meaningful metrics.



The importance of a DEI budget.



Mark Wilson
Chief Financial Officer
LIONS

A DEI budget is fundamental to a business strategy for three reasons:

1. It improves who we are – we're able to provide internal training and coaching for staff, improving the ways we communicate and work with each other and increasing self-awareness.
2. It improves the work we do – with external stakeholders to ensure we can take a leading role in the industry. We can enact change rather than just talking about it, and be aware of the decisions and actions we take and how others perceive our position on DEI.
3. It delivers tangible financial and non-financial returns – visible through increased representation at Festival, whether that's delegates, Award entrants, Juries, Academy students or Young Lions.



Initiatives and
innovation.



“We're seeing how the commitment to inclusive leadership has translated through our ERA leadership programme and how efforts to deliver tangible action day to day across the divisions are making a difference. In the room with leaders, we saw how important inclusivity remains to the LIONS organisation and how – while shapeshifting through change – we could form a shared language and experience that will ensure inclusion is embedded at the core.”



Asad Dhunna
CEO
The Unmistakables

The new ERA of leadership.



To lead inclusively is to contribute to business success by building inclusive teams, working across teams to create an inclusive environment within the organisation and reinforcing the reputation of the business as truly understanding inclusion. Inclusive leaders are a business advantage.

It's important leaders feel confident in their own knowledge and have the skills to be inclusive. Individuals can sometimes feel excluded from DEI conversations, which means important discussions are avoided and progress is slowed. In order to fully embed and realise the ERA (Equity, Representation, Accessibility) strategy, leaders needed time to understand and align on ERA, gain clarity of the actions required from them and have space to learn, challenge and develop as inclusive leaders.

Actions taken.

To understand the existing confidence and capability of leaders in the LIONS division, a specialist team from The Unmistakables completed a document and data review, and a number of 1:1 leader interviews, before designing and delivering a programme consisting of two half-day sessions and two group coaching sessions across 12 months.

Session 1

Macro context and data; bias and interrupting bias; cultural intelligence.

Session 2

Key responsibilities, strengths and blockers; accountability mindset; action setting.

Session 3 and 4

Group coaching to reinforce the learning; space for questions; challenges and blockers, knowledge sharing; problem solving as a group.

Integration, innovation and excellence.



Our strategic objectives of Integration, Innovation, and Excellence are deeply connected to Diversity, Equity, and Inclusion (DEI) and our ERA Strategy as they drive a culture of inclusion, collaboration, and high performance. **Integration** ensures DEI is embedded into every facet of our business, fostering inclusive teams and equitable opportunities.

Innovation thrives on diverse perspectives, leveraging a range of experiences to create creative solutions. **Excellence** is only achievable when every individual, regardless of background, has access to the resources, support, and opportunities needed to perform at their best.

By aligning DEI with these objectives, we unlock the full potential of our people and enhance our business impact.



Simon Cook
CEO
LIONS



Representation across the Juries.

Each year, much interest is focused on the winners of Cannes Lions. The global work, creative companies, brands, networks and countries that have been successful are given a worldwide platform. The humans who choose and award those Lions must be of the highest possible standard, and the selection of the Juries each year is scrutinised by the industry. The Juries represent us as a business, so it's imperative they're representative of our customers, society and the world. If entrants don't see themselves represented in the Jury, they won't enter, as they won't believe these Awards are for them.

“By 2028 Cannes Lions has a goal to include at least one juror from each major market on every jury. The markets considered are North America, Europe, Latin America, Asia, Sub Saharan Africa, MENA & Pacific.”



Jonathan Branfield
Director of Judging and Jury
LIONS



"This was the first time in my 25 years career I sat at a table full of diversity and felt completely accepted as me, a queer, disabled woman. Everyone treated me as an equal and with respect."

KR Liu | Global Head of Disability Innovation Marketing,
Google
Juror, Glass: The Lion for Change 2024 | Jury President,
Glass: The Lion for Change 2025

Representation in Awards.



