

# Annual Report 2023

WFA



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President's vision

## Marketing's new ways to deliver value

The landscape of marketing is evolving, providing a fertile ground for innovation and creativity.

We have more power than ever to redefine how businesses connect with their target audience and achieve unprecedented success.

In such a dynamic environment, the potential for marketers to shape the fortunes of their businesses is more promising than ever before.

We know that 2024 will surprise us and present new and unforeseen challenges, but we must always remember that marketers are not just witnesses to change but active architects, able to steer their organizations toward new horizons of achievement and growth.

**My prediction is that three areas will be critical on this journey: purpose; leveraging technology; brand safety.**

### **A focus on purpose**

Marketing is pivotal for business success, especially when it comes to engaging people through their preferred methods and channels. Aligning such efforts with a clear purpose, tied to clear business goals, establishes trust with consumers.

In 2024 I hope to see more marketers embed purpose-driven marketing with an emphasis on inclusivity and sustainability.

Inclusivity not only benefits business, but also society: marketers hold the responsibility to ensure everyone can thrive, as individuals and also in the world in which we collectively live.

The WFA has been working to help our community understand both issues. To give you an example: the [Global Alliance for Responsible Media](#) (GARM) has worked in close coordination with Ad Net Zero to create a Global Media Carbon Emissions Framework – that will be released in 2024.

I am proud too that the WFA continues to push the need for greater diversity in our industry as well as in the messages we help create.

The [2023 DEI Census](#) sadly found that in two years the marketing industry has not moved the needle in terms of Diversity, Equity and Inclusion. More work is needed if we are to be able to truly access the best talent and authentically connect with more people.

“  
**Marketers are not just witnesses to change but active architects.**  
”



## President's vision

### Leveraging technology

The strategic integration of AI will be mission critical this year: marketers should seek to leverage AI to gain deeper insights into consumer behaviour, personalise experiences and streamline decision-making processes.

AI increases efficiency, reduces costs and encourages faster speed-to-market. The evolving nature of these technologies and the opportunities they present allows marketers to make unprecedented contributions to overall business success.

However, with opportunity comes challenge, contemporary technology often presents complex issues. Brands must be mindful of data concerns and privacy. [WFA's work on Generative AI](#) will allow brands to create a vendor risk assessment framework to help evaluate threats when working with GenAI tool providers.

### Brand safety

Ensuring brand safety remains crucial in this evolving digital landscape. Robust industry-wide measures are vital to preserve reputation and consumer trust. In this discerning digital era, prioritizing brand safety is non-negotiable for preserving successful and responsible marketing.

This coming year, I hope to see more marketing teams integrate risk management into their department to

quickly identify and mitigate threats, reinforcing the brand's commitment to its values.

When we get this right, we can make a real difference. In a year marked by major global conflict, GARM's Brand Safety work has played a significant role providing indispensable support for media leaders and brand-safety experts.

More generally, WFA's newly developed Framework for Positive Marketing Behaviours will be critical to helping marketers identify opportunity and manage risk in an increasingly polarised and precarious marketing environment.

Successful marketers will not merely adopt these elements as trends, but use them as essential tools for achieving business success. By aligning with purpose, harnessing the potential of AI and focusing on brand safety, marketers will not only be able to meet the evolving needs of consumers, but also drive tangible results that propel their businesses forward.

### Raja Rajamannar

Chief Marketing and Communications Officer,  
Mastercard  
WFA President

“  
**Marketers hold the responsibility to ensure everyone can thrive, as individuals and also in the world in which we collectively live.**  
”



## Successes in a tough year

After the pandemic, we thought we'd seen it all – but we clearly hadn't. Inflation, geopolitical tensions, wars. The world in 2023 seemed to be jumping from one crisis to the next.

The shock waves are reverberating across society. Not surprisingly, people's attitudes are polarising and countries are increasingly tempted to decouple from a global trade system that has been a key driver of economic growth and poverty reduction in the last few decades.

Yet, the challenges we're facing require more, not less, collaboration. Whether it's fighting climate change, promoting diversity and inclusion or creating a framework for a responsible use of GenAI in marketing and building a future-proof cross-media measurement system. We need to bring together the world's best to find solutions and drive change. And we need to do it at pace and on a scale that we've never seen before.

Fortunately, that's exactly what WFA does. Since our inception in 1953, we have connected people and countries by building bridges. We bring together the smartest marketing talents from around the world to share experience and best practice. We drive collaboration across categories and across geographies to address our common challenges.

Despite a very tough environment, 2023 has been one of the most successful years for us. A year where the power of collaboration has yielded very tangible results:

- [WFA's Halo](#) programme to reshape the way media is measured and create a future-facing cross-media measurement is starting to bear fruit with both the UK and US pilot projects taking decisive steps towards their launch.
- Our [Global Media Charter](#) has created a new rallying cry for the industry. An advertiser-led roadmap that addresses serious, complex and seemingly intractable issues, which will require collaboration and input from all corners of the industry.
- [GARM](#) has played a more important role than ever in a year marked by the Ukraine war and the Gaza conflict. Its resources provide indispensable support for media leaders and brand safety experts.
- On sustainability, GARM has worked in close coordination with Ad Net Zero to create a Global Media Carbon Emissions Framework – this will be released shortly and will be an indispensable tool enabling the ad industry to collectively drive down its carbon footprint in the coming years.
- Our [Digital Government Exchange](#) network produced its first Data Ethics Playbook, which provides practical guidance on how to foster an internal culture rooted in the ethical use of data.



## Message from the CEO

This year, our [Global Marketer Week](#) took place in Istanbul. It was a symbolic setting to celebrate our 70th anniversary – the only city that spans two continents and has been the capital of three empires. We welcomed more than 1,000 delegates from 49 countries, focusing on one overarching theme: how the marketing function can be part of a sustainable future.

