



# cue

QUARTERLY MAGAZINE

*All in*

14

**1HQ**  
PART OF CEUTA GROUP





**T**hank you for taking the time to open our most recent Cue magazine, we hope you find our thoughts of interest.

'All In' or 'One Love' as our Creative Director likes to say, has been a mantra for us all as we have expanded our team globally. Understanding the nuances of different culture is not enough for true inclusivity, you need to live it and be a part of it to make a difference. As a global brand agency, we have a responsibility to ensure that our clients brands adapt successfully in local markets to meet these demands and help them demonstrate their social responsibility and accountability.

In this edition of Cue, we explore cultural diversity and inclusion, how brands can create relevancy through compelling storytelling, as well as examples of innovative brands who are paving the way in the inclusion revolution, and much more.

*Enjoy.*







## All in [↗](#)

How can we foster and learn in order to create an inclusive and diverse culture in design?



## Cultural diversity in design [↗](#)

Brands that cater to the widest range of people will not only be rewarded by consumer spending, but by elevated status in competitive markets too.



## Design for a better world [↗](#)

Noteworthy brands who are innovating for a more inclusive world.



## What's going on? [↗](#)

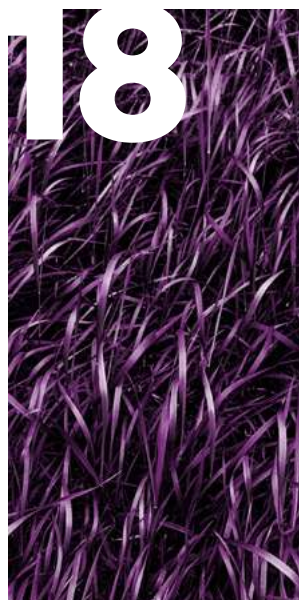
Inspiring events in London, New York, Singapore and Amsterdam.

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Inclusive brand campaigns.

# Contributors



1HQ USA

## Allison Koller

### Creative Strategist

Allison loves to look at the big picture for brands – where they sit in culture, how the people they want to reach are thinking about the world – and what that means for designing smart solutions and beautiful communications. Allison grew up on the creative side of the business, with brand, packaging, and retail experience design at CBX. Before transitioning to creative strategy, she was agency side Creative Director for Kimberly-Clark adult and feminine care, General Mills snacks and cereal, and Hain Celestial food and personal care.



1HQ UK

## Amina Masood

### New Business Development Executive

Amina has recently completed a master's degree at Warwick Business School in Business and Marketing, specialising in Global Branding and Strategic Marketing. Since joining 1HQ, she has analysed a variety of FMCG and Consumer Health markets, combining research methods to create impactful insights that inform strategic decisions. She is a data-driven storyteller with a passion for category innovation.



1HQ UK

## Andy Kirk

### Design Strategy Director

Andy has built and guided creative strategies for global FMCG brands including Lipton and Hellmann's for Unilever and Tuborg and Super Bock for Carlsberg. He created Somersby Cider and KP Space Raiders and was co-founder of Tynan D'Arcy and Nineyards. He is an active advocate for brand personality, identifying what it is, what it means and translating it into real character so that brands come to life with a story worth hearing and seeing. Andy is a writer, author and lecturer in Brand Strategy.



1HQ USA

## Barella Roberson

### Senior Brand Consultant

Barella has 15+ years of strategic marketing/branding and business development experience in the beauty and lifestyle, food, solar, cannabis and pharmaceutical industries. Since obtaining an MBA in Sustainability in 2019 she has pivoted to focus on impact-driven brand positioning, operational and business strategy development and accelerating sustainable and purposeful commerce. Barella works at the intersection of corporate citizenship, brand building and social change. She is passionate about developing cool, sustainable products, crafting ethical, inclusive brand stories, and supporting companies and products that bring joy to people's lives and leave a positive impact on workers, community, and the planet.



