ALL IN

UK ADVERTISING CENSUS

2025 Key Findings

ADVERTISING ASSOCIATION

ISBA

IPA
Incorporated by Royal Charter

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Introduction

In its third iteration, the 2025 All In Census continues to provide invaluable data about our industry - not just who we are, but how we feel about where we work. The responses help understand the state of talent, representation and inclusion in UK advertising and marketing's workforce.

To collect the data, we partnered with Kantar, IPA and ISBA to develop a short survey for anyone with a role in UK advertising or marketing to take part. Running every two years since 2021, the All In Census has amassed almost 50,000 responses to date and received 14,200 in this edition.

For more information on how the survey was conducted, please refer to our FAQs.

This is an executive summary of key findings from a very rich dataset. As always, we use the raw data to shape and evolve the industry action plan. If you have an enquiry or request about the All In Census data, please get in touch via allin@adassoc.org.uk.

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Introduction   Gender   Ethnicity   Disability   Social mobility   Sexual orientation   Age   Mental Health   Hybrid working   AI   Retention

All In Census Response

Over

14,000

Responses

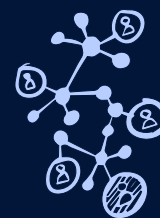Which equates to an investment of…

£225,000

of the industry's time

The largest survey of its kind undertaken in any UK industry

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Employee satisfaction

78%

of All In respondents enjoy working in the advertising industry

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Employee satisfaction

Just 40% of respondents feel that advertising is a trustworthy industry to work in

Just 44% of respondents believe that advertising has a positive impact on society

6% Employee Net Promoter Score (eNPS)

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Gender - Representation

60%
Women

40%
Men

0.5% non-binary

0.3% trans

39% **43%** **46%**
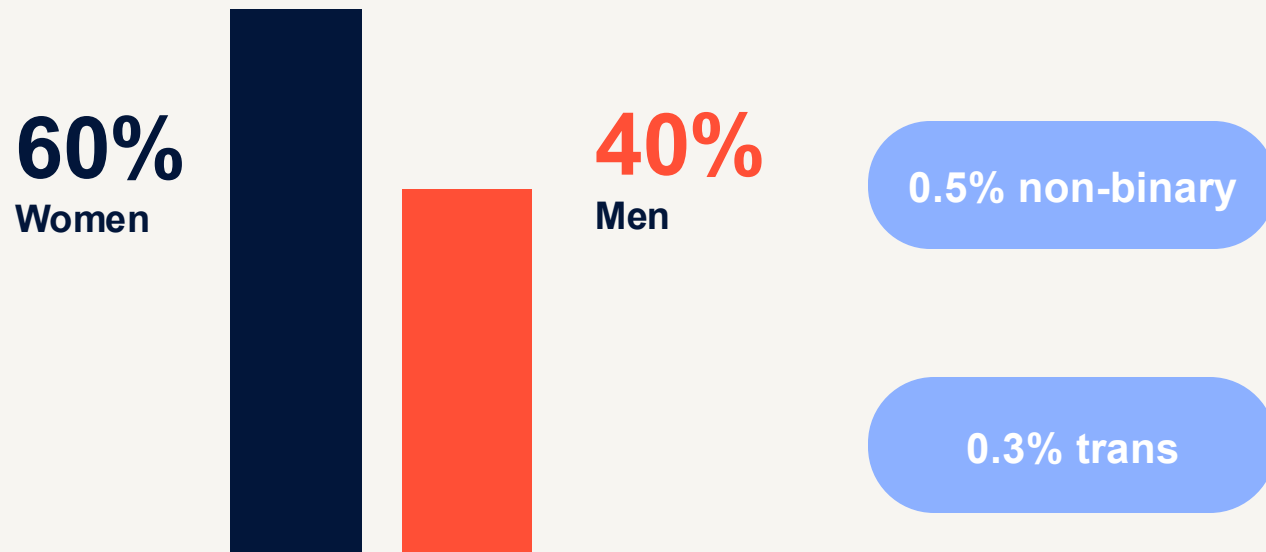
2021 2023 2025

% of 2025 respondents by gender
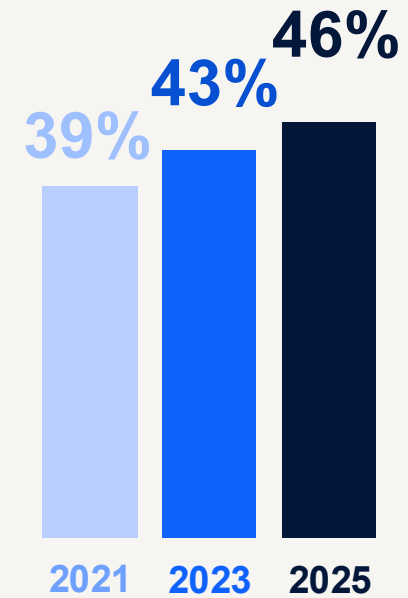
% of C-Suite that are women
– 2021, 2023, 2025