[Marketing effectiveness](#) has always sat at the centre of what we do and this year was no different. We saw the publication of some excellent work that will serve as the foundation for a renewed global culture of marketing effectiveness.

However, not all our stories are success stories, but shedding light on areas where the industry needs to improve is as important as celebrating the victories. The year saw the return of the [Global DEI Census](#), with very similar results to the first wave from 2021.

In 2023, one in seven still say they would consider leaving their company and the industry on the basis of a lack of diversity and inclusion. For us this is a sign that more effort is needed and we'll be working in finding ways to improve the lived experiences of everyone in the industry in the years to come.

Throughout the year we also trialled a new meeting format, [WFA Forum Connect](#). It's a new model combining the inspiration of a world-leading brand owner conference with the cutting-edge knowledge exchange that WFA members expect. The goal for Forum Connect is simple: to foster collaboration and bust silos across functions, categories and geographies, while also reducing travel requirements. The format has proved to be very successful and after [Amsterdam](#) at end of last year, we met in [Singapore](#) and in [New York](#) this year.

In 2023, marketers have responded enthusiastically to our services and our events, and they want more. That has helped us grow as an organization. We've ended the year with a record number of [153 corporate members](#).

We're determined to continue to support and work with our members as they embrace the challenges of the future, whatever the world might throw at us.

Our core belief that you are no longer alone when you join the WFA is becoming more relevant than ever.

Thank you for your support.

**Stephan Loerke**  
WFA CEO

“

**The challenges we're facing require more, not less, collaboration. Whether it's fighting climate change, promoting diversity and inclusion or, to be more industry specific, creating a framework for a responsible use of GenAI in marketing and building a future-proof cross-media measurement system.**

”



# Executive Committee



**Raja Rajamannar**  
Chief Marketing & Communications Officer and President, Healthcare Business  
Mastercard  
WFA President



**Jane Wakely**  
Chief Consumer & Marketing Officer & Chief Growth Officer International Foods  
PepsiCo  
WFA Deputy President



**Jean-Luc Chetrit**  
Chief Executive Officer UDM (France)  
WFA Treasurer



**Stephan Loerke**  
Chief Executive Officer  
WFA



**Aude Gandon**  
Global Chief Marketing and Digital Officer  
Nestlé  
Regional VP Europe



**Bob Liodice**  
Chief Executive Officer ANA (USA)  
Regional VP North America



**Philip Perez**  
Executive President CAA (Argentina)  
Regional VP Latin America



**Rupen Desai**  
Advisory Board Member Una Terra  
Regional VP Asia-Pacific



**Mounir Jazouli**  
Chief Communications & Institutional Relations Officer  
Bank of Africa  
Regional VP Africa



**Aishwarya Nambiar**  
Lead Manager - Global Brand Marketing  
Etihad  
Regional VP Middle East

As elected at the Annual General Meeting on April 25, 2023



**Tracy Allery**  
Global Category Leader - Marketing and Services  
IBM



**Folake Ani-Mumuney**  
Chief Marketing Officer  
First Bank of Nigeria



**Fabrice Beaulieu**  
Chief Marketing, Sustainability and Corporate Affairs Officer,  
Reckitt



**Ed Bell**  
GM Brand, Insights and Marketing Communications  
Cathay Pacific



**Eric Benoist**  
Global Chief Marketing Officer  
Pernod Ricard



**Anders Bering**  
VP of Global Public Affairs & External Communications  
Mars, Inc.



**Harish Bhat**  
Advisor and Director  
Tata Group



**Nicolas Comestaz**  
VP Global Media, Communication & Performance  
Coty

## Officers



**Luis Di Como**  
Executive VP Global Media  
Unilever



**Cristina Diezhandino**  
Chief Marketing Officer  
Diageo



**Asmita Dubey**  
Chief Digital & Marketing Officer  
L'Oréal



**Russ Dyer**  
SVP, Chief Communications Officer and Head of Public & Government Affairs  
Mondelēz



**Cheryl Goh**  
Group VP of Marketing and Sustainability, Founding CMO  
Grab



**Taide Guajardo**  
Chief Brand Officer, Europe  
Procter & Gamble



**Charisse Hughes**  
SVP, Chief Growth Officer  
Kellanova



**Catherine Lautier**  
VP, Global Head of Media and Integrated Brand Communication  
Danone

## Regional Vice-Presidents



**Michelle McEttrick**  
Chief Customer Officer  
Primark



**Susan O'Brien**  
Chief Marketing Officer  
JustEat Takeaway.com



**Liliya Rechitsky**  
Senior Director of Procurement  
Best Buy



**Anne Stilling**  
Global Director Brand and Media  
Vodafone



**Francesco Tramontin**  
VP EU Institutional Relations and Group Public Policy Center  
Ferrero



**Jan Morten Drange**  
Managing Director  
ANFO, Norway



**Yang Han Ping**  
President  
CANA, China



**Susanne Kunz**  
General Manager  
OWM, Germany

## National Association Members



**Ron Lund**  
President & CEO  
ACA, Canada



**Sandra Martinelli**  
Executive President  
ABA, Brazil



**Bharat Patel**  
Executive Committee Member  
ISA, India



**Ahmet Pura**  
Chairman of the Board  
RVD, Turkey



**Phil Smith**  
Director General  
ISBA, UK



**Henriette van Swinderen**  
Director General  
BvA, Netherlands



**Osamede Uwubanmwen**  
President  
ADVAN, Nigeria

# Marketing Groups

**WFA working groups bring together experts from across our global membership to exchange best practice on common topics.**

Value is delivered through research and reports, peer-to-peer meetings and online tools and benchmarking services aiming to provide clarity and guidance in an ever increasingly complex environment. Meetings are only open to clients and deliver actionable insights, helping brand marketers cut down on trial and error by learning from their peers.