# All in

**T**he inclusive design philosophy focuses on a shift in approach from a universal one-size-fits-all focus to addressing individual accessibility and inclusion objectives in a tailored, more purposeful manner.

Based on these principles you might argue that the written and visual format of this publication is in itself not inclusive. Hence why we are encouraging open conversations around inclusive design and its importance in order to shape the future. Perhaps this is why so many brands have a fear of provocation; by exposing their efforts, they open themselves up for negative criticism. Alternatively, by being authentic and honest, a brand can create meaningful conversations and become more valuable to its consumers.

The two most important elements for inclusive design are naturally human-centric: using a diverse team and collaborative design methods.

All humans, whether intentionally or sub-consciously, have internal biases that presume others have identical experiences to one another. By building a team with a wide range of identities, genders and cultural backgrounds, we can learn from each other's stories and in turn create a more powerful range of solutions to suit a broader range of requirements.

**It's important to remember that at some stage in our lives, all of us will require inclusive design.**



**If we don't intentionally include, the risk is to unintentionally exclude.**

Career Foundry



We must therefore foster and learn from an inclusive and diverse culture; working not only within our own teams but with our audience to proactively seek out and identify points of exclusion. By tackling the challenges and issues faced by these communities, by learning from others with a diverse range of perspectives and minimising our own biases; brands can gain key insights and create design opportunities that benefit humankind equally, whilst positively growing their brand equity. **a**

**THQ Netherlands**



# Cultural diversity in design

5

MINUTE  
READ**Barella Roberson****Senior Brand Consultant**  
1HQ USA

It's a new day. According to the US Census Bureau, the white population has declined for the first time in the history of the United States. Conversely, over the past decade the LatinX population grew by 23%, the black population increased by 5.6% and the Asian population has surged by over 35%. We knew this was coming and some brands have done a better job than others at keeping up with the wants and needs of a more diverse populace. Those that can create product solutions for the widest range of people, as well as innovative products to address concerns for niche markets that are authentic and effective, will continue to win the hearts and minds of consumers. They will be rewarded with not only consumer dollars, but elevated status over their competitors as companies that are walking the walk when it comes to servicing and uplifting those of us who have been neglected, silenced, and ignored by society, industry, and design. >>>

**23%****LatinX population growth****5.6%****Black population growth****+35%****Asian population growth**

The tragic murder of George Floyd in the Summer of 2020 was a wakeup call for non-black Americans, many of whom have been willfully naïve about the state sponsored violence and oppression that African Americans have been screaming about and protesting against for generations. Cooped up in our collective quarantined nests we all bore witness to the indifference to and outright disdain for Black life that has plagued this country since the arrival of the first slave ship in 1619. Without our usual distractions of everyday life, the excuses and what about-isms seemed lamer than ever. Non-black Americans, particularly those of European descent began to take ownership of their willful ignorance, de-centered their own privileged experiences to gain empathy and seek accurate information on the Black experience in America in droves.

Brands jumped into the social justice and systemic racism conversation too, some cynically offering little more than lip service in the form of anti-racist tweets and black squares while others made real commitments and investments. Unilever's US offices celebrated Juneteeth, long considered the real Independence Day for African Americans. They also used the holiday as an opportunity to deepen their commitment to Black employees by hosting Healing Circles led by clinical psychologist Dr. Linda McGhee. Safe spaces were created to have open discussions about systemic racism, the Black experience and identity in America and encouraged employees to become allies and agents for change. And finally, Unilever took a step back to assess their brands' contributions to the social justice movement and their efforts to uplift not only African Americans but all marginalized communities in the United States.

## Unilever made a pledge to focus on five areas:

01

**\$7 million+ pledged to organizations and activists working for social justice and racial equality.** This includes commitments from Unilever and our brands such as Shea Moisture, AXE, TAZO, Seventh Generation, Degree, Dove, Dove Men+Care, POND'S, Noxzema, St. Ives, Simple, AHC, Love Beauty and Planet, Magnum, Tresemme, and Vaseline.