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Gender - Experience

% of respondents experiencing in the last **12 months:**

	Women	Men
Sexual discrimination	10%	3%
Sexual harassment	2%	1%

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Trans - Experience

	Trans	All In Av.
Feel they belong at their company	**51%**	**68%**
Likely to leave the industry due to lack of inclusion/discrimination	**23%**	**9%**
Made to feel uncomfortable in the workplace	**60%**	**15%**
Experienced sexual discrimination	**42%**	**7%**

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Ethnicity - Representation

	Black :	Asian:	Mixed race:	Any minority ethnic:
All In Total	4%	8%	5%	18%
UK working population	3%	8%	2%	14%
London working population	11%	18%	3%	38%
All In C-suite positions	2%	5%	4%	11%

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Ethnicity - Experience

Likely to leave the industry due to lack of inclusion/discrimination – 2021 vs 2023 vs 2025

Legend: ■ 2021 ■ 2023 ■ 2025

Black: 32% (2021), 30% (2023), 24% (2025)
Asian: 27% (2021), 21% (2023), 19% (2025)
Mixed race: 19% (2021), 14% (2023), 14% (2025)
Any minority ethnic: 26% (2021), 21% (2023), 19% (2025)
White: 10% (2021), 7% (2023), 6% (2025)

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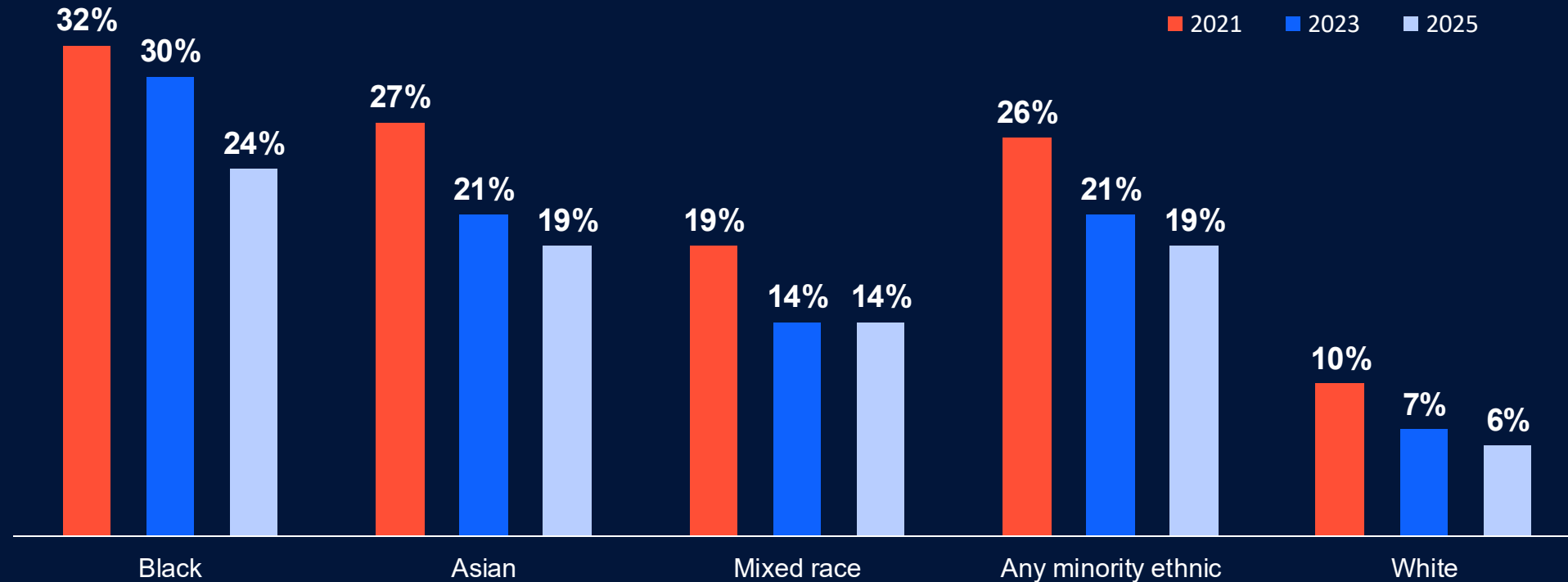
Most likely to have experienced discrimination:

