

Global Media Charter

Advertisers' aligned vision
for the media ecosystem

April 2023

Co-Created with (and supported by) WFA corporate members
and national advertiser associations.



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Introduction

When the WFA Global Media Charter was published in 2018, it was a call for change from advertisers. A rallying cry for greater brand safety protection, more transparency and improved data standards, the Charter codified the needs of the advertisers who invest in the media ecosystem.

There's never been a more inspiring time to be a media leader. We have demonstrated the power of the WFA Media Charter as a catalyst for advertiser-led change in the interest of industry and society. Both the Global Alliance for Responsible Media (GARM) and WFA's Cross-Media Measurement working group (now also known as 'Halo') - linked to ANA's (US) CMM Initiative and ISBA's (UK) Origin - were launched on the back of the Charter and have resulted in the industry coming together to co-design solutions that are evolving the media landscape we know today.

In addition, advertisers launched programmes of work designed to address the short-comings we saw in the ecosystem, including Diageo's commitment to support under-represented voices in media and P&G's move to make advertising more accessible and many others.

Five years on, advertisers seek now to update the Media Charter with a new rallying cry to the industry. And much like the original, this document addresses serious, complex and intractable issues which will require collaboration and input from all corners of the industry. Under each of our five priority areas, we have set out advertiser expectations and highlighted the change we wish to see in order to correct and grow the ecosystem.

In every area, the theme of responsibility comes through loud and clear in this document. Advertisers' and the broader industry have a responsibility towards people, planet and building a future media ecosystem of which we all are proud of.

This starts with our ask for a **fair and equitable media ecosystem that fosters competition**. Competition can only flourish with fair access to data, inter-operability and limits on self-preferencing.

Alongside this, few things are as fundamental to advertisers as the measurement of media investments and the means to account for its delivery. As advertisers, **we believe that every dollar we invest should be measurable throughout the entire media supply-chain, globally**. Continued collaboration is required to ensure this happens.

Measurement goes beyond performance metrics, and **the impact media investment has upon society is taken seriously**. Advertisers want to fund a safe, inclusive ecosystem, and remove incentives for bad actors.

Advertiser-led industry change in the interest of consumers and society has become a lighthouse. The updated Charter shines a light on responsibilities that media leaders can uniquely fulfil. The ultimate responsibility is safeguarding our planet and this new Charter includes a section on **de-carbonising the media industry** - a pursuit which is getting underway but requires enormous focus and collaboration at a greater pace than we're seeing today.

To achieve all the above, we place the utmost importance on the people and partners who work in the industry. **As advertisers, we believe in the need for talented and empowered people to help us invest our media wisely and, in turn, we must invest in this talent.**

There are many asks of the industry made in this document. But change begins at home and so we also provide a number of recommendations and actions which the global advertiser community can implement unilaterally. And it's worth underlining

that, critically, we believe that there is not only a strong ethical case for many of the recommendations offered in this document, but a strong business case too.

It would be easy to be overwhelmed by the enormity of the task ahead, and we advise advertisers to focus on 'getting going' - identify the most valuable actions to take based on your own business context.

There is much work to do but we are optimistic about the direction the industry is taking and we are looking forward to collaborating with our industry partners to accelerate the change we have outlined.

WFA Media Forum co-chairs

Gerry D'Angelo
VP, Global Media

Isabel Massey
VP, Global Media and Content

WFA Team

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About this document

This is the third iteration of the WFA's Global Media Charter, following documents released in 2008 and 2018. This document has been co-written by a number of WFA members, with particular input from WFA's Global Media Board, which includes both corporate global advertisers and national advertiser associations.

In order to increase awareness (and accelerate progress) of the issues identified in this Charter, representatives from WFA's Media Board will act as 'Brand Champions' for each chapter. Supported by WFA, Brand Champions will work across the industry to advocate for the change called for in this Charter.

Global Media Board



Sameer Amin
Global Director of Data Driven Marketing & Media



Sarah Armitage
Group International Media Director



Sital Banerjee
Global Head of Integrated Media, Performance Marketing & Marketing Investment Management



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David Zapata
Sr. Marketing Director - Global Media

About this document

The document has the support of the wider membership, which includes:



Executive summary

This document outlines the five major, prioritised issue areas within the global media ecosystem, as perceived by the client-side global media community, the advertisers who invest in the ecosystem.

For each section we identify a number of un-met requirements that we ask the industry to collaborate with us on, to improve and grow the media ecosystem.

Competition and Plurality

WFA members believe that a level playing field will promote healthy competition and lead to a more sustainable media ecosystem over time. Competition and innovation can only flourish with fair access to data, inter-operability and limits on self-preferencing.