“The Cannes Lions Awards have been celebrating world-class creativity for 72 years, recognising ideas that drive business success and impact communities globally. Each year we receive thousands of entries from all over the world that are judged by experts from right across the creative marketing landscape.

In 2024 we had more than 500 Jury members representing 78 markets. That breadth and diverse range of experiences is so important when you consider that they were evaluating work from 92 markets and all of that rich cultural context that helps great ideas shine.

We believe that great creativity can come from anywhere, and the Awards have proved that time and time again – for example, when Nigeria won its first Lion in 2023 or when Iceland and Kazakhstan won their first Lions last year. Winning a Lion helps establish a creative culture, elevates people and businesses and builds creative confidence across entire nations.”



Marian Brannelly
Director of Awards
LIONS Global



When judging, cultural context is vital, which makes a diverse Lions judging panel key to the credibility of the Awards.

Actions taken

Diversification of the Jurors and the psychologically safe environment created on the judging panel meant the cultural insight proved by an African Juror led to Nigeria winning its first Lion in 2023.

Outcomes achieved

In 2024, entries from Nigeria increased by 90%; entries from across West Africa rose by 150%; and Cape Verde, Ivory Coast, Seychelles and Zambia entered the Awards for the first time in the 72-year history of Cannes Lions.

Representation on our stages.



“At Cannes Lions, we’ve been on a journey to ensure our stages reflect the world we live in and the progress is clear. In 2024, we conducted an independent audit of our programme post event. Of the 484 speakers who took the stage, 53% were women. Representation of minority ethnicities reached 38%, aligning with our biggest markets, the UK and US.

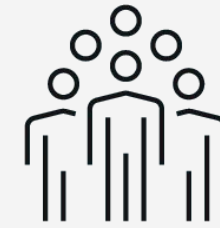
Importantly, we’re seeing intersectionality recognised: 19% of our speakers were women from an ethnic minority background, and 19% were men from an ethnic minority background. These are more than just numbers; they represent voices that might not have been heard before – voices shaping the future of creativity. Our work isn’t done, but every year, we’re building a more inclusive platform for the industry’s most important conversations.”



Natasha Woodwal
Director of Content
LIONS



- The audit analysed lists of Speakers, Speaker Submissions and Speaker Nominations for Cannes Lions 2024. Approximately 2386 individuals were considered within the audit, 484 speakers were selected to speak at the Festival in June 2024.
- The number of women speaking at the festival was 53%, which is in line with the 50% target.
- The representation of minority ethnicities was 38%, this is in line with both our biggest markets – the UK and US**.
- Of the speakers at Cannes Lions 2024, 19% were women from an ethnic minority background, and 19% were men from an ethnic minority background.



Number of Speakers

484



Gender

(breakdown of speakers)

Men: 47%

Women: 53%

Speaker Submissions

(*including duplicated entries)

1626

Speaker Nominations

(*including duplicated entries)

674



Race/Ethnicity

(breakdown of speakers)

Majority: 62%

Minority: 38%

**UK Census data – 82% Majority Ethnicity, 18% Minority Ethnicity. US Census Data 76% Majority Ethnicity, 24% Minority Ethnicity.

Overall Insights



Speakers

- ↑ 1.3% Increase in the percentage of **women** speakers since 2023.
- ↓ 0.5% Decrease in the percentage of **minority ethnic** speakers since 2023.

Speaker Submissions*

- ↑ 5.1% Increase in **women** submitted as part of a submission.
- ↑ 9.4% Increase in **minority ethnic** submitted as part of a submission.

Speaker Nominations*

- ↑ 11.5% Increase in **women** nominated
- ↑ 10.5% Increase in **minority ethnic** nominated
- > % Higher percentage of **minority ethnic women** within nominations than those within submissions.