Black	Asian	Muslims	Women
16%	**12%**	**12%**	**10%**

↓   **However, these levels are all lower than in 2021**   ↓

| **22%** | **15%** | **16%** | **12%** |

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Disability - Representation

% with disability — **12%**

% C-suite with disability — **9%**

% UK working pop. with disability — **14%**

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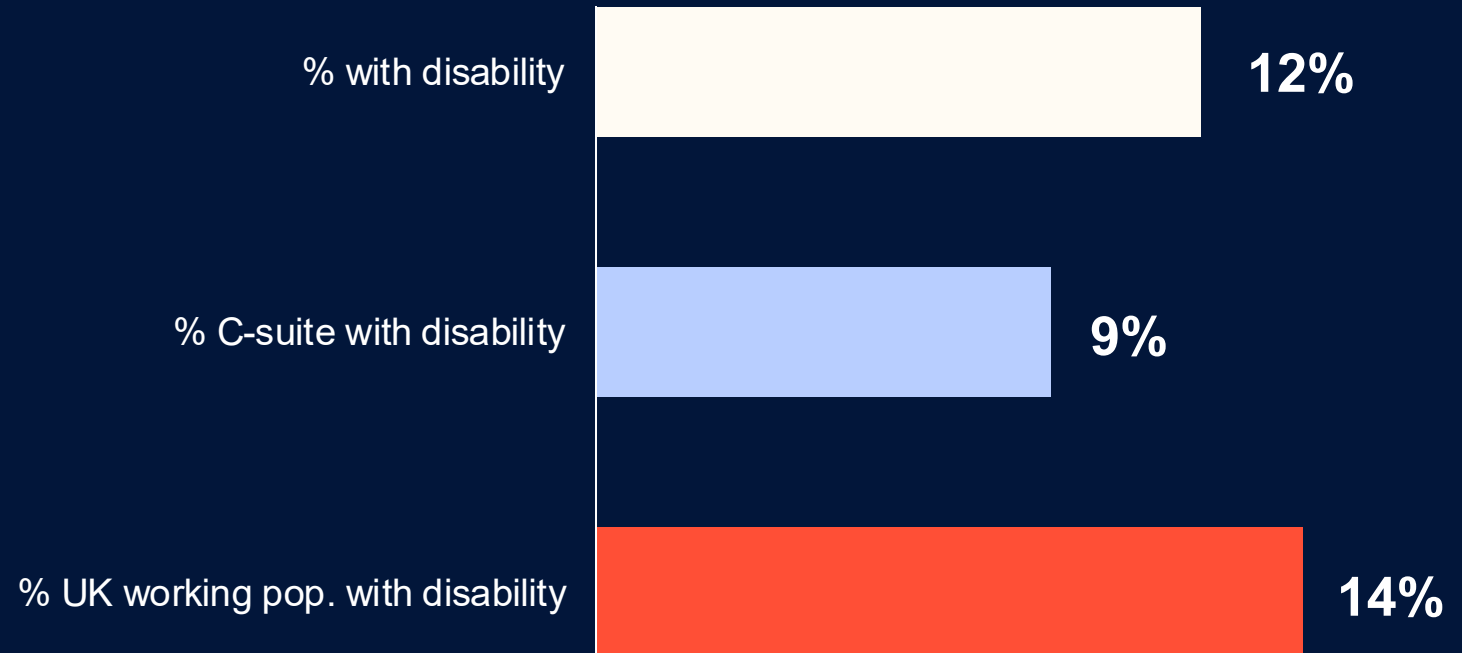
Disability - Experience

	2021	2023	2025
Feel supported by their company	72%	76%	72%
Experienced discrimination due to disability	6%	7%	8%
Likely to leave the industry due to lack of inclusion/discrimination	22%	16%	16%

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Social Mobility - Representation
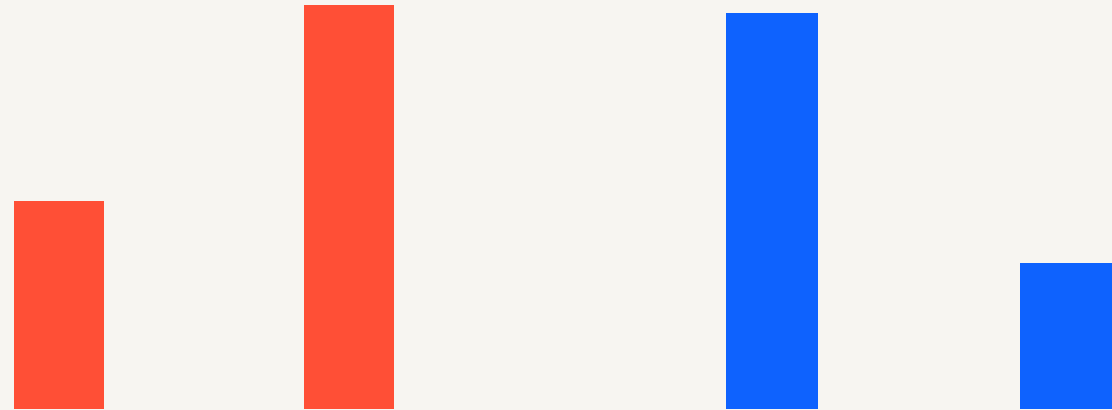
Working class are under-represented