Measurement and Accountability

From the measurement of audiences across media and platforms to the tracking of spends throughout the programmatic supply-chain, industry collaboration is required to support new effectiveness and delivery tools.



Responsibility and Society

Advertising can positively fund entertainment and journalism but can also inadvertently fuel the spread of disinformation, hate speech and click bait. We must ensure we fund a healthy ecosystem.

Sustainability and Planet

The climate crisis is surely the defining challenge faced by humanity today. There are huge opportunities to reduce the emissions within the media industry. The start point is a single, common carbon calculation model.

People and Partners

Teams must be well supported in their roles and partners must be appropriately compensated. This is how we start to address talent issues. A review of legacy hiring practices is required, so we're embracing more diverse approaches to hiring.



Competition and Plurality

“We want a fair and equitable media ecosystem that fosters competition and innovation”

Background

In a short space of time, a small number of global platforms have become pervasive in digital search, display, video and commerce. For consumers, this has often been very positive, providing them with more entertainment and utility, at seemingly little or no extra cost. It has also been positive for advertisers, creating more opportunities to connect and engage with their consumers.

But as a consequence of market concentration, some less positive outcomes have emerged. Measurement limitations, opaque supply-chains and self-preferencing strategies have become a feature of the ecosystem. These features can impede fair competition and affect advertisers’ ability to make the right decisions. Indirectly this ecosystem can also affect the quality of journalism, access to objective and fair information and diversity of voices.

Rather than improving, this prognosis looks set to be repeated in emerging and rapidly growing channels, such as Retail Media and Connected Television.

Brand Champions



Gerry D'Angelo
VP, Global Media



Simon Peel
VP, Global Media



Competition and Plurality

✔ Advertiser requirements:

WFA members believe that a level playing field will promote healthy competition and lead to a more sustainable media ecosystem over time. Competition can only flourish with fair access to data, inter-operability, and limits on self-preferencing. Practically this means:

- ✔ **Fair access to data.** Sufficiently granular and privacy focused data needs to be made available to accredited third-party measurement providers, so that advertisers can identify fraudulent activity, measure performance and outcomes, and minimise extraneous fees and commissions.
- ✔ **Inter-operability.** In addition to third-party measurement, advertisers should be able to use third-party media technologies of their choice (e.g. Demand Side Platform, Supply Side Platform, Ad Server) to enable investment decisions. Making access to media inventory conditional on the use of bundled media technologies is not acceptable.
- ✔ **Limits on 'self-preferencing'.** Players operating as buyer, seller and marketplace should not be allowed to leverage their dominant position to favour their own products and services. Self-preferencing stifles innovation, the emergence of new players and suppresses healthy competition.

➔ What advertisers can do now

Currently, systemic barriers stand in the way of a fair and equitable media ecosystem that fosters competition and innovation. Overcoming these barriers will take time and collaboration. But there are changes that advertisers can introduce now, by themselves:

- ✔ **Use your own influence.** Advertisers should consider supporting the requirements laid out in this Charter by promoting them internally as well as in external conversations. By working with the WFA and its network of national advertiser associations, advertiser requirements can be communicated consistently.
- ✔ **Support a plurality of competition.** A sustainable ecosystem requires plurality of competition (i.e. many / multiple sell-side media owners through which to transact). Advertisers are advised to keep this in mind when making investment choices. Monopolistic market conditions, with concentration of control among few players, rarely yields the level of innovation desired by advertisers. See more in the Responsibility & Society chapter of this document.