Country of office*

1. US The country of office remained consistent between submissions and nominations. With US as the majority (~57%), followed by UK (~18%)
2. UK

*All data on this slide refers to information with duplicates included.

Making Cannes Lions a Festival for Everyone.



“At Cannes Lions, we are committed to making the Festival a place that truly serves our global creative community – not just for one week in June, but throughout the year. In 2024, we launched a regional marketing strategy to engage communities more deeply and bring the energy and insights of Cannes Lions closer to home.

This year, we trialled regional events in India, Mexico, and Brazil, creating new opportunities for local creatives to connect with the Festival in meaningful ways. By amplifying our brand and fostering engagement year-round, we’re ensuring that Cannes Lions is not just a Festival, but a platform that supports creativity everywhere. We’re excited to see where this journey takes us as we continue embedding into these communities and making the Festival truly for everyone.”



Ilaria Pasquinelli
Chief Marketing Officer
LIONS



Our role in Marketing Strategy & Planning at LIONS is to produce insight-led marketing strategies and translate them into actionable, achievable, measurable marketing plans.

“In order to do that effectively, we need to be experts in insight – and in order to do that, we need to have a deep understanding of customer and the job to be done. This means getting to grips with who they are, what they need to achieve and hearing the problems that niggle at them, day and night.

The role that DEI and representation plays here is enormous. If we're close-minded to that which we do not already know, we'll miss clear opportunities. The LIONS Marketing Strategy & Planning playbook outlines best practice in our discipline, and coupled with training, enables everyone to be at their best in their role – and over-deliver for the business. Particularly when we need to make sure that we represent all customers – past, present and future – not just those that we already know.”



Alex Townley
Marketing Strategy & Planning Director
LIONS



Perception gap.

A DEI perception gap between more senior and less senior employees is often found in organisations and can lead to managers believing they and their organisation are more inclusive than experienced by their direct reports. Checking for a perception gap between teams and their managers highlights opportunities for managers to adapt their behaviours to become more inclusive. A short survey to test for a perception gap was created with the following questions:

Q1: Input and Ideas – I emphasise to team members / My manager emphasises to team members that their input and ideas are important.

Q2: Team diversity – I actively focus on / My manager actively focuses on increasing the diversity of my team.

Q3: Opinion & personality – I'm aware of / My manager is aware of different personality types and encourage(s) people to share opinions in ways they feel most comfortable.

Q4: Bias & exclusion – I speak up as / My manager speaks up as an ally to address potential bias and instances of exclusionary behaviour.

Q5: Team development – The development of / I believe the development of each of my team members is given equal weighting and priority.

Action taken.

The survey was delivered separately to line managers and those without line manager responsibility.

Insights.

The outcome of the survey was able to throw light on two factors – how much respondents agreed with the statements (on a scale of 1–10) and how that perception varied between managers and team members.

Perception gap.



Across the entire LIONS division, the largest negative perception gap between manager and direct report was for Team development (i.e. managers felt they were better at this than their team members did). At the division level, a negative perception gap existed for all five questions. In contrast, some positive differences were seen at the brand level (i.e. team members felt their manager was doing better than the manager did), which may reflect the specific context within the teams (for example, a less diverse team may feel more included).

Perception gap.

The Perception gap across our five key questions:

- **Team development** is the most notable gap, at –1.2.
- **Input & ideas** and **Bias & exclusion** show the smallest gaps, at –0.5.
- **Team diversity** (–0.6) and **Opinions and personality** (–0.8) lie somewhere in the middle.

8.1

Managers weighted average.

7.4

Teams weighted average.

–0.7

Perception gap.



Psychological safety.

In any business requiring an innovative and collaborative mindset, psychological safety is non-negotiable. This term describes an environment in which you feel included, safe to learn, safe to contribute and safe to challenge the status quo – all without fear of being embarrassed, marginalised or punished in some way [1]. The 2022 DEI diagnostic identified a perception both internally and externally that the business was risk-averse and there was a fear of failure, with an emphasis on ‘doing what’s worked in the past’.