19% vs **40%**

of UK population

18% vs **8%**

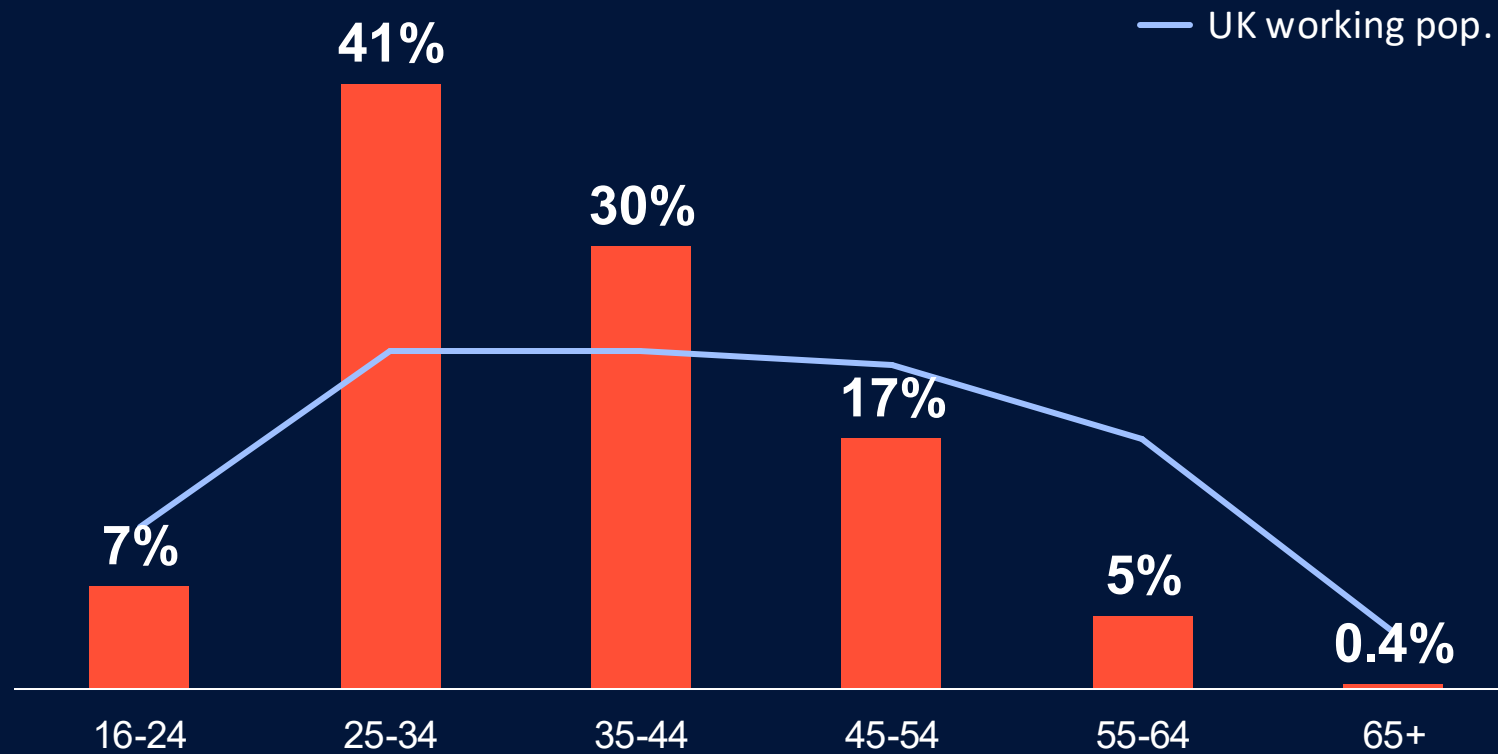Those who attended a fee paying
school vs UK population

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Sexual Orientation - Representation