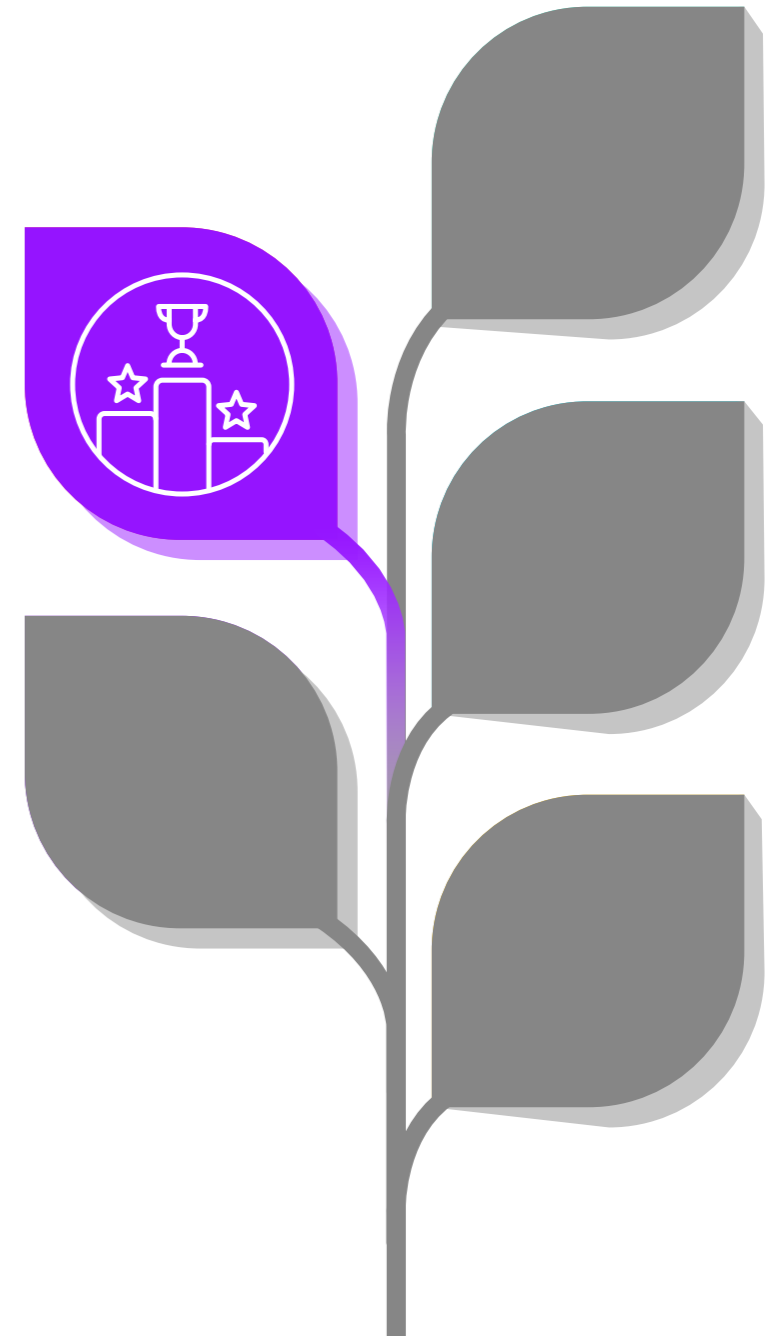
Competition and Plurality

Further resources and initiatives we support:

[WFA Position on Data & Privacy](#) - Position paper for how WFA engages in conversations with marketing colleagues, our partners and policymakers on a broad range of digital policy issues impacting the advertising industry.

[WFA Position on Advertiser Access to Data](#) - In response to recent developments which have seen policymakers propose new rules aimed at forcing large online advertising platforms to share more data with their business users, including advertisers, WFA has developed a position on advertiser access to data in the digital advertising market.

[WFA Guide on DSA & DMA implementation](#) - A guide to shed light on some of the remaining questions on the EU's Digital Services Act (DSA) and Digital Markets Act (DMA), as the implementation process of the new rules begins.





Measurement and Accountability

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

Background

The progression of our industry towards privacy-first has increased the need to re-imagine our measurement infrastructure, to serve the needs of the consumer and the industry ecosystem better.

A replacement for the cookie is just one part of a wider effort needed to upgrade our measurement infrastructure, with a view to adopting more holistic, cross-media compatible approaches.

Progress is being made. Advertisers are supportive of ANA and ISBA’s pioneering cross-media measurement programmes, both based on advertiser principles and [open-source software code](#). However, further industry cooperation is required.

An area still in need of further collaboration is the programmatic supply-chain where the lack of true accountability for how monies flow through this system has been a source of frustration for advertisers (and publishers).

A 2020 UK study by ISBA and PwC identified significant issues with data access and data quality, as well as 15% of spend being unattributable (the ‘unknown delta’). The follow-up study in 2022 showed marked improvements in data access and data quality, with unattributable spend down to 3% and more money reaching publishers - but supply chain audits remain complex and time-consuming, and are far from routine.

It is advisable to introduce protocols on data retention and data transfer.

The next key milestone will be the ANA’s programmatic study, due to be published later in 2023.

Brand Champions



Atin Kulkarni
VP, Global Media and Commercial Capabilities



Sameer Amin
Global Director of Data Driven Marketing & Media



Measurement and Accountability

✓ Advertiser requirements:

To improve the accountability of media, it's critical that advertisers have **data transparency**. Practically this means:

- ✓ **Independent third-party verification and measurement tools.** These tools should be available across all media, not only existing channels but also emerging channels such as Retail media, Connected TV and Digital Out of Home.
- ✓ **Accurate Share of Voice and competitive monitoring.** Advertisers need to assess their media spending within their competitive set. However, this is hampered by some media sellers not enabling competitive spend tracking. We ask that all media sellers help solve this challenge.
- ✓ **Standard T&Cs for programmatic data access and sharing.** In order to reduce friction in the process of accessing data associated with an advertisers' programmatic supply-chain, the industry should concentrate on developing standardised T&Cs, to be implemented in all contracts along the chain.