# CMO Forum

**The CMO Forum has been lauded as the most senior community of marketing leaders in the world. It is an exclusive, invitation-only network bringing together the most experienced and influential client-side marketing leaders worldwide.**

The common theme for the group represents the wider purpose of WFA: better marketing. This is typically achieved through a focus on marketing and organisational transformation to deliver sustainable growth.

The community shares knowledge on topics relating to the biggest challenges and opportunities facing global marketing leaders. It also helps to create solutions and provide strategic direction for leadership initiatives to address common challenges. In 2023 forum events had a particular focus on marketing capabilities and effectiveness, creativity and innovation, working with new solutions such as generative AI and responsible marketing as a driver of growth.

**Chairperson:**



**Raja Rajamannar**  
Chief Marketing & Communications Officer  
Mastercard



## Media Forum

The Media Forum connects senior media professionals focused on paid media and global media governance.

The forum focuses on providing clarity within a global media market which has never been so complex. In 2023, key topics included improving marketing effectiveness, data and measurement, transparency and securing the right agency resources.

A [Global Media Board](#) seeks to act as a steering group for WFA's wider media activities, helping advertisers prioritise industry issues and providing advice on how to best tackle those issues.

### Chairpersons:



**Isabel Massey**  
VP, Global Media & Content  
Diageo



**Silas Lewis-Meilus**  
Global Head of Media Business Units  
Haleon

## Sourcing Forum

The Sourcing Forum brings together over 1,800 global and regional marketing procurement leaders from across the world, who focus on delivering value and growth.

Marketing procurement has stepped up to the mark to become a strategic advisor for marketing teams, underlining how much the function has moved beyond basic cost concerns. Key topics in 2023 included more effective SRM programmes, marketing procurement as drivers of sustainability, sourcing marketing in the metaverse, greater collaboration with media and procurement, sustainable growth through external relationships, and sourcing marketing effectiveness.

### Chairpersons:



**Christopher Kredo**  
VP Procurement - Global Demand  
Mars, Inc.



**Jennifer McLachlan**  
VP, Brand Building Purchases  
Procter & Gamble

## Insight Forum

Bringing together a 600-strong community, the Insight Forum is the only global peer-to-peer network for client-side Insights and Analytics senior leaders.

In 2023, the conversations focused on how to upskill and build capabilities in the Insights and Analytics function, how to better organize the CMI teams globally to drive consumer centricity, how to drive better global marketing effectiveness and the impact of DEI on the insights practice.

### Chairpersons:



**Angelica Beard**  
Senior Director, Global Insights & Analytics  
Visa



**Sorin Patilinet**  
Senior Director, Global Marketing  
Effectiveness  
Mars, Inc.

## WFA (Integration) Forum

In 2023, the 2000-strong community for global and regional senior marketers around the world tackled a range of challenges in relation to integrated marketing.

The group met in person in New York, hosted by Chobani at their offices, and discussed a range of priority topics, including the role of marketing structures, organisational culture and leadership in brand performance, building a purpose-led company and creative transformations with creators. Focus groups met remotely on marketing capability building and external/internal agency management.

## Marketing Capability Forum

The Marketing Capability Forum is a network for senior global marketers that lead or are involved in the capability building of their marketing teams.

The group looks to share learning in relation to raising the marketing capability bar through developing internal and external skills, fostering a marketing culture as well as increasing and measuring the performance of capability building programmes. In 2023, key topics discussed included better measurement and investment to unlock more marketing capability impact as well as upskilling on the digital ecosystem.

Chairperson:



**Becky Verano**  
Global VP  
Marketing Operations  
and Capabilities  
Reckitt

## Agency Management Forum

The Agency Management Forum connects agency management experts focused on improving the effectiveness, efficiency, and agility of the partnerships with and outputs of their external agencies.

Helping senior global marketing professionals navigate the process of agency management for their organisation, the group focused on the transformation of agency roster models, agency search and selection in 2023.

Chairperson:



**Tammy Hourigan**  
Global Agency  
Relations Director  
Unilever

## In-house Forum

This unique forum helps senior global marketing professionals navigate the process of in-housing capabilities for their organisation.

Launched to provide WFA members a platform to share experiences, challenges and solutions on their own models, this group covers all the common areas when bringing services in-house. Topics of discussion included managing the workflow of a global in-house agency, how to blend creative and media in-house as well as attraction and retention of talent.

# Policy Groups

**WFA policy working groups are forums for discussion and action on key marketing policy issues impacting brand owners, from data collection to sector specific challenges, such as food or alcohol marketing.**

The role of these forums is to help develop sustainable solutions which help protect the brands' license to operate long term.



## Digital Governance Exchange (DGX)

This forum helps companies solve digital and data governance challenges, bringing policy, privacy, media and legal experts together.

DGX builds connections across sectors and between functions to seek digital governance solutions which go beyond compliance and build and repair trust with consumers. In 2023, DGX continued to keep track of global privacy and data protection developments, diving into regulatory changes in the [US](#), [UK](#), [Australia](#) and [India](#). WFA [tracked](#) enforcement cases impacting online advertising and kept abreast of [major developments](#) impacting digital media platforms.

Lastly, WFA published its first [Data Ethics Playbook](#), providing practical guidance into how brands can build a culture rooted in the responsible and ethical use of data and started exploring the legal, ethical and reputational risks of [generative AI use in marketing](#).

Chairperson:



**Jacqui Stephenson**  
Global Responsible Marketing Officer  
Mars, Inc.

## Responsible Advertising and Children Programme

Since 1996, the Responsible Advertising and Children (RAC) programme has brought together brand owners, agencies and the media at a global level to anticipate and understand societal and parental aspirations regarding responsible marketing communications and children.