[1] Timothy R Clarke, 2020. The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation. Oakland: Berrett-Koehler Publishers, Inc.



Actions taken.

Psychological safety workshops were delivered across all teams in 2023–2024, along with surveys to determine the current feelings of attendees. The sessions were delivered to teams and separately to leaders in each of the four businesses, enabling more open conversations between peers.

Outcomes achieved.

The two-part workshops created a common language around psychological safety, enabling teams to understand what good will look like. In some cases, the ‘permission to challenge’ has already positively impacted other programmes. The data collection created a baseline from which to review changes to this important cultural KPI.

PWC Benchmark.



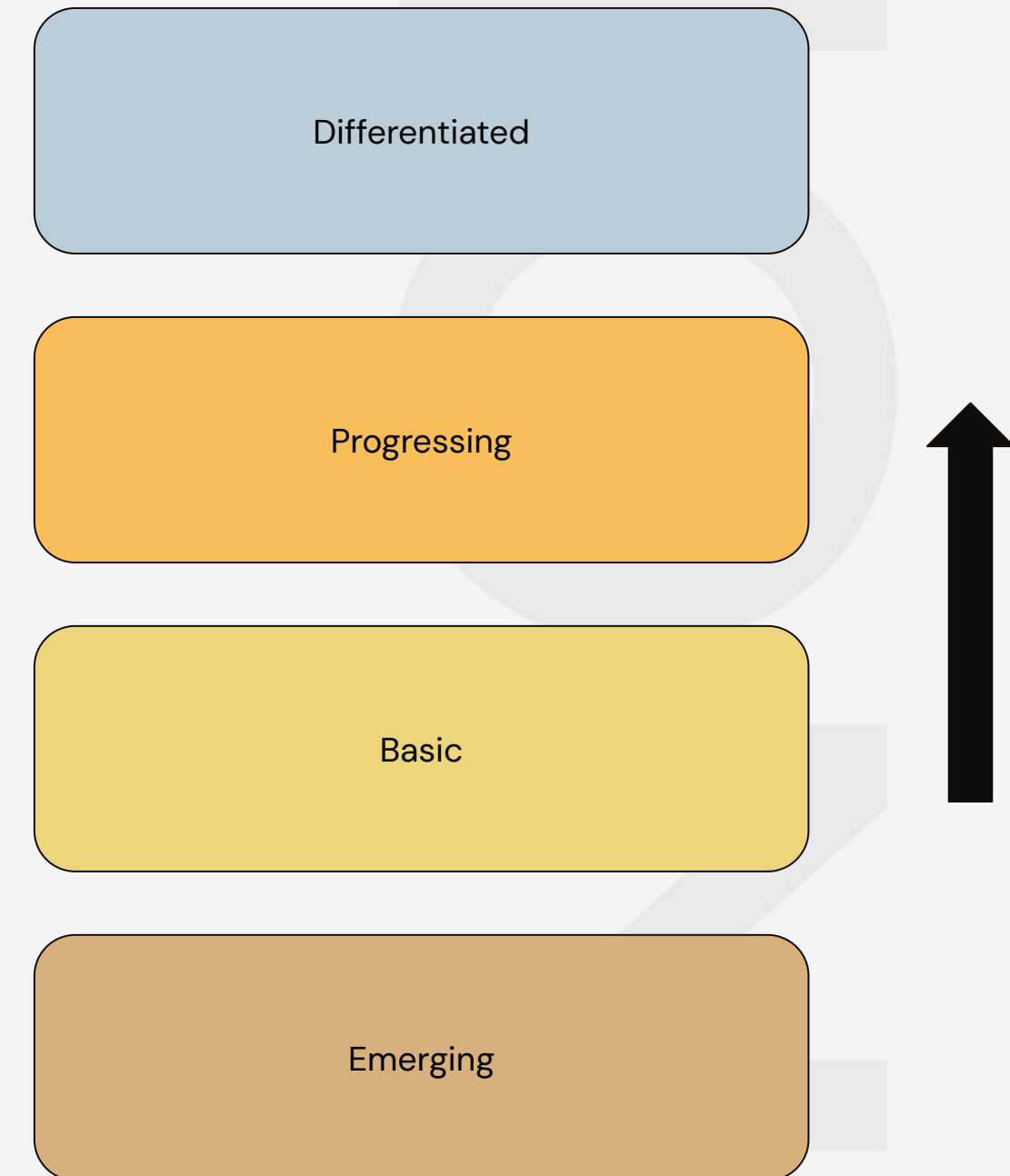
The PWC Benchmark is a short survey to diagnose the maturity of our organisation's diversity, equity and inclusion programme and identify our programme's strengths and areas for enhancement. At the conclusion of the survey, we've been able to see how our organisation compares to others in the region and industry.