% LGBQ+   **12%**

% LGBQ+ in C-suite   **10%**

% LGBQ+ in UK population   **3%**
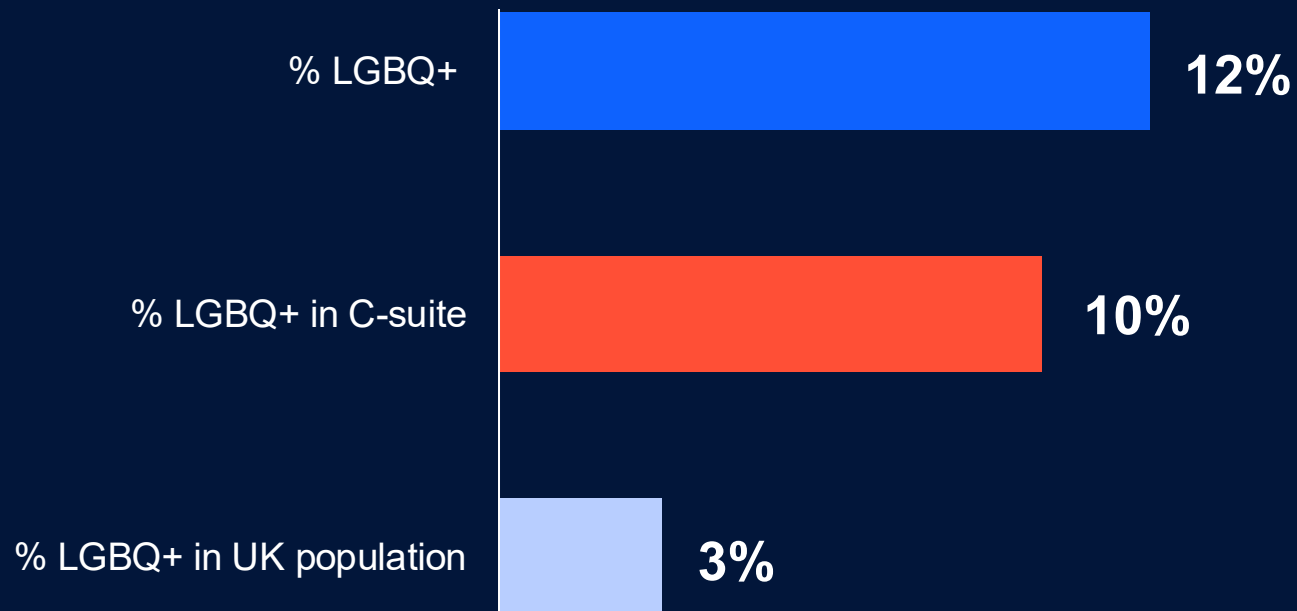
14% of LGBQ+ respondents likely to leave the industry due to a lack of inclusion and/or discrimination

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Age – Representation

UK working pop.

41%

30%

17%

7%

5%

0.4%

16-24   25-34   35-44   45-54   55-64   65+

% Age profile of respondents

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Mental Health

31%
of all respondents were affected by stress or anxiety

For **14%**
of respondents their stress/anxiety was primarily work related

Work related stress higher amongst:

23% Disabled

19% LGBQ+
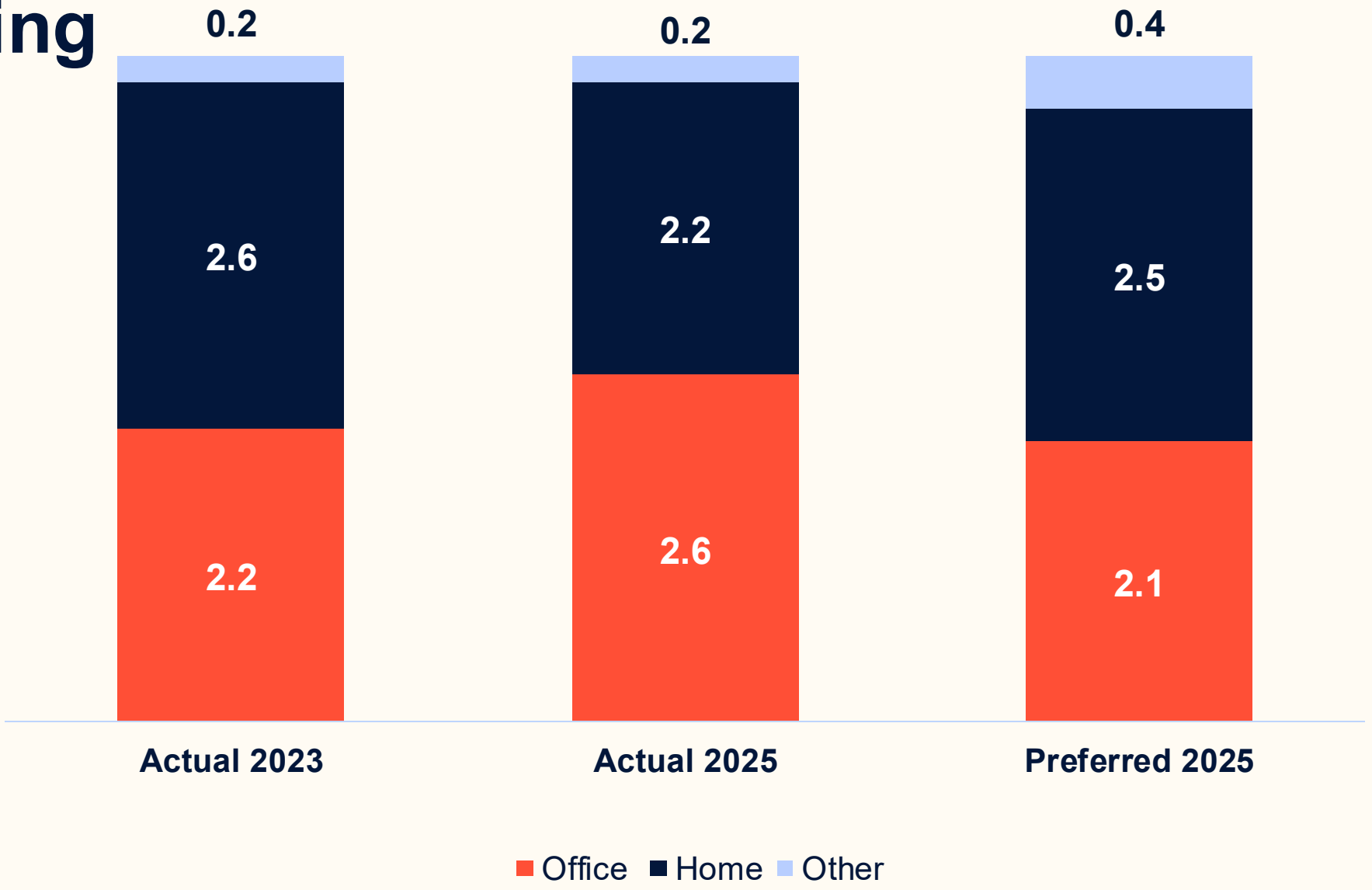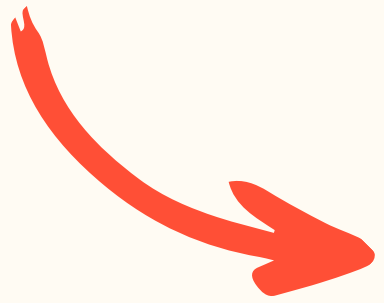
36% of 25-34 year olds affected by stress/anxiety