The group currently counts over a thousand people globally with an interest and stake in the issue of marketing and children.

The group's vision is to provide global leadership by championing good practices. This exercise is shaped by a continuous dialogue with Policymakers and society.

Chairperson:



**Astrid Williams**  
Senior Director Global Health & Wellness Policy  
PepsiCo

## Policy Action Group (PAG)

The Policy Action Group brings together senior EU representatives from WFA corporate members and national advertiser associations working on EU public policy issues related to marketing communications.

Through PAG, WFA engages directly with top-level decision makers and drives advocacy programmes on issues that affect marketers' operations. In 2023, the focus of the group was on a number of files being driven out of the EU institutions.

In the [sustainability policy area](#), the group has discussed and heard from policymakers about the EU's Green Claims and Empowering Consumers Directive.

In the digital sphere, PAG members debated, among others, the implementation of the [Digital Services Act](#) and the [Digital Markets Act](#) and exchanged perspectives on the AI Act and the regulation on transparency and targeting of political advertising.

Lastly, the group focused on understanding the implications of new regulatory pressures in the consumer policy area, including in relation to influencer marketing and the ongoing 'Digital Fairness' fitness check.

## Alcohol Marketing

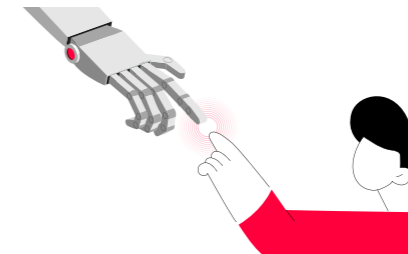
Through the Responsible Marketing Pact (RMP) and its partnership with the International Alliance for Responsible Drinking (IARD), WFA supports leading alcohol producers in strengthening the sector's advertising commitments.

In Europe, RMP companies have submitted commitments in the framework of the [EU Code of Conduct](#) for responsible food business and marketing practices to reduce minors' exposure to alcohol marketing.

In 2023, WFA commissioned an independent monitoring of alcohol ads' appeal to minors, against the 50 criteria endorsed by the RMP: 99% of alcohol ads were found to be compliant with the RMP commitments.

WFA also engaged with the European Parliament on its own-initiative report on [non-communicable diseases](#). At a global level, WFA supported the industry's commitments for responsible digital advertising through the creation of a dedicated toolkit highlighting best practices for influencer marketing.

# Year Highlights



JANUARY

Three years after it was established, WFA's Sourcing Board published a [roadmap](#) for how companies in all stages of supplier maturity levels can improve in priority areas of Performance, People (internal), and Partners (external).

MARCH

To help steer its DEI agenda, WFA named three new Global Diversity Ambassadors. Marketers from Reckitt, The Estée Lauder Companies and The Walt Disney Company joined founding ambassador Jerry Daykin.

MAY

Visa's Senior Director of Global Insights and Analytics, Angelica Beard, was appointed to chair WFA's Insights community.

JULY

[WFA's Data Ethics Playbook](#), a new guide to help ensure that brands' internal culture is rooted in the ethical and responsible use of data, was published.

SEPTEMBER

An overwhelming proportion of major multinationals are looking to improve their agency model, according to [new research](#), with only 11% of respondents believing that their current agency model will fit future needs.

NOVEMBER

As the state of marketing changes so does the role of sponsorship. This [guide](#) explored the current state of sponsorship and found it could be used more to drive sustainability and social equity.

FEBRUARY

Diageo's Global Chief Marketing Officer, Cristina Diezhandino, was named [WFA Global Marketer of the Year](#).



APRIL

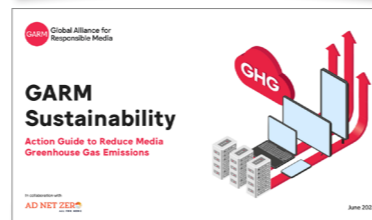
At Global Marketer Week 2023, WFA issued a new rallying cry for a fairer, safer, more transparent and more sustainable media ecosystem with the publication of the [Global Media Charter 3.0](#) and [launched Sustainable Marketing 2030](#) to close the gap between intent and action when it comes to environmental sustainability.



To mark its 70<sup>th</sup> anniversary, WFA published [70 in 70](#), honouring those who have been integral in building the organisation over its first 70 years.

JUNE

At Cannes Lions, GARM published two new guides to respond to growing societal concerns around GenAI and sustainability: [Generative AI and Metaverse brand safety playbook](#) and [world's first guide to sustainable media for advertisers](#).



AUGUST

Jane Wakely, Executive Vice President, Chief Consumer & Marketing Officer and Chief Growth Officer, International Foods at PepsiCo, was appointed WFA's new Deputy President.



WFA published its [latest study](#) looking at how brands can improve at creating a global culture of marketing effectiveness.

OCTOBER

WFA's Latin American network met in Bogotá for a two-day meeting hosted by Colombian advertising association, ANDA.



DECEMBER

Research found that [in-housing](#) is set for a rapid and continued growth at major multinationals, 66% of brands now have in-house agencies.



The [Polish Organisation of Advertisers](#) launched with the support of WFA.

## Creating a global culture of marketing effectiveness

Marketing effectiveness is the key priority for most, if not all, of WFA's various peer groups, yet few clients score themselves above 6 out of 10 for effectiveness, according to WFA research. In 2023 WFA focused on exchanging knowledge among members via a mixture of research and dedicated events.

The year saw the development of WFA's latest peer-to-peer meeting concept, Forum Connect. Members from WFA's marketing, media, sourcing and insights communities met to exchange knowledge and improve collaboration between teams with the single goal of boosting marketing effectiveness. To date, these meetings have been held in Amsterdam, Singapore and, most recently, New York, bringing together a community of 500 global industry experts.