February 2024: Basic (Baseline).

November 2024: Progressing.

Highlights.

- Strategy focuses on a broad range of diversity dimensions, as well as building a culture of inclusion.
- DEI strategy establishes clear links to business innovation and an emphasis on paving the way for peers to advance DEI through thought leadership and establishing norms.
- DEI strategy includes a response strategy (e.g. communications, inclusive leadership training) for social justice issues and global events.
- Strategy is regularly evaluated for efficacy and adjusted as needed based on data/KPIs, stakeholder/customer feedback and external inputs.



PWC Maturity Curve



Uncomfortable Conversations.

The first requirement for a psychologically safe space is that you feel included.

This basic requirement won't be met if people lack awareness of the experiences of people who are different from them.

The 2022 diagnostic report highlighted the need for senior leaders to take personal responsibility for educating themselves, setting an example and driving change.

“Uncomfortable Conversations has helped to break down the stigma and discomfort that can be associated with DEI and to foster allyship and inclusion across our teams”



Frank Starling
VP, Chief DEI Officer
LIONS

Action taken.

To raise awareness of DEI topics, colleagues reflected on their own learnings and experiences through on-camera Uncomfortable Conversations with the Chief DEI Officer of the LIONS Division.

Outcomes achieved.

Leaders from different parts of the business took part in conversations across a range of topics, from allyship, bias and cultural competence to ADHD, sexual orientation and disability. A total of seven talks took place, with five recorded for ongoing access.

Uncomfortable Conversations.



Series 1.

ERA Programme.



Historically, access to the Cannes Lions Festival, arguably the creative industry's most visible and prestigious event, has been funded by employers for many of the delegates. A perception has existed that the event targets the most senior in the industry, with potential for overlooking new or historically underrepresented talent. In addition, the opportunity to be funded by the employer might not be available in smaller companies. In an industry based on creativity, organisations are only too aware of the need for diverse perspectives and fresh faces. We created the ERA Programme to remove an access barrier to the Festival.

Action taken.

An equitable process for complimentary passes was created, with applicants answering a series of questions about their organisation to ensure free passes could be distributed to representatives from the widest possible range of communities who were least likely to be able to pay. In acknowledgment of the barriers to access historically marginalised groups face, Cannes Lions allocated up to €1m worth of complimentary passes to foster a more diverse representation of talent at the 2024 Festival.



“With the ERA Programme, we were able to bring along a diverse cohort of first-time attendees from various backgrounds. Sharing the experience of Cannes with them was truly transformative. It fostered a rich environment of learning, networking, and growth, which will undoubtedly have lasting positive effects on our organisation and the creative industry as a whole.”

Dionna Dorsey
CEO and Co-Founder
The Creative Ladder

“[The ERA Programme] opened up my horizons! I created connections, received mentorship and met people I never imagined I would meet. It was the most significant impact on my career; neither college, postgraduate studies nor my MBA brought as many insights to my professional life.”