vs

25% of 45-54 year olds

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Hybrid Working

Typical working location in an average week –

actual vs preferred

	Actual 2023	Actual 2025	Preferred 2025
Other	0.2	0.2	0.4
Home	2.6	2.2	2.5
Office	2.2	2.6	2.1

■ Office ■ Home ■ Other

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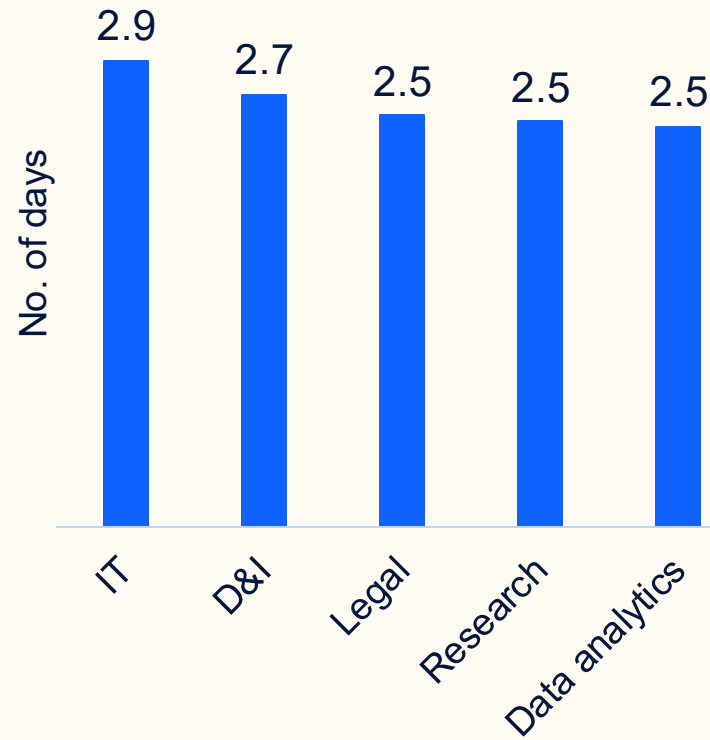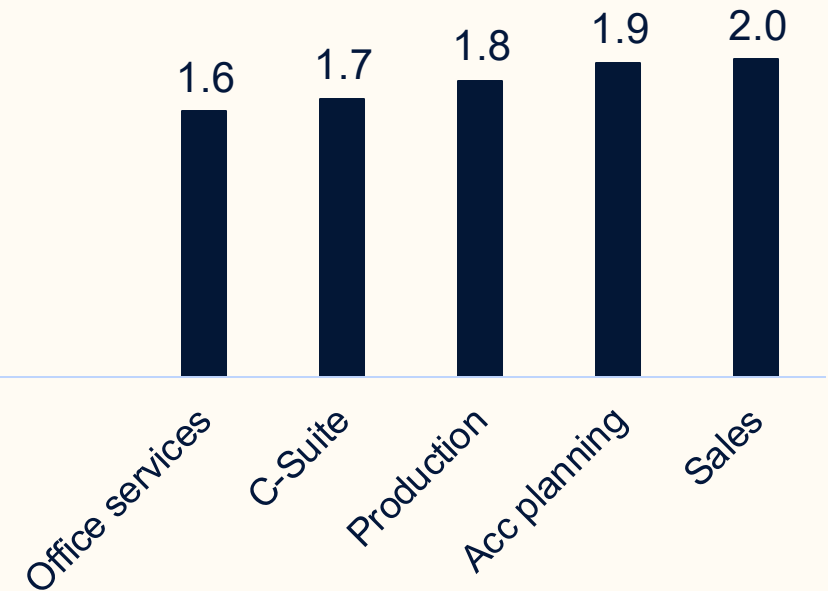
Hybrid Working