The year also saw the publication of WFA research on marketing effectiveness. [Creating A Global Culture Of Marketing Effectiveness](#) found that effectiveness is not being delivered because the steps required before and after activation are not in place.

The study identified that most marketers fall victim to an overemphasis on activation and tactical delivery at the expense of key steps such as identifying the business challenge and setting up an effective measurement framework, which affects the overall effectiveness of their marketing communications.

**The study, written in collaboration with Ebiquity and IPA, defines effectiveness as a four quadrant “process of improving business performance from marketing activities, made easier and more impactful by people; data, tools and measurement; and a strong and clear focus.”**



Creating a Global Culture of Marketing Effectiveness identifies four key areas for improvement:

- 1. Sharpen the Process** - Marketing is too focused on 'activation' and needs to improve its understanding of the objectives and the measurement and results. There needs to be better management of the Process to achieve this. Key to this is the creation of an effectiveness roadmap.
- 2. Cascade a measurement framework** - Work needs to be done across the industry to ensure that more organisations have a well-defined and globally cascaded measurement framework. Critically, this framework needs to reflect an understanding of how value is created (and measured) in the long-term.
- 3. Strengthen collaboration** - In spite of the obvious appetite for collaboration in Forum Connect events, it's clear to us that internal collaboration on effectiveness is not always so present. Collaboration needs to improve with a number of teams, including finance.
- 4. Demand and implement better tools** - There is a need for organisations to have better, independent tools to predict marketing performance. But these tools aren't reliably available with the right level of granularity and accuracy for a number of marketing effectiveness use-cases, including the fundamentals, such as Reach and Frequency.

## Key Initiatives

# An aligned advertiser vision for the media ecosystem

In 2023, WFA saw the publication of the latest update to its Global Media Charter. Building on progress made in areas of brand safety and measurement made possible by the previous version, the goal is to communicate the common concerns felt by global advertisers with one voice and to drive change in priority areas.

The [Global Media Charter 3.0](#) takes a wider lens on the industry than its predecessor, giving media leaders the strategic platform to ensure that their corporate responsibility agenda is represented in the media decisions made, platforms invested in and partners selected. It encourages media leaders to reflect on their role, business decisions, and their upstream and downstream impacts.



The new iteration of the Global Media Charter is built around **five key areas** where the client community wants to work with the industry:



### Competition and Plurality

We want a fair and equitable media ecosystem that fosters competition



### Measurement and Accountability

Every dollar we invest should be measurable throughout the entire media supply-chain, globally



### Responsibility and Society

We want to build a safer, more inclusive media landscape for our consumers and our brands



### Sustainability and Planet

We must come together as an industry to develop the tools and infrastructure to build a more sustainable future, at pace



### People and Partners

We need talented people to help us invest our media wisely and, in turn, we must invest in that talent

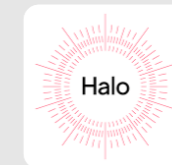
The previous iteration of the Global Media Charter, published in 2018, was the catalyst for the development of two major WFA-led media leadership initiatives:

Since 2019, the [Global Alliance for Responsible Media \(GARM\)](#) has been highlighting the changes needed for global brands to feel more confident about advertising on social media, aiming to address the availability, acceleration or funding of harmful content and behaviours.



Global Alliance for Responsible Media

Coordinated by global brands and leading national advertiser associations, and with involvement from partners from across the ecosystem, WFA has been facilitating [Halo](#) - a powerful programme of work designed to expedite the implementation of a new wave of cross-media measurement solution, globally.



# How the marketing function can help create a sustainable future

When considering environmental sustainability and the marketing function, there is still a gap between intent and action. At WFA Global Marketer Week 2022, 74% of delegates agreed that marketing today is not compatible with a sustainable future.

In 2023, WFA partnered up with Kantar to better understand the progress of the marketing function on the sustainability journey, with a focus on the opportunities and challenges of sustainable transformation.

The [results of the research](#), based on both responses from more than 1000 marketers and in-depth interviews with leading brand owners – showed that the largest share of marketers are still only taking their first steps in their sustainability journey.

More than half of respondents feel that innovation will come from defining new business models to grow sustainably, by being able to generate commercially sustainable social impact that connects the everyday mission of the marketing function with greater social good.

The [report's circular marketing and growth framework](#) re-imagines the role that marketing can play within business and society.

## Circular marketing and growth: the framework

### Sustainability First



From sustainability as a stand-alone strategy to sustainability as an integral part of business ambition and practice

### Radical Innovation



From sustainable innovation as an incremental, tactical opportunity to a strategic transformation opportunity that future-proofs the business

### Transformative Relationships



From exchange-based partnerships with limited impact to transformative relationships internally and externally

### Creativity into Action



From sustainability as a separate communication strategy to sustainability communications grounded in action

### Value Redefined



From a solely financial lens to a more integrated view of success that accounts for environmental and societal impact alongside financial metrics

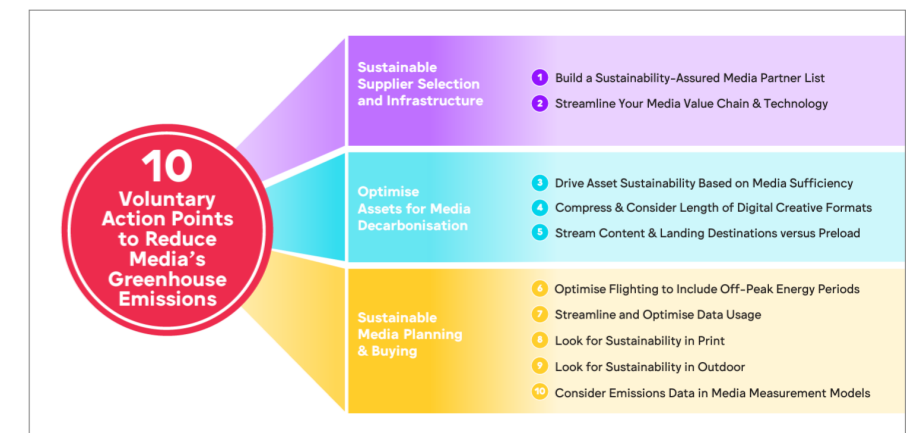
## World's first guide to sustainable media

In June WFA's Global Alliance for Responsible Media (GARM) and Ad Net Zero launched [the world's first guide to sustainable media](#) for advertisers at the Cannes Lions Festival.