Bia Lopes Maria
Founder and Associate Creative Director
Re_Modelar

ERA Programme.



Outcomes achieved

- Participation from a total of 20 countries, with Brazil accounting for almost 11% of ERA Pass delegates.
- Senior leaders made up nearly half of ERA Pass delegates, indicating the programme's effectiveness in engaging decision-makers and influencers in the diversity dialogue.
- Over a quarter of the ERA delegates had the early creative product pass, despite the perception young creatives were absent from the Festival.

This year

Feedback from applicants has prompted further refinement of the criteria. In 2025, the allocation has increased to €2m of passes, with a greater focus on the Global South.



“In a time when structural barriers are being reinforced rather than dismantled, the ERA Programme stands as a beacon of what can – and must – be done to amplify voices and perspectives that too often go unheard or overlooked. Creativity is inherently inclusive, it thrives when diverse perspectives come together to share stories, change minds and build a better world.

The ERA Programme isn’t just about access to a Festival. It’s about creating pathways for global talent to take their rightful place in an industry that shapes culture and defines the narratives we consume every day.”



Maxine Duggins
DEI Project Executive
LIONS

See It Be It.

This external career accelerator programme, providing training and support to women and non-binary people who wish to progress into creative leadership roles has been in place since 2014. When the programme started, only 3% of creative directors were women. The programme has been extremely successful for the 143 alumni, with 63% of alumni at Creative Director or above and nine out of 16 from the 2023 cohort promoted to Creative Director or above in just 12 months. The aim of the programme is not to 'fix the women' but to give delegates the skills to thrive as themselves. Delegates particularly highlight how the programme builds their confidence, resilience, adaptability and negotiation skills.



“My mantra since See It Be It has been ‘you are not being inauthentic, you are just reading the room’. This is a programme that has forever changed me and this industry.”

Meritxell Ruiz | Creative Director

Action taken.

The target audience was expanded to include people from marginalised genders. In addition, the team made the bold decision to take See It Be It from a programme run at Cannes Lions supporting about 20 people a year to a standalone brand, focusing on community and year-round learning, impacting 1000 people a year.

See It Be It.



Outcomes achieved

Over 1000 people have been able to access See It Be It events since July 2024, with 505 attending live events in Colombia, Kazakhstan, Mexico, Brazil and the UK, and 563 reached across across the Middle East, Africa (incl. North Africa), parts of the Americas (Latin America and the US), Asia, and Europe a virtual events.

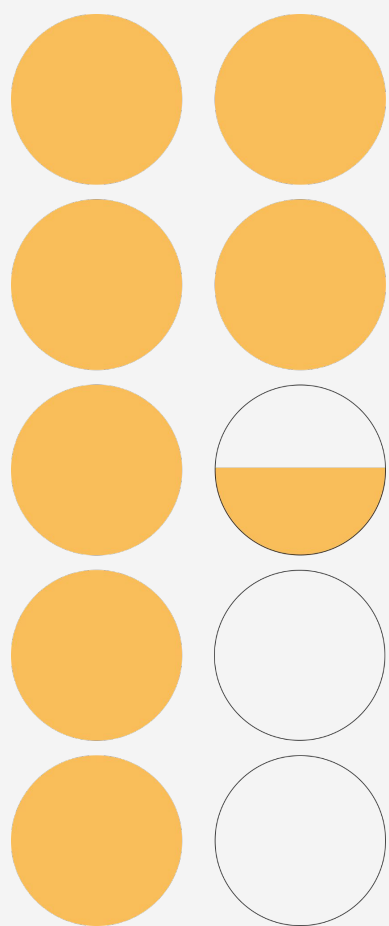
“For LIONS, See It Be It represents more than an industry service – it’s a powerful expression of our values. By championing inclusion and representation, we send a clear message: the creative community thrives when every voice is heard, valued and empowered. This advocacy is not only morally right but strategically essential. As a global leader in celebrating creativity, we recognise that our ability to set the tone for the industry is both a privilege and a responsibility.