02

Increasing spend with **diverse suppliers.**

03

Ensuring the diversity of their **workforce fully reflects the communities** they serve.

04

Upholding a **zero-tolerance policy on intolerance** – both among Unilever employees and the suppliers, customers and partners

05

Adding their **voice and influence to advocate** for safe and fair access to voting >>>

**\$7 million**

**pledged to organizations and activists working for social justice and racial equality**



Photo by Mario Gogh on Unsplash



Reducing unintentional harm and adverse consequences in design is tricky stuff. Design aims to make emotional connections with consumers and the potential for harm is great when done cynically to keep up or executed poorly by well-meaning but ill-equipped homogenous design teams. Conventional wisdom tells us to avoid appealing to consumers of marginalized communities with visuals and language too closely affiliated with such groups. Whether designing packaging solutions for ethnic hair or skincare or attempting to broaden market potential of universal products, new partnerships and actions may be required. Diversity and inclusion in design means that we must first acknowledge the need to include members of these communities in the design process.

The New York design team was tapped to create a limited edition collection for Vaseline's The Healing Project, a global aid initiative in partnership with humanitarian non-profit Direct Relief. Vaseline provided product, dermatologic care, and medical supplies to help heal the skin of impoverished people in crises around the world. Tasked with creating purpose driven branding to drive social awareness, the New York team collaborated with creators in China, India, South Africa, and Latin America. The vibrant designs and textures featured on the labels represented artwork from the Maasai tribe in Kenya, henna tattoo designs of India, refugee murals in Jordan and Batik aesthetics of Indonesia.



Another way to leverage members of marginalized communities is to partner with organizations whose goal is to uplift the people the brand is trying to reach. Unilever's Vaseline team has partnered with Hue for their Skin Equity for All initiative. Hue is a platform aimed at reducing bias, harm, and exclusion of people of color in skin health and dermatology that leads to misdiagnoses, untreated conditions, and higher rates of mortality for Black people. The commercial interest in targeting underrepresented consumers without appearing disrespectful and contemptuous is obvious. Marginalized people can smell inauthenticity a mile away and they respond with repulsion, sprinting to grab a competitor's product off the shelf.