And to progress **effectiveness measurement**, advertisers ask for:

- ✓ **More expedient collaboration on advertiser-centric approaches to cross-media measurement.** Calculating cross publisher and cross media Reach and Frequency is a basic requirement. Much progress has been made by ISBA's Origin and ANA's CMM Initiative. These programmes leverage highly privacy-secure technologies and are based upon sound [Industry Principles](#). Both programmes use the [Blueprint for Cross-Media Measurement](#) as their foundation and use the same [open-source code](#) written by WFA's Project Halo. All of these highly connected programmes, which offer a route to common metrics, should be championed and supported.

➔ What advertisers can do now

- ✓ **Get involved with the advertiser-centric approaches to cross-media measurement.** As we say above, the programs being run by WFA, ISBA and ANA (with 'fast-follow' plans from ACA (Canada) and OWM (Germany)) take advantage of new approaches to counting impressions in a more privacy-secure fashion than legacy techniques. Beyond Reach and Frequency, the ambition is to identify how the technology can be used to support other advertiser measurement use cases (e.g. attribution, lift, MMM, etc). These programmes require on-going advertiser engagement and support.
- ✓ **Prioritise 'quality' media KPIs.** Advertisers should consider using data, metrics and measurement criteria which better provide a steer on the quality of the impression. As we say in the Responsibility section of this document, we need to move beyond low-cost media which inadvertently chases viewability KPIs, which can incentivise clickbait and misinformation.
- ✓ **Evaluate the nascent third-party cookie replacements for how they 'fit' with your own ethics.** Codes of ethics are increasingly guiding how advertisers use data in the privacy-first era. Ethics should also guide how third-party cookie replacements are developed. Advertisers should consider engaging with the businesses pursuing third-party cookie replacements, to understand to what extent the intended approach meets their own principles of data security.
- ✓ **Leverage first-party assets to generate data.** In the privacy-first era (and in place of an industry ID solution), advertisers may consider leveraging all their points of engagement with consumers to collect data in a transparent and fully consented way.
- ✓ **Establish direct relationships with supply partners.** Advertisers should also consider direct contractual relationships with their programmatic supply partners, while also considering increasing share of Private Marketplace (PMP) deals, to limit exposure to unknown actors.



Measurement and Accountability

Further resources & initiatives we support:

[ANA CMM](#) - background and principles behind the US pilot cross-media measurement programme.

[Origin \(ISBA, UK\)](#) - background and principles behind the UK pilot cross-media measurement programme.

WFA [Industry Principles](#) and [Technical Framework](#) for Cross-Media Measurement

[Open-source](#) software code repository for WFA Cross-Media Measurement System

[ISBA & PwC Programmatic Supply-Chain Study](#) - Study which maps programmatic supply-chains of 15 UK advertisers.





Responsibility and Society

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



Background

We are at a turning point for our industry, an opportunity to double down on creating a better ecosystem for the next decade.

Over the past decade we've seen a range of concerning issues affecting the media landscape, many of which are exacerbated by the way media is bought and optimised. There have been challenging examples of hate speech, misinformation campaigns and deliberate fraud. These issues have precipitated a rush for more advertiser control that has contributed to the inadvertent exclusion of minority voices.

Some of these issues have at times fanned the flames of political unrest and exacerbated societal division. Were they to persist unabated, it's easy to see how the long-term future of the advertising ecosystem could be threatened. In response to not feeling represented, consumers are switching away from bad ad experiences and increasingly limiting the amount of data they share or retreating completely to subscription services.

Many advertisers have taken steps to tackle this in their own media buying, or come together in organisations such as GARM (Global Alliance for Responsible Media) to actively address some of the most immediate threats we face. Many media publishers, platforms and ad technologies have begun address advertisers' concerns accordingly and as advertisers, it is our investment decisions which can make this change happen faster.