This year, through expanded community-building initiatives, alumni engagement and a focus on creating measurable outcomes, See It Be It has continued to elevate its impact, ensuring that we don’t just mirror the industry’s aspirations but actively lead its transformation.”



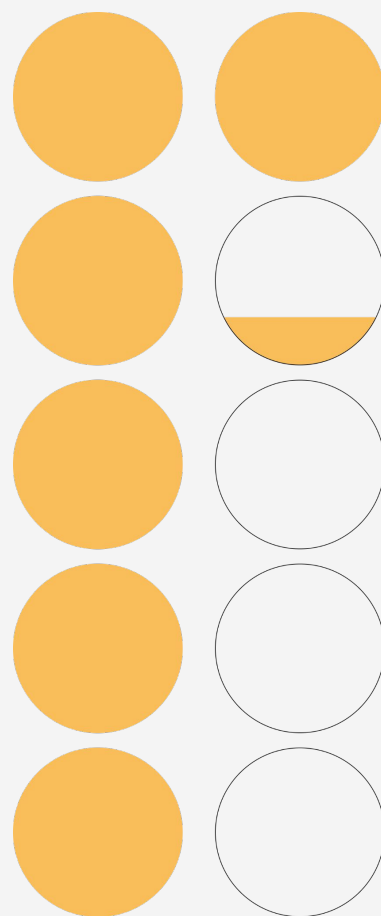
Laura Brown
Head of Advancing Equitable Access
LIONS

See It Be It Impact.



75%

of the See It Be It
alumni have been
promoted.



63%

are now operating at
Creative Director or
above.



Frameworks.

The LIONS DEI Guide.



“When I started at LIONS in August 2023, I was tasked with creating a consistent style guide to be used across the business. My goal overall, and for the DEI section in particular, was to help people learn without making them feel called out.

The Guide includes language to use and language to avoid. It focuses on characteristics – age, disability, neurodiversity, gender identity, race, ethnicity, sexuality, religion, geopolitics, etc. – and also introduces intersectionality, the diversity of cultures around the world and the importance of being conscious of and avoiding microaggressions.

I'm a minority myself in multiple ways, so I'm hyper-aware of the wider sociopolitical context, especially over the past year. This makes LIONS' efforts to push the sector to do more to support and protect us that much more important.”



Noel Smaragdakis
Production Editor
LIONS

Accessibility and inclusion.



Widening equitable access also requires a change in mindset to ensure delegates can properly access the transformative experiences available during a live event. Making an event accessible in its fullest sense requires a thorough review of the environment, taking into account delegates with a range of characteristics.

Action taken

The DEI team developed an accessibility framework to review live events held in 2023 in order to make improvements for 2024. The framework included questions relating to mobility challenges, hearing and sight impairments, neurological differences (such as sensory overload), assistive technology, translation services, on-site support, cultural awareness, representation and inclusive facilities.

Accessibility and inclusion.



Outcomes achieved.

The team were able to identify further improvement for Cannes Lions 2024, including:

- an accessibility and Inclusivity page on the Cannes Lions website
- a dedicated on-site Accessibility team
- on-demand accessibility tours
- launched using **NaviLens** (navigation for the visually impaired)
- a partnership with **Nipperbout** (event childcare)
- AA 12-step recovery meeting
- Eid celebration
- the Propeller Empower Café (women-centered inclusive space for all genders)
- a run for Juneteenth
- a partnership with **timeTo** (focused on ending sexual harassment)
- an LGBTQ+-focused happy hour

Our objective is for the Cannes Lions Festival to be one of the most inclusive in the world.