The guide identifies the areas where advertisers can consider action now to reduce the direct carbon emissions of their advertising activity. The goal of the guide is to ensure that advertisers, agencies and tech partners play their part in helping the world meet the Paris Climate Goals and limit temperature rises to 1.5 degrees by the end of the century.

[Click on the image below to enlarge](#)





## Diversity, equity and inclusion in marketing: The needle hasn't moved yet

In 2023 WFA saw the second iteration of the **Global DEI Census**, an investigation into the state of diversity, equity and belonging in the global marketing and advertising industry.

The results, based on nearly 13,000 responses from 91 countries, provided an updated insight into people's lived experiences from across our industry globally.



The Census asked marketing professionals about their sense of belonging at their jobs, their experience of negative behaviours and discrimination to take a health check on the state of the industry and track changes since Wave 1 in 2021.

The results showed that there has not been much improvement in the past two years, despite a majority of people recognising industry efforts to improve the lived experiences of key groups.

Nearly one in seven members of the global marketing industry said they would leave the industry on the back of a lack of diversity, equity and inclusion. This is the same as the first [Global DEI Census in 2021](#), despite all the efforts that companies have made to increase diversity, retain talent and improve their appeal to potential employees.

The overall level of inclusion, calculated on the basis of answers to questions about a respondent's sense of well-being, an absence of discrimination and a presence of negative behaviours was almost identical to 2021. The most common forms of discrimination reported are still around age, gender and family status.

## Key stats



**1 in 7** would leave the industry on the basis of a lack of inclusion

**72%**

believe their company is actively taking steps to be more inclusive. But this figure varies by country

**42%** say they feel stressed and anxious at work



Mental health remains a big issue

**Only 35%**



think that their company provides equal pay for equal work

## Key Initiatives

# Celebrating local excellence that makes an impact

Launched in 2010, the annual WFA President's Awards recognise initiatives run by national advertiser associations that have helped advance the marketer's agenda and contribute to positive change in the marketing industry and society.

At Global Marketer Week 2023, WFA President Raja Rajamannar handed out five awards to five national associations for their outstanding industry initiatives.



### **ABA, Brazil: “No playing around with responsible advertising” campaign**

ABA and the Brazilian Licensing Association (ABRAL) ran a campaign to reinforce and raise awareness on responsible advertising best practices, specifically with regards to advertising to children.

The campaign aimed to make advertisers, agencies, media owners and the public aware about advertising best practices brought about by self-regulatory rules on responsible advertising.



### **Union des marques, France: Start-up your brand**

The programme had two objectives: help advertisers identify and source innovative Adtech and Martech solutions that could improve their day-to-day work, and help start-ups have a better knowledge of advertisers' needs and issues.

It offered start-ups mentoring from Union des marques' advertiser members, training on pitching and regulatory issues in advertising, as well as networking and visibility. Since its launch in 2018, dozens of collaborations between advertisers and start-ups have been initiated.

## Celebrating local excellence that makes an impact



### ANFO, Norway: Orchestrated Prizes and Awards System

ANFO runs three annual awards programmes: ANFO Effekt, ANFO MarTech Awards and Magnet Employer Branding Awards. The aim is to celebrate and improve best practices in marketing and marketing excellence.

Effectiveness has always been at the top of advertisers' agenda, but employer branding and Martech are also growing in importance.



### ISBA, UK: Origin Cross-Media Measurement

Origin is a £20+ million advertiser-led initiative to create an industry-owned entity that provides the media industry with a new and independent multi-channel cross-media measurement system.

For the first time, the large global digital platforms are submitting their data to independent audit and verification, providing a level playing field to enable a single source of truth for the customer journey and allowing critical investment decisions to be made across media channels.



### ANA, USA: Inclusion is Having a Voice!

In 2022, the ANA marketing word of the year was "Inclusion". Various ANA divisions and working groups – the ANA Educational Foundation (AEF), SeeHer, the Alliance for Inclusive and Multicultural Marketing (AIMM) and ANA Engage Responsibly – came together to provide new tools and resources in support of the common goal to enhance inclusion.

Each ANA group caters to different audiences but together they boost the overall DEI strategy of making the marketing and advertising industry more diverse and inclusive.

# Our team



**Stephan Loerke**  
Chief Executive Officer

Stephan manages the WFA secretariat and is WFA's main spokesperson. Before WFA, he worked at the United Nations in New York and later in both marketing and management roles at L'Oréal.

## Marketing Services



**Rob Dreblow**  
Global Head of Marketing Services

Rob oversees WFA's marketing services. His focus includes championing member priorities and keeping members on top of key trends. He was previously an Associate Director at MediaCom.



**Michelle McEvoy**  
Initiative Lead, Planet Pledge

Michelle leads WFA's sustainability initiative, Planet Pledge. Prior to joining WFA, she worked in various positions at The Walt Disney Company, Heineken and The Marketing Academy. More recently she was Associate Director of sustainability consulting firm Project 17.