Brand Champions



Isabel Massey
VP, Global Media & Content



Jerry Daykin
VP, Head of Global Media



Responsibility and Society

✓ Advertiser requirements:

As advertisers, we take our role seriously in accelerating towards a more inclusive, safer media landscape. Our ask of the industry is to:

- ✓ **Put consumer experience first.** Enforce standards which limit ad load and restrict invasive experiences. Help build and trade in ad formats which fairly balance usability and advertising's share of screen with the content consumers are there to see. Ensure data collection and usage is transparent and leads to improvements in consumer experience.
- ✓ **Adopt GARM's Frameworks and have a clear stance on Brand Suitability.** The Brand Safety Floor and Suitability Framework provides for transparency and voluntary standards to allow the industry to categorise harmful content in the same way across the board. Additionally, the Adjacency Standards Framework provides a common structure for evaluating the brand safety and suitability of an ad placement relative to an ad's position to nearby content. The tools are at your disposal to translate your organisation's values into content priorities in social and digital media.
- ✓ **Develop or signpost inclusive & representative content.** We encourage the development of more media content that positively represents society in its fullest, and makes it easier and more scalable for advertisers to include it in their media approaches.
- ✓ **Trade on true quality & contextual signals.** By blindly chasing KPIs we strip media of its context and the real value it brings to consumers and advertisers. We ask for more scalable ways to help the industry default to paying for quality in digital channels, as has more traditionally been a focus offline.
- ✓ **Participate in the right industry dialogue.** Jointly address responsibility concerns as an industry. The WFA has a DEI Task Force, and GARM has a specific DEI working group focussed on media and brand safety which advertisers can actively participate in.

➔ What advertisers can do now

- ✓ **Carry out a thorough audit of your media buying.** Understand how many sites you are running across. Identify to what extent you are funding quality content and journalism, whether you are featuring on 'made for advertising' and misinformation websites, and to what extent you are supporting diverse voices and media owners.
- ✓ **Prioritize the quality of media reach.** Ensure you are not inadvertently chasing cost or performance KPIs that (left unchecked) can incentivise harmful engagement ranging from malware to misinformation. Recognise and pay for media quality across traditional and digital channels. One way to do this is by better understanding 'attention' metrics. Ensure that partners in procurement and finance understand the implications of low-quality media and disintermediated media buying pathways.
- ✓ **Review your brand safety settings & lists.** The steps we take to protect our brands can, in fact, silence many of the voices and perspectives of consumers we seek to serve. Interrogate your brand safety and suitability measures to balance blocking unsafe content with inclusion of diverse content.
- ✓ **Evolve from brand safety to conscious media choices.** Develop new approaches to media planning and buying which don't just avoid the worst parts of media but actively and positively invest in the best. Ensure your organisation's responsibility agenda is represented in the media decisions you make, platforms you invest in and partners you work with, including bringing media into wider Supplier Diversity initiatives & targets.
- ✓ **Ensure strong consumer data principles are upheld across your supply chain.** This should cover the collection, storage, use and sharing of data for marketing purposes. Ensure your providers align with these through contractual agreements and make sure to monitor these through regular assessments and audits.

You may want to consider including these as commitments in contractual agreements, to help hold partners accountable to the standards you desire to meet.



Responsibility and Society

Further resources & initiatives we support:

[Global Alliance for Responsible Media](#) - A cross-industry initiative established to address the challenge of harmful content on digital media platforms and its monetisation via advertising.