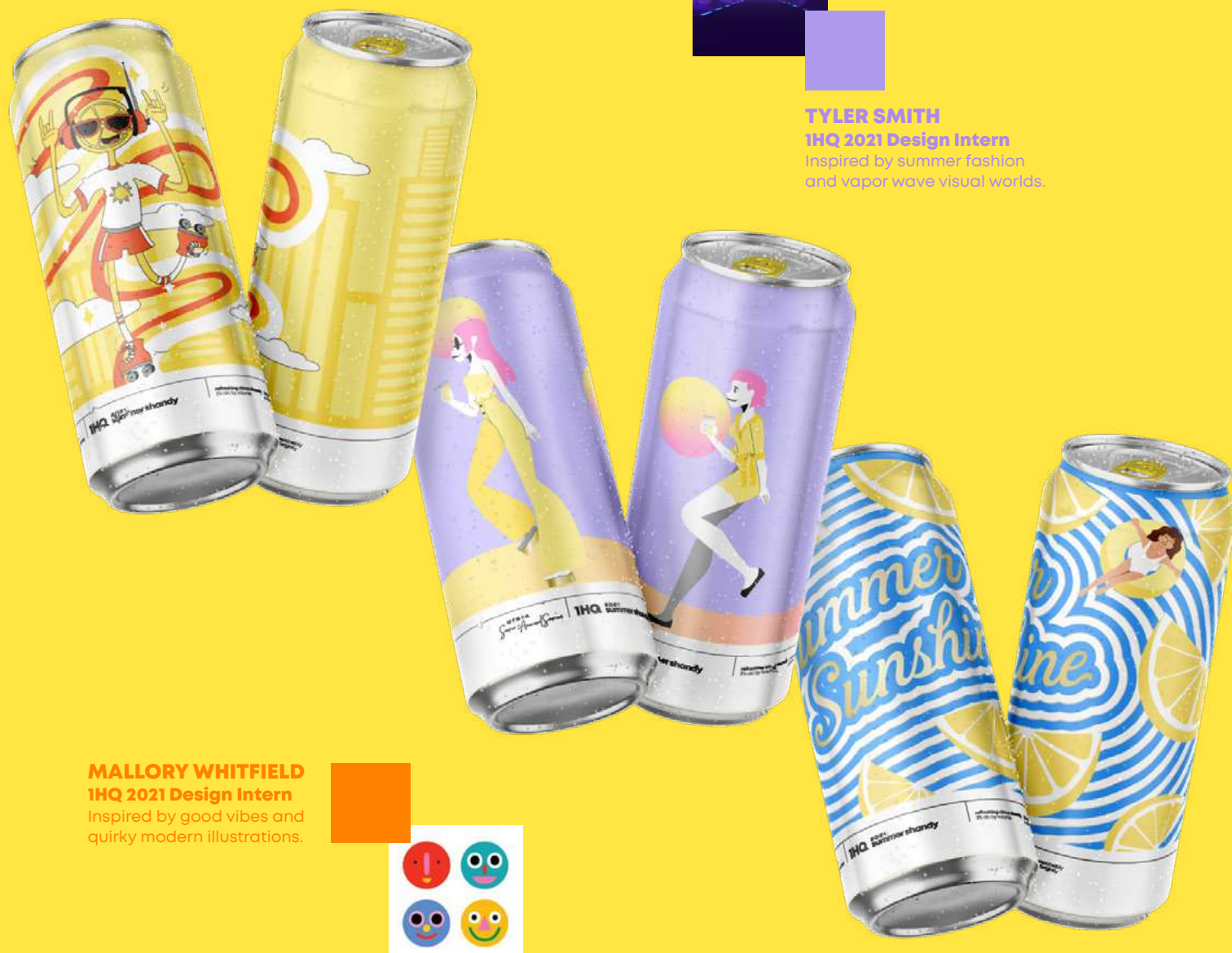
A brand's resilience and success has always been rooted in their ability to adapt to changes in culture and the marketplace. Being mindful of the cultural shifts and increased diversification in this country and using it as an opportunity to intentionally diversify design teams opens up opportunities for diversity of thought, consumer bases, product solutions and drives net positive impact on society and industry. It's a new and beautiful day, indeed. **Q**





**1HQ USA 2021 INTERNSHIP PROJECT*****Semi-Annual Series: summer shandy***

We partner with local universities in sponsoring design internships every year. Not only do the interns in our USA studio get exposed to the exciting and fast-paced world of brand design, contributing to actual client work, we encourage personal work and growth through special projects. This last years class imagined concepts for a Shandy beverage collection, with unique designs and even bespoke illustration and typography.

**TYLER SMITH****1HQ 2021 Design Intern**

Inspired by summer fashion  
and vapor wave visual worlds.

**MALLORY WHITFIELD****1HQ 2021 Design Intern**

Inspired by good vibes and  
quirky modern illustrations.

**YESENIA HERNANDEZ****1HQ 2021 Design Intern**

Inspired by bold graphic  
repetition and negative space.





**Amina Masood**

**New Business Development Executive**  
1HQ UK



# Design for a better world



If you work as a creative, inclusive design is a phrase you've probably come across a few times by now. Refreshingly, it means exactly what it says: designing with the intention of being accessible to as many different users as possible.

Inclusive design, also known as 'universal design', puts accessibility at the forefront of the architectural and creative process, with the aim of removing the barriers that create undue effort and separation in terms of age and ability. Designing for the widest range of people creates better designs, which in turn benefits everyone.