**Bex Fisher**  
Marketing Knowledge Manager

Bex manages WFA's Knowledge Base, ensuring that insights are represented in the best way and are suitably classified and discoverable. Prior to the WFA, Bex worked as a consultant for The Observatory International and for the UK advertising trade association ISBA.



**Amparo Gomez**  
Events Coordinator & Office Assistant

Amparo is responsible for managing the day-to-day office operations and supporting WFA with event management. Amparo has an educational background in English and Euroculture, Politics and Society.



**Laura Forcetti**  
Director, Marketing Services Asia Pacific, and Global Sourcing

Laura has just relocated from London to Singapore and leads WFA's marketing hub for Asia Pacific. Prior to WFA, Laura was with Nestlé and Coca-Cola, mostly managing commercial relationships with creative and insights agencies.



**Ioana Dănilă**  
Senior Manager Global Insights

Ioana leads the Insight Forum and insights practice at WFA. With 17 years of experience in insights, prior to WFA Ioana worked in leading global research companies, including Ipsos, GfK and Kantar. Ioana is based in Valencia, Spain.



**Joel Gan**  
APAC Connections Manager

Joel is WFA's connections manager in APAC. A Singaporean national, he holds a degree in Business Management from the Royal Melbourne Institute of Technology, as well as a Diploma in Computer Engineering from Temasek Polytechnic in Singapore.



**Brenna Brandes**  
Junior Marketing Services Manager

Based in New York, Brenna supports the team with initiatives intended to improve the global marketing industry for our clients and increase client-side marketing effectiveness. Prior to joining WFA Brenna worked as a marketing specialist and copywriter.



**Julia Kraft**  
Associate Director, Global Marketing Services

Julia leads WFA's Forums on Marketing Capability, Agency Management and In-Housing. She holds a master's degree in international communication and has over ten years of integrated marketing communications experience. Julia is based in New York.



**Hanne van de Ven**  
Senior Manager Connections

Hanne supports the marketing team in the organisation of WFA events. A Dutch national, she lived and studied in Berlin and Budapest and holds a Bachelor's Degree in European Studies from Zuyd University in Maastricht.



**Alice Tomlinson**  
Global Marketing Sourcing Manager

Alice supports WFA in evolving the marketing sourcing function and the wider industry. A graduate of International Relations from the University of Leeds, she was previously an Account Manager for a legal-tech company in London.

## Our Team

### Media Services



**Matt Green**  
**Director of Global Media Services**  
Matt leads WFA's global media services practice. With over 20 years of media experience, he is WFA's subject matter expert on media, including transparency, ad fraud and cross-media measurement.



**Tom Ashby**  
**Global Media Services Lead**  
Tom works to deliver services to the Media community across all elements of media and digital, as set out in the Media Charter. Prior to the WFA, he worked client side at Danone and then Lipton, and before that with media consultancies.



**Rishi Saxena**  
**Global Product Lead, Halo**  
With 20 years of experience in product and media effectiveness, Rishi supports WFA's 'Halo' Cross-Media Measurement initiative. He drives the product strategy, planning, and implementation - collaborating with diverse industry partners across the global consortium.

### Policy & Communications



**Will Gilroy**  
**Director of Policy and Communications**  
Will oversees WFA's policy work and communications. A graduate of Modern Languages from Oxford University, he worked previously as a journalist in the UK, France and Spain.



**Gabrielle Robitaille**  
**Associate Director of Digital Policy**  
Gabrielle leads WFA's digital policy work, with a focus on data protection and privacy, platform regulation, ad tech and data ethics. She also leads the AI Community, helping brands leverage the potential of AI in an effective, safe and responsible way.



**Fraser Bridges**  
**Policy Manager**  
Fraser coordinates the Responsible Advertising and Children Programme, wider food marketing policy work and WFA's response to the EU's legislation on green claims. He has previously worked at leading Brussels-based consultancies and the UK Foreign, Commonwealth & Development Office.



**Jon Baldwin Quintanilla**  
**Junior Policy & Communications Manager**  
Jon works across policy and communications. Prior to WFA, he held different Policy and Communications roles in Spain, Romania and Mozambique. He holds degrees in International Studies and Political Science.



**Rebecka Allén**  
**Director of Consumer Policy**  
Rebecka leads WFA's consumer policy practice. A Political Sciences Master's graduate from Sorbonne University, she previously worked for various public affairs consultancies in Brussels.



**Laura Baeyens**  
**Senior Communications Manager and National Associations Council Lead**  
Laura works on WFA communications and is the main point of contact for WFA's network of national advertiser associations in 60 countries. Combining Belgian and Philippine nationalities, she holds a Master's Degree in Communications.



**Giuditta Hanau Santini**  
**Policy Manager**  
Giuditta covers policy issues relating to alcohol marketing. Prior to WFA, Giuditta worked in policy and communications in the private and public sectors in Belgium and the Netherlands.



**Camelia Cristache-Podgorean**  
**Global Head of Brand and Diversity & Inclusion Lead**  
Camelia looks after the WFA brand and leads on WFA's diversity and inclusion work. She holds Masters in New Media and Business and has previously worked on the consultancy side in Bucharest and Brussels.



**Elien Decommer**  
**Content Manager**  
Elien is responsible for overseeing the planning, organisation, creation and publishing of all WFA content online, as well as WFA's global newsletter. Previously, she worked for several Belgian and international companies and non-profits.



**Sara Fornasiero**  
**Junior Digital Policy Manager**  
Sara provides WFA members with public affairs support on EU digital policy. Prior to joining WFA, she worked as a consultant in Brussels. Sara holds degrees in European Studies European Public Affairs.

## Our Team

### Membership Services



**Claire Mullen**  
Director of Member Services

Claire is focused on delivering greater added value to WFA member organisations. A British national, she has over a fifteen years of membership services and industry body experience.