“Accessibility and inclusion are embedded in how we deliver the Festival, not just in principle but in practice. We work closely with our partnerships team to support all of our official partners in making their spaces as inclusive and accessible as possible. Across the Festival, we’ve taken steps to create a more inclusive experience—from providing ASL interpreters on our stages to trialling NaviLens in 2024 to support blind and partially sighted people. In 2025, we’ll be using captioning and translation across more of our stages to ensure even more delegates can engage fully with the Festival .”



Natalie Longlade
Director Operations
LIONS

Accessibility and inclusion.



The Accessibility & Inclusivity Guide is a valuable resource for Festival delegates that includes information on spaces to rest and recharge, line-skip for talks and the registration desks, our complimentary childcare programme and guided tours and route maps for delegates with reduced mobility, vision or hearing, as well as recommendations to maximise your experience at the Festival and ice-breaking events exclusive to Cannes Lions first-timers and those travelling on their own.

“We’re passionate about setting a benchmark for inclusivity at our events and building a Festival that welcomes and can accommodate every delegate.”



Millie Newnum
Head of CX Operations
LIONS

Inclusive Communication Services.



At the 2024 Festival, sign language interpreting and onsite accessibility coordination were provided by Inclusive Communication Services (ICS) to improve access for D/deaf delegates. The requested sessions on the main stages and ad hoc requests from delegates were all accommodated successfully, as were the scheduling changes.

“Having the opportunity to work directly with the onsite ASL coordination team prior to the conference allowed me to schedule and attend the ad hoc sessions I was truly passionate about.”
Rebecca, Deaf delegate

ICS has offered invaluable feedback on where the provision can be further improved to ensure the best service for delegates (D/deaf and hearing impaired) and increase appropriate representation of D/deaf and disabled participants (avoiding the appearance of a tick-box approach).

“I appreciate the access to informational sessions, yet many aspects of Cannes Lions were challenging, particularly networking. In addition, “The Work” was uncaptioned, and a few sessions referenced the D/deaf community without appropriate representation.”
Rebecca, Deaf delegate

Impact teams.

Impact teams are groups within an organisation that drive measurable results and create significant value in key areas of the business. Unlike traditional teams, which might focus on specific functions or departments, impact teams are cross-functional and mission-driven, meaning they bring together individuals from various areas of expertise to tackle a particular challenge or opportunity. Their goals are aligned with the company's strategic objectives, and they're empowered to make decisions that can lead to meaningful outcomes.



Accessibility.

This team will review our products and services to be inclusive and accessible to as many as possible, regardless of physical or cognitive abilities. The focus will be on identifying barriers, implementing new solutions and raising our standards for accessibility.

Localisation.

This team will review our products and services to adapt them to the linguistic, cultural and regulatory needs of different regions. The focus will be on identifying localisation challenges, implementing effective solutions and enhancing our global reach by ensuring relevance in global markets.

Safeguarding.

This team will review our events safeguarding and anti-harassment framework so we can address any safety concerns promptly and effectively. The focus will be looking at ways to create inclusive environments through proactive planning, training and monitoring so that every event delegate or potential delegate feels supported.

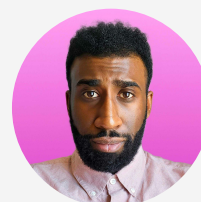
Final thoughts.



We have reached a crucial moment in the history of DEI. For organisations that choose to leverage inclusive policies and inclusive leadership, there is an opportunity to drive growth whilst elevating global communities. If we focus on creating impactful initiatives that drive positive change and business growth, everyone wins.

This report highlights the tangible progress made in the areas of Equity, Representation and Accessibility. While we celebrate these achievements, we recognise that impact is an ongoing journey. Looking ahead, we remain dedicated to scaling our efforts and adapting to emerging challenges.

We're very proud to continue our work in Equity, Representation and Accessibility (ERA) to break barriers for global communities and embed inclusion across our organisation.



Frank Starling
VP, Chief DEI Officer
LIONS



Thank you.

Equity.
Representation.
Accessibility.