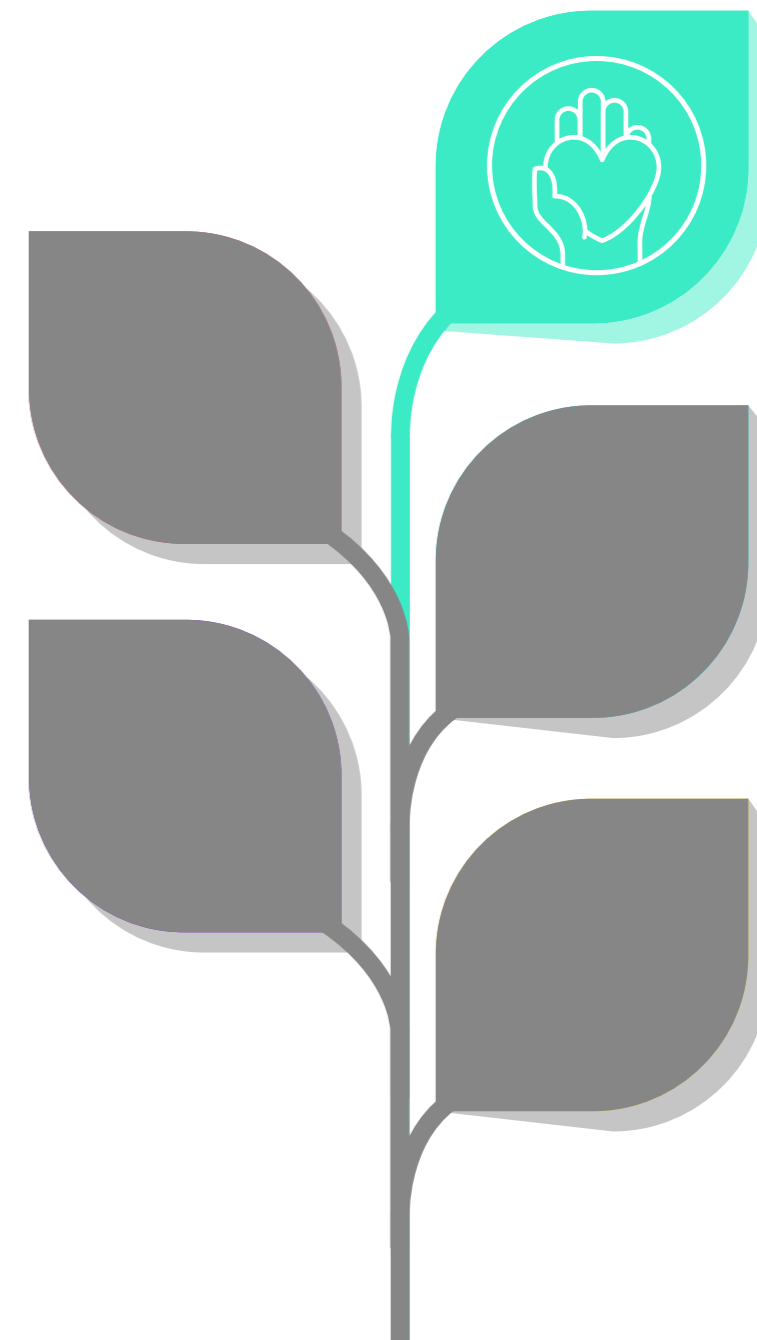
[4As, ANA & AIMM Guidelines for Buyers When Doing Business with Diverse Media Suppliers](#) - Guidance is to help buyers (agencies and marketers) and diverse media suppliers improve their ways of working together.

[Union de Marques \(FR\) FAIRe](#) - An industry programme committing participants to 15 pledges, focused on responsible media.

[Conscious Advertising Network](#) - A coalition breaking the economic link between advertising and the harmful content that divides communities, excludes diverse voices, exploits children, and undermines scientific consensus.

[WFA Guide to Data Ethics](#) - A global data ethics framework aimed at helping CMOs address rising regulatory and consumer expectations when it comes to data-driven marketing and understand their responsibilities around data and AI.

[WFA Guide to Diversity & Representation in the Media Planning & Buying Process](#) - A guide to help advertisers build media plans that are representative of today's society, as well as play a role in building a media ecosystem where diverse voices thrive.





Sustainability and Planet

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

Background

The climate crisis is the defining challenge faced by humanity today.

The migration of media spend away from traditional media channels has, inevitably, reduced the amount of raw material involved in media production (e.g. printed ads). But the energy involved in processing billions of digital media impressions (often via an intensive programmatic process involving complex digital supply-chains), is no less demanding on the planet’s resources.

All organisations have a role to play to reduce carbon emissions across their entire business operations. And there are huge opportunities to reduce the emissions (scopes one, two and three) within the media industry at large. We must address this with greater urgency.

Beyond this, there are untapped opportunities to use advertising as a means to educate and inform consumers on how products should be used and disposed of. Advertising can be part of the solution, rather than part of the problem.

Brand Champions



Luis Di Como
EVP, Global Media



Mathias Chaillou
Chief Media Officer



Sustainability and Planet

✓ Advertiser requirements:

To further build on progress, marketers ask for:

- ✓ **One common, industry-wide carbon calculation model**, to ensure we can measure carbon impact of media channels and formats across markets. It's encouraging to see many organisations developing the means for clients to better calculate the level of carbon that their campaigns likely produce. To progress faster, we need industry-wide granular measurement standards, with consistent datasets and transparent calculation methodologies which will avoid biasing specific channels, formats, buying methods, or reporting capabilities. This will also make it easier for media vendors to provide data to consistent specifications and agencies will benefit from a consistent dataset for their bespoke planning tools.
- ✓ **Every media publisher, network and platform to prioritize carbon emissions reduction.** We call on the industry to prioritise carbon reduction as a strategic and societal imperative, and we ask that the industry allocates the resources required to help us accelerate change.