Average number of days spent working at home – occupational function

Most days spent working at home

No. of days

- IT — 2.9
- D&I — 2.7
- Legal — 2.5
- Research — 2.5
- Data analytics — 2.5

Least days spent working at home

- Office services — 1.6
- C-Suite — 1.7
- Production — 1.8
- Acc planning — 1.9
- Sales — 2.0

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Hybrid Working

Since you began your hybrid work arrangement, have the following aspects of your work improved, got worse or stayed the same?
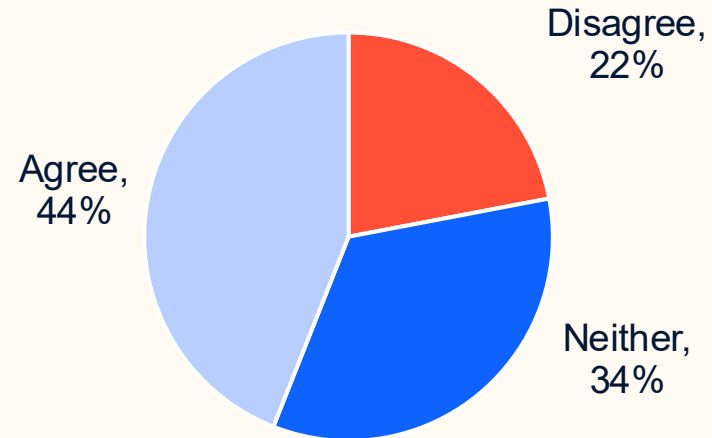
NET improvement score = Those answering 'improved' minus those answering 'got worse'

Aspect	
Work / life balance	59%
Productivity	58%
Freedom to choose when and where I work	50%
Meeting customer needs	35%
Work burnout or fatigue	31%
My relationship with my manager	23%
Access to learning & development	19%
Relationships with colleagues	16%
Team collaboration & coordination	13%
Collaboration with depts outside my team	5%

0% │ Connection to my organisation's culture

0% │ Opportunities for promotion

-7% ▭ Networking opportunities

-10% ▭ Informally learning from colleagues

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Use of AI

AI has made me more effective in my job

Disagree, 22%

Agree, 44%

Neither, 34%

I use generative AI regularly to complete tasks

Agree, 41%

Disagree, 39%

Neither, 20%
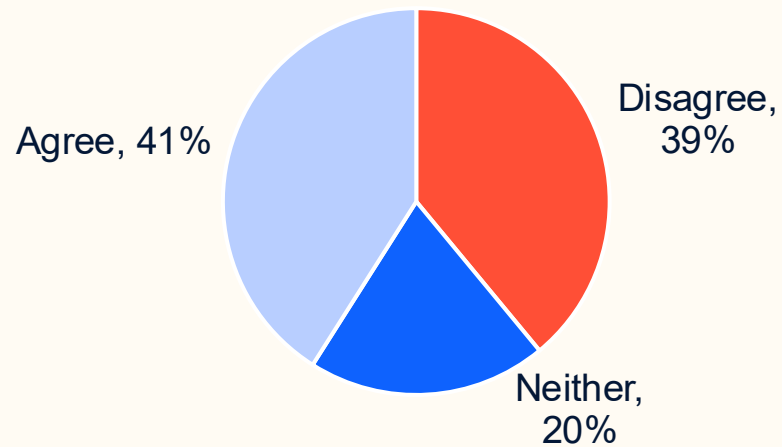
I am enthusiastic to use AI more in my role