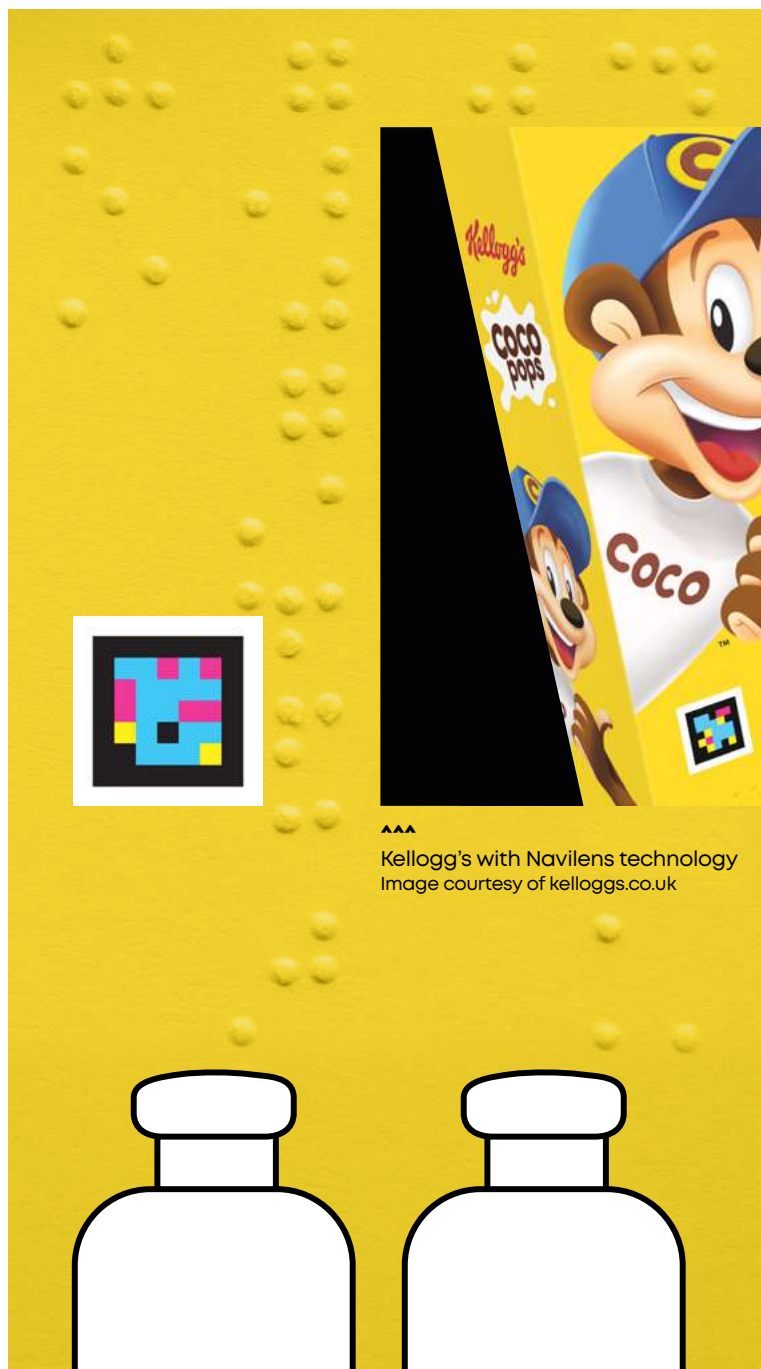
As the relationship between inclusive design and customer value is becoming increasingly clear, what are some examples of progress that have been made by the FMCG sector?

Unilever's 'unstereotyping' strategy has paved way for the world's first deodorant designed for people with disabilities. 'Rexona Inclusive' is a hooked container that has been designed for one-hand usage, with enhanced grip placement, a magnetic 'click', braille labelling and a larger roll-on applicator to reach a greater surface area per swipe >>>.