➔ What advertisers can do now

- ✓ **Identify the right opportunities for your business to reduce carbon emissions from media planning and buying activities.** While media carbon calculators are still in development and may lack granularity (i.e. at vendor level), these are still a sensible start point for advertisers to estimate the impact and mitigate the effects of the carbon emitted from their campaigns. These models should assess the total carbon emissions from campaigns, from 'cradle to grave'. Choices can be made to reduce carbon impact, include dayparting away from peak energy use periods, streaming creative and using shorter second lengths.
- ✓ **Consider actively supporting vendors' 'Green Media Products'.** GMPs are carbon-neutral media products that offer brands and agencies the opportunity to compensate for the carbon emissions associated with their advertising investments.
- ✓ **Partner with the WFA to pursue best practices, and drive industry change.** Work with the WFA Media Board and GARM to engage in the implementation of best practices and participate in the creation of a global media carbon framework for the industry.



Sustainability and Planet

Further resources and initiatives we support:

[WFA Planet Pledge](#) - A CMO-led framework designed to galvanise action from marketers to promote and reinforce attitudes and behaviours which will help the world meet the challenges laid out in the UN SDGs.

[Ad Net Zero](#) - The Ad Net Zero 5-point action plan pledges to decarbonise advertising operations, with businesses committing to robust, verified plans to reduce their emissions. It also pledges to use the power of advertising to accelerate the switch to more sustainable products and services for consumers. The programme provides a roadmap for action in all ad markets, with the flexibility to adapt and develop-market specific solutions. It offers tools readily available internationally, like the AdGreen carbon calculator to help to measure and reduce emissions from advertising production.

[Race To Net Zero](#) - Race To Zero is a global campaign to rally leadership and support from businesses, cities, regions, investors for a healthy, resilient, zero carbon recovery that prevents future threats, creates decent jobs, and unlocks inclusive, sustainable growth.

[B Corp Certification](#) - B Corp Certification is a designation that a business is meeting high standards of verified performance, accountability, and transparency on factors from employee benefits and charitable giving to supply chain practices and input materials.





People and Partners

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

Background

People are the fuel that drives our business. Even as data and automation become more important to the way we work, people remain the number one asset. But while this is true, the media industry is suffering from various talent issues.

For reasons including poor work/life balance, inadequate training and a perceived lack of purpose from marketing, many parts of the industry are struggling to attract and retain the talent we need.

We are seeing a growing sense of urgency to address these issues, evolving the way talent (in-house or outsourced) is recruited, trained, supported and developed. This is critical to both grow our businesses today and help shape the future of the industry tomorrow.

Advertisers acknowledge that their business practices and behaviour have an impact: upon the people on our teams but also upon the talent working on our behalf, with our agency partners. So we view the responsibility to resolve talent issues as a joint one, working in partnership with our agencies.

Brand Champions



Sarah Armitage
Group International
Media Director



Catherine Lautier
VP, Global Head of Media
& Integrated Brand
Communication



People and Partners

✓ Advertiser requirements:

Whatever agency support model that a client chooses (fully outsourced to agencies or in-house), clients want the best people working on their business and are prepared to invest in these people. Practically this means that advertisers and the industry should:

- ✓ **Look after our people and partners.** Burnout has been identified as a reason why people have begun to leave the industry, which has intensified through the strains of the global pandemic. With employees seeking reassurance and a better work/life balance, employers should respond with more effective resourcing and engagement strategies, which provide the capacity, flexibility, mobility and meaning so many now demand. Much can be done to train and give future perspective to talent, including industry recognized certification programmes and giving clear opportunities on geographical mobility and progression.
- ✓ **Adopt better hiring practices to help diversity.** Organisations need to embrace more diverse and inclusive approaches to hiring. Challenging bias towards background, qualification and experience and hiring on motivation and attitude will help to unlock greater talent and diversity in the workplace.
- ✓ **Get better at marketing the marketing industry.** All stakeholders need to be looking to make the work itself more meaningful (for example, giving clarity on marketing's role in accelerating sustainability efforts) as well as connecting with universities and colleges to create more vocational degrees or pathways into marketing.

➔ What advertisers can do now

In addition to the above challenges, there are some choices that advertisers can make and behaviours they can adopt, to have a more immediate impact on the people working on their business.