**Justine David**  
Junior Member Services Manager

Justine supports WFA's growing membership base by responding to all membership-related concerns, inquiries and requests. Before WFA, she worked at CapGemini and for a wildlife conservation project in Costa Rica.

### Global Alliance For Responsible Media



**Rob Rakowitz**  
Initiative Lead, GARM

Rob co-founded and leads the Global Alliance for Responsible Media (GARM). He previously headed the global media practice and Mars and created the communications planning discipline for Mindshare, Carat, and OMD. Rob is based in New York.



**Delaney Goodwin**  
Initiative Manager, GARM

Delaney is WFA's Initiative Manager for GARM. She previously worked as a non-profit consultant advising client on market trends and best hiring practices. Delaney is based in New York.

### HR & Operations



**Camilla Hayes**  
Global Head of HR

Camilla is responsible for developing and implementing HR strategies and policies that are aligned with WFA's strategy and vision. She has experience managing HR services in Europe, APAC and the Americas.



**Samantha Clayton**  
Senior Manager Operations

Sam manages operations at WFA and provides support to the CEO. An Australian national, she holds a Bachelor of Business and has worked across various industries including Property Law, Accounting and HR Technology. Sam is based in Melbourne.



**Stéphane Arnhem**  
Senior Manager CRM & Technical Support

Stéphane manages WFA's database, critical for ensuring the delivery of quality services to members. He holds a degree in Visual Communication and was previously with a company specialised in the development and production of indoor and outdoor branding solutions.



**Andrew Mowbray**  
Finance Manager

Andrew is responsible for financial operations within WFA. With a Bachelor's in financial economics, he brings first-hand experience in corporate accounting from the United States. He is also a Belgian national ice hockey champion.



**Esther Raado**  
Junior Manager Travel & Events

Esther is responsible for looking after WFA policy events and managing travel within the team. She is from Estonia but has lived and studied in several countries, including Denmark, The Netherlands, South Africa and the U.S. She holds a bachelor's degree in international hospitality management and her experiences prior to joining WFA were in the hospitality industry.

# Balance Account

	Budget 2023 (€)	Realised 2023 (€)
<b>Income</b>	<b>7,926,000</b>	<b>8,882,000</b>
Revenues from associations	400,000	437,000
Revenues from corporate members	3,750,000	4,001,000
New members	550,000	504,000
Revenues from RMP	250,000	319,000
Revenues from IARD	185,000	169,000
Revenues from IFBA	275,000	160,000
Revenues sponsorship	550,000	865,000
Revenues strategic partners	160,000	177,000
Revenues cross-media measurement	1,000,000	843,000
Revenues GARM	800,000	1,069,000
Other revenues	5,000	5,000
Discount (early payment)	0	329,000
Financial profit (Difference of exchange)	1,000	4,000
<b>Expenses</b>	<b>7,915,000</b>	<b>8,872,000</b>
Personnel & consultants	4,393,000	4,241,000
Operating costs	1,362,000	2,070,000
Global Marketer Week	550,000	648,000
RMP costs	100,000	265,000
Cross-media measurement costs	1,000,000	625,000
GARM costs	650,000	720,000
Strategic project	120,000	251,000
Provisions		168,000
Reinstatement provisions	-260,000	-116,000
<b>Result</b>	<b>11,000</b>	<b>10,000</b>
<b>Final Result</b>	<b>11,000.00</b>	<b>10,000.00</b>

# Auditor's Report

## Registered auditor's report to the Board of Directors of the World Federation of Advertisers for the year ended December 31, 2023

We report to you in the context of our appointment as the association's registered auditor. This report includes our opinion on the financial statements, as well as the required additional statements. The financial statements include the balance sheet as at December 31, 2023 and the income statement for the year then ended.

### Report on the financial statements — Unqualified opinion

We have audited the financial statements of the World Federation of Advertisers for the year ended December 31, 2023, which show a balance sheet total of 8,749,472.84 € and a profit for the year of 10,162.96 €.

### Responsibility of the Board of Directors for the preparation of the financial statements

The board of Directors is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework applicable in Belgium, and for such internal control as the board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Responsibility of the registered auditor

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the International Standards on Auditing

(ISAs). Those standards require that we comply with the ethical requirements and plan and perform the control to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the registered auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the registered auditor considers the association's internal control relevant to the preparation of financial statements that give a true and fair view, in order to design control procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of valuation rules used and the reasonableness of accounting estimates made by the Board of Directors, as well as evaluating the overall presentation of the financial statements. We have obtained from the Board of Directors and association officials the explanations and information necessary for our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Unqualified opinion

In our opinion, the financial statements of the World Federation of Advertisers give a true and fair view of the association's equity and financial position as at December 31, 2023, and of the results of its operations for the year then ended, in accordance with the financial-reporting framework applicable in Belgium.

### Report on other legal and regulatory requirements

The Board of Directors is responsible for the compliance with the law on non-profit organisations, international non-profit organisations and foundations, with the by-laws and with the legal and regulatory requirements regarding bookkeeping. In the context of our mandate and in accordance with the Belgian standard which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, our responsibility is to verify, in all material respects, compliance with certain legal and regulatory requirements.

On this basis, we make the following additional statements, which do not modify the scope of our opinion on the financial statements:

Without prejudice to certain formal aspects of minor importance, the accounting records are maintained in accordance with the legal and regulatory requirements applicable in Belgium.

There are no transactions undertaken or decisions taken in breach of the by-laws or of the Law on non-profit organisations, international non-profit organisations and foundations that we have to report to you.



**Lasne**

February 23, 2024

SRL "Michel WEBER, Reviseur d'entreprises"  
Registered auditor

Represented by Mr Michel Weber







World Federation of Advertisers  
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