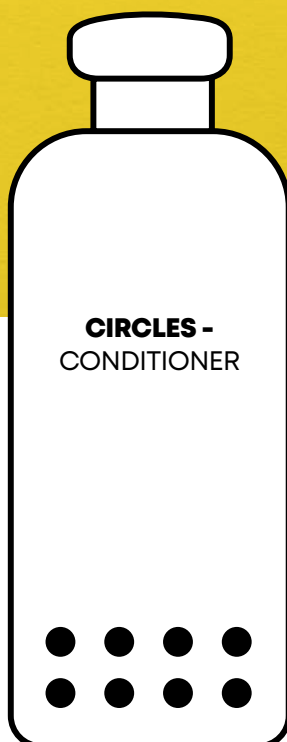


AAA  
Rexona Inclusive deodorant  
Photos courtesy of unilever.com





AAA  
Kellogg's with Navilens technology  
Image courtesy of kelloggs.co.uk



Kellogg's has launched new, accessible cereal boxes for blind and partially sighted shoppers. The new design features innovative minded technology: each box will showcase a high-contrast, on-pack code that will be detected via the NaviLens smartphone app, which is able to spot the code from up to three meters away. As Kellogg's is a company which focuses on equality, diversity, and inclusion, this is a great example of a brand living its purpose.

Similarly, Procter & Gamble's Herbal Essences brand has introduced tactile markings designed to help differentiate between shampoo and conditioner for those who are visually impaired. Packaging information is often dependent on visual details, which excludes consumers with vision impairments or who do not read braille.

I'm looking forward to seeing how companies will continue to innovate tools that are universally designed and treat accessibility as a foundational element, particularly when designing new products and evaluating features. **Q**

# What's going on?

Stay inspired and up to date.

## LONDON

01

### Wild & Cultivated: Fashioning the rose

The Garden Museum, Lambeth  
Palace Road, London, SE1 7LB

16th March – 19th June 2022

Explore the many uses of roses in fashion at the Garden Museum's Spring/Summer 2022 exhibition. Alexander McQueen, Philip Treacy, Ashish and Comme des Garçons are just some of the historic and modern designers to feature in this flourishing display.

02

### Weird Sensation Feels Good: The World of ASMR

Design Museum, 224-238 Kensington  
High Street, London, W8 6AG

Opens 13th May 2022

Ever find that museum exhibitions simply don't make your senses tingle enough? The Design Museum is looking to rectify that this year with a new exhibition that's all about sensory experiences, entitled Weird Sensation Feels Good: The World of ASMR. Discover how people are using ASMR to explore and navigate the world.

2  
MINUTE  
READ

Photo courtesy of artechouse.com

## NEW YORK

03

### The Whitney Biennial

Whitney Museum of American Art, 99  
Gansevoort St, Manhattan, NY 10014

6th April – 5th September 2022

One of New York's biggest art events, the Whitney Biennial was introduced in 1932 by the Museum's founder, Gertrude Vanderbilt. Established to chart developments in art of the United States, it is the longest-running exhibition of its kind and has become America's premier survey of contemporary art.

04

### TRUST Exhibition

Artechouse NYC, Chelsea Market,  
439 W 15th Street, Manhattan, NY 10011

31st January - 30th May 2022

Artechouse has teamed up with fuse\* once again for a brand-new commission in their NYC space. As pioneers in the field of experiential art, this innovative and technology driven exhibition explores the concept on trust through historical events, present data and future predictions. >>>



# AMSTERDAM

06

## Brouwerij De Engel

Albert Cuypstraat 182, 1073 BL, Amsterdam

Coming soon!

In the hustle and bustle of Amsterdam a new brewery is set to open - Brouwerij de Engel. After the renovations are complete you can enjoy 8 tasteful and characteristic craft beers that have been prepared from the very best ingredients. Also enjoy a high-quality cuisine experience, a shop, and after work cocktails. Keep your eyes peeled.

06

## The Future of Fashion

Fashion for Good Museum, Rokin 102, 1012 KZ, Amsterdam

Until April 2022

In this exhibition, 'Grow: The Future of Fashion', sustainable and natural materials such as spider silk, fruit peels and algae are transformed into items of clothing by young Dutch creatives. This exploration into what the future of fashion could look like showcases the potential of new biomaterials as well as the behind-the-scenes process.