Disagree, 15%

Neither, 22%

Agree, 63%

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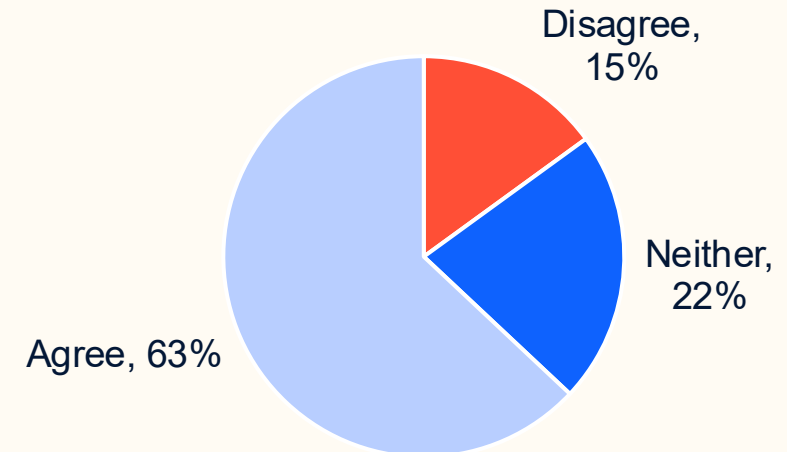
Use of AI

I use generative AI regularly to complete tasks:

Agree:

1. C-suite- 56%
2. Creative - 55%
3. Data analytics - 55%

Disagree:

1. Finance - 63%
2. Production - 61%
3. Office - 54%

AI has made me more effective in my job:

Agree:

1. Data Analytics - 57%
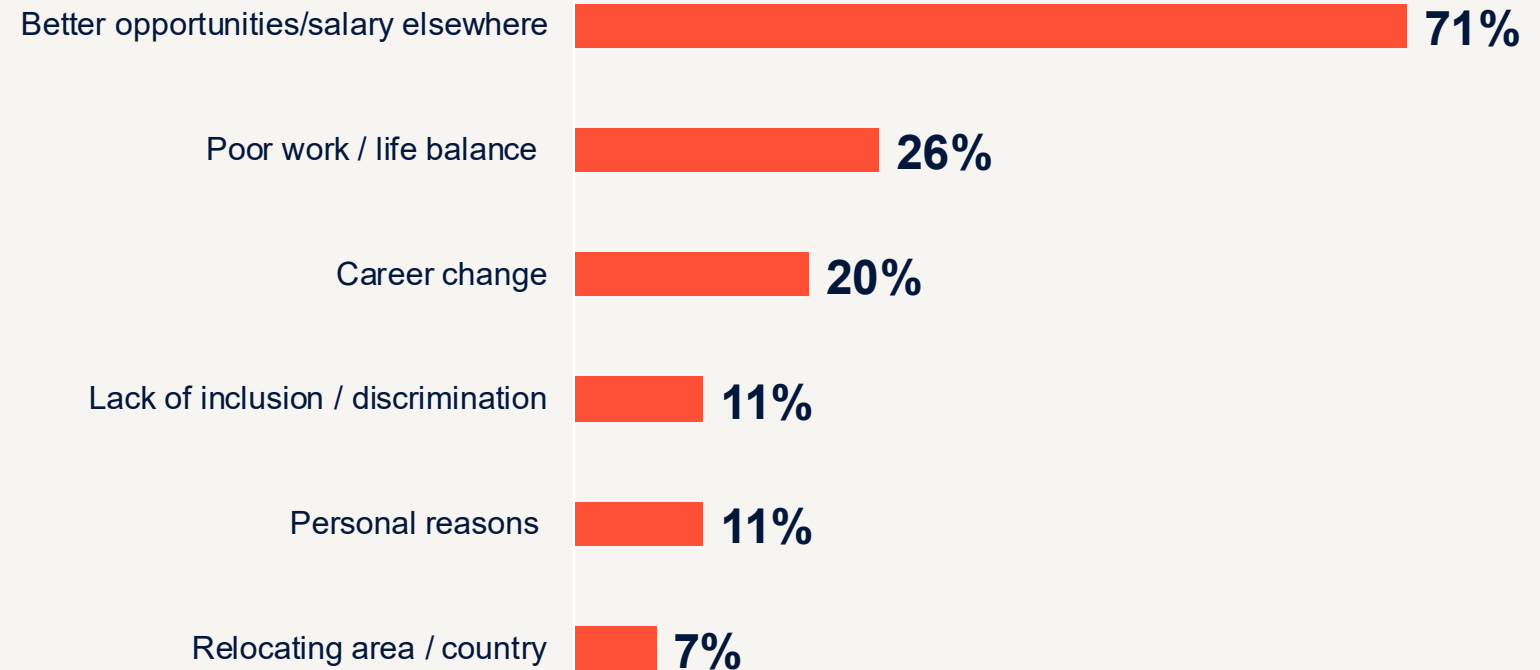2. Social media - 57%
3. C-suite - 56%

Disagree:

1. Production - 41%
2. Finance - 34%
3. Office - 34%

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Retention

26%

of respondents are likely to leave their company in the next **12 months**

The main reasons for doing so being:

Better opportunities/salary elsewhere — **71%**

Poor work / life balance — **26%**

Career change — **20%**

Lack of inclusion / discrimination — **11%**

Personal reasons — **11%**

Relocating area / country — **7%**