- ✓ **Exemplary behaviour.** Advertisers should strive to treat their people and partners with the utmost respect. Work in partnership, be clear and fair regarding expectations, ways of working, governance and timelines. Keep lines of communication open (yet structured) and be respectful of communicating within acceptable working hours.
- ✓ **Fair & competitive remuneration.** Advertisers should consider innovating in the way that they pay, to get access to the best people and outcomes. Values-based remuneration models are growing in popularity and may serve advertisers well who are looking to reward performance in the right ways.
- ✓ **Invest in your partners.** Consider establishing stronger connections between your brands and your agency partners through conducting regular brand immersion sessions and increased transparency on the context in which your business operates.
- ✓ **Streamlined agency selection processes.** While agency pitches are a necessary part of appointing a new agency, clients should consider the impact that pitching has upon the people involved in the process. To avoid disrupting their own business and to reduce the burden on people and partners, advertisers should consider how the process can be streamlined and fair, respecting reasonable time lines and the number of agencies participating in the review.
- ✓ **Create a diverse media leadership team.** Internal media leadership must reflect the diversity of our global consumers and the richness of our intersectional identities. Investment in sponsorship schemes, reverse mentorship programmes and smart succession planning can create career growth for those in the organisation and attract new diverse leaders as well.



People and Partners

Further resources & initiatives we support:

[Pitch Positive Pledge](#) - Designed to help both clients and agencies enhance the existing pitch process by focusing on behaviours in a bid to improve mental health, cause less wastage and reduce costs.

[WFA & MediaSense 'Media's Got Talent' Report](#) - Study examining to what extent brands felt that a skills shortage was holding the industry back.

[WFA & Observatory Agency Remuneration](#) – Study looking at global trends among agency remuneration.

[WFA Global DEI Charter for Change](#) - Right now, one in seven say they would consider leaving their company and the industry based on a lack of diversity and inclusion. The results of the WFA-led Global DEI Census show we still have work to do. We call on leaders at all levels in marketing organisations and their agency partners to build an industry of true inclusion, one that measures its achievements and is open when it falls short.



Next steps

Our Brand Champions will play key roles advocating for change within the sections that they are representing within this document. Alongside WFA, Champions will also play a role of communication – reporting back to members and out to the industry at large on progress and evolution of these issues.

Additionally, we see three next steps post publication of this Charter:

01

Activating the membership

This Media Charter has been co-written by WFA members and the membership will play a critical role in the implementation of the principles. We ask advertisers to consider carefully the recommendations designed for clients, made in this document.

WFA will use working sessions with members' communities (among Media Board, Media Forum, GARM and others) to help members understand and consider the implementation of the recommendations.

02

A global framework with local action

We believe that these issues are best addressed via a global framework combined with local action, which WFA's mixed membership of national advertiser associations and global corporations, is well positioned to deliver. WFA looks forward to working with its network of National Advertiser Associations to support local action.

03

A platform for industry collaboration

The former version of the Media Charter became a platform from which we launched cross-industry programmes of work including GARM and WFA's Cross-Media Measurement working group (or Halo). Much of the change called for in this document will require input and collaboration from across the industry.

We call on all players in the media value chain to participate in the implementation of this Charter. And where useful and needed, WFA is open to collaborating with industry partners to help.

Acknowledgements

WFA and the WFA Media Board would like to acknowledge contributions to this document received from corporate members and national association members alike.

In addition, the writing of this document was informed (directly or indirectly) by the thinking from partners across the ecosystem including:

Ben Jankowski, Modern Media Solutions / R3

Johan Boserup, OmnicomMediaGroup

Manuel Reyes, Cortex Media

Ruben Schreurs, Mark Gay (and the team), Ebiquity

Ryan Kangisser, MediaSense

Sam Rueff, (former) Bayer

Sam Tomlinson, PwC

Simon Thomas, GroupM

Tamara Daltroff, EACA

Tom Denford, ID Comms

Tom Triscari, Lemonade Projects

Wayne Blodwell, TPA Digital



About the WFA

The World Federation of Advertisers (WFA) is the voice of marketers worldwide, representing 90% of global marketing communications spend – roughly US\$900 billion per annum through a unique, global network of the world’s biggest markets and biggest marketers. WFA champions responsible and effective marketing communications worldwide.

Find out more at: wfanet.org



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Competition compliance policy

The purpose of the WFA is to represent the interests of advertisers and to act as a forum for legitimate contacts between members of the advertising industry. It is obviously the policy of the WFA that it will not be used by any company to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition. The WFA carries out regular checks to make sure that this policy is being strictly adhered to.

As a condition of membership, members of the WFA acknowledge that their membership of the WFA is subject to the competition law rules and they agree to comply fully with those laws. Members agree that they will not use the WFA, directly or indirectly, (a) to reach or attempt to reach agreements or understandings with one or more of their competitors, (b) to obtain or attempt to obtain, or exchange or attempt to exchange, confidential or proprietary information regarding any other company other than in the context of a bona fide business or (c) to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise.

Please note that the recommendations included in this document are merely meant as suggestions or proposals. They are not binding in any way whatsoever and members are free to depart from them.



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