# SINGAPORE

07

## Pop Up Disney

Suntec Singapore Convention & Exhibition Centre

Until 20th March 2022

Who doesn't love Mickey Mouse? In Singapore you can enjoy the immersive exhibition 'Pop Up Disney! A Mickey Celebration in Singapore'. At the Suntec exhibition centre you can explore seven playful Disney-themed rooms with backgrounds sure to be a great feature for your Instagram grid.

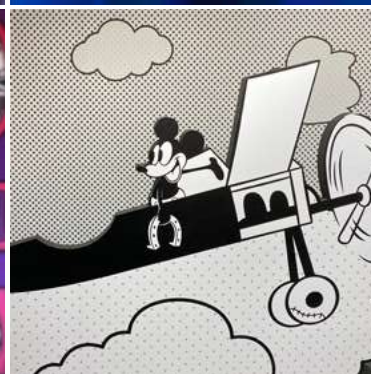
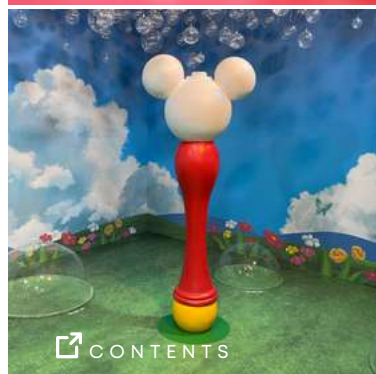
08

## Huayi – Chinese Festival of Arts

Esplanade Theatres on the Bay, 1 Esplanade Dr, Singapore, 038981

11th February – 6th March 2022

The Esplanade's annual Chinese Festival of Arts Huayi is back with an exciting line-up of theatre, dance and music programmes that highlight the wit, imagination, and curiosity of leading Chinese artists from Singapore and beyond. [a](#)



4

MINUTE  
READ

# How do brands:

**create cultural relevancy through compelling storytelling?**



**Andy Kirk**

**Design Strategy Director**  
1HQ UK

> **WHAT**  
> **WHY**  
> **HOW**

All of us want to engage with brands that share our values and to be shown that brands care about the world and the cultural movements that shape our lives.

But, what is it that makes YOU culturally relevant?

Brands emanate their own culture and your brand purpose is the best way to decide what that culture is going to be. Purpose and relevancy are intrinsically linked, but relevancy is the cornerstone for delivering on a purpose. It follows that your purpose becomes your narrative; the '**what** you do', '**why** you do it' and even '**how** you do it'.

If a purpose is well articulated and baked into your brand story, then much of the work is done, but purpose on its own is not enough, you also need a differentiated brand personality, because that in turn feeds a distinctive tone of voice. This is about finding YOUR voice. Without it, expressing your opinions is much harder.

You need a voice to share your values; what, where and when to say it and how you adapt it to suit different audiences >>>





## Story telling.

On the face of it, the idea of storytelling jars with the weightiness of big issues because it sounds trivial; what have stories got to do with real life problems? Relevancy strays into high emotions so good storytelling is important to make people listen, but to show that you have listened, too.

You have (at least) THREE stories. The first is big picture stuff, all about what makes you a relevant brand. This sets your place in the world. The second is how you are affected by today's big issues and how you intend to make a difference. This is how you are going to change the world.

And the third is an ongoing narrative, the way you keep your brand on track and live up to your purpose. More simply, this demonstrates continual change and action, making sure that you stay relevant and can be empathetic.

Living the ongoing narrative is the way you react to topical stories that show you genuinely have a finger on the pulse, that your brand is a living thing, not a soulless behemoth, paying lip service to issues. Issue driven subjects create a richer dialogue and are often more tangible and relatable than the stuff that's only about you.

Social shifts - and your own evolving attitudes - will help you to identify where and how your story needs to adapt. 'Adapt', because your basic story shouldn't alter, but it must be able to flex; stories aren't static, brands are constantly changing and growing with the times, economic realities and new trends, lifestyles, along with the big societal and cultural shifts. >>>

## Things to remember:

01

### Have a story to tell.

If you want to have a narrative, be the one to create it.

02

### Have more than one story.

Don't sit back. Keep your brand moving so that you don't sound one-note.

03

### Keep telling a story.

It's important. Be brave. Tell it over and over again. Then get on with the next.

- > Be honest
- > Keep it simple
- > Don't sell
- > Take action

## What not to do:

01

### Don't stand on the sidelines.

Consumers take silence as a sign that you're doing nothing.

02

### Don't be naïve.

Don't expect the world to listen without answering back.

03

### Don't jump on bandwagons.

Take the time to choose your battles.

## ➤ Three stories, three levels.

01

### Keeping the story moving:

Wieden + Kennedy's 'Nothing Beats A Londoner' for Nike is great storytelling and shows how cultural stories can be expressive and reflect a brand's personality by finding entertaining and engaging ways to stay relevant.

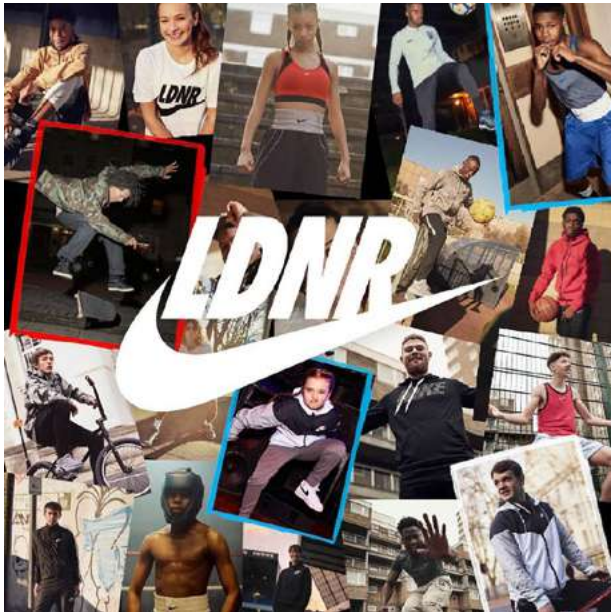


Image courtesy of nike.com

02

### The emphatic 'No':

Ben & Jerry's response to Black Lives Matter is unapologetic and helped to both educate consumers and keep the conversation going.



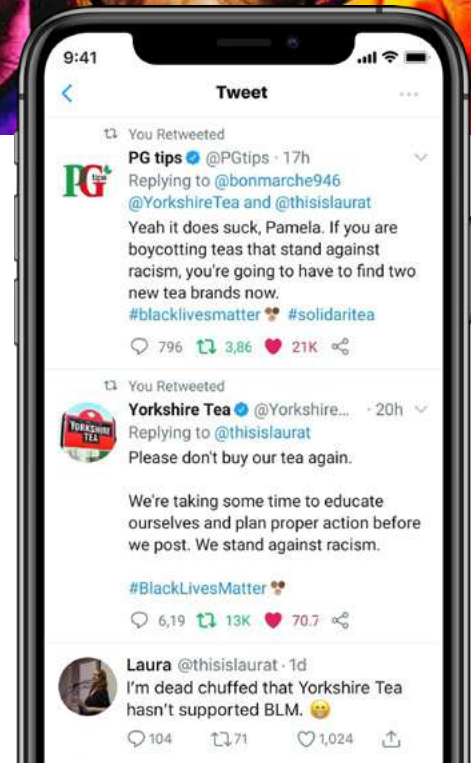
Image courtesy of benjerry.com

03

### Showing solidarity:

It takes confidence to jump into this kind of activity and all too often this can appear ill-considered and knee-jerk. However, with strong principles in place and taking the time to think, this type of response is easier to manage – but it should have a fresh take, not be a copycat comeback.

Debate and discussion don't have to be big spend campaigns, but they do need to be well thought out and consistently delivered. They also need to be sympathetic to the emotions they are 'playing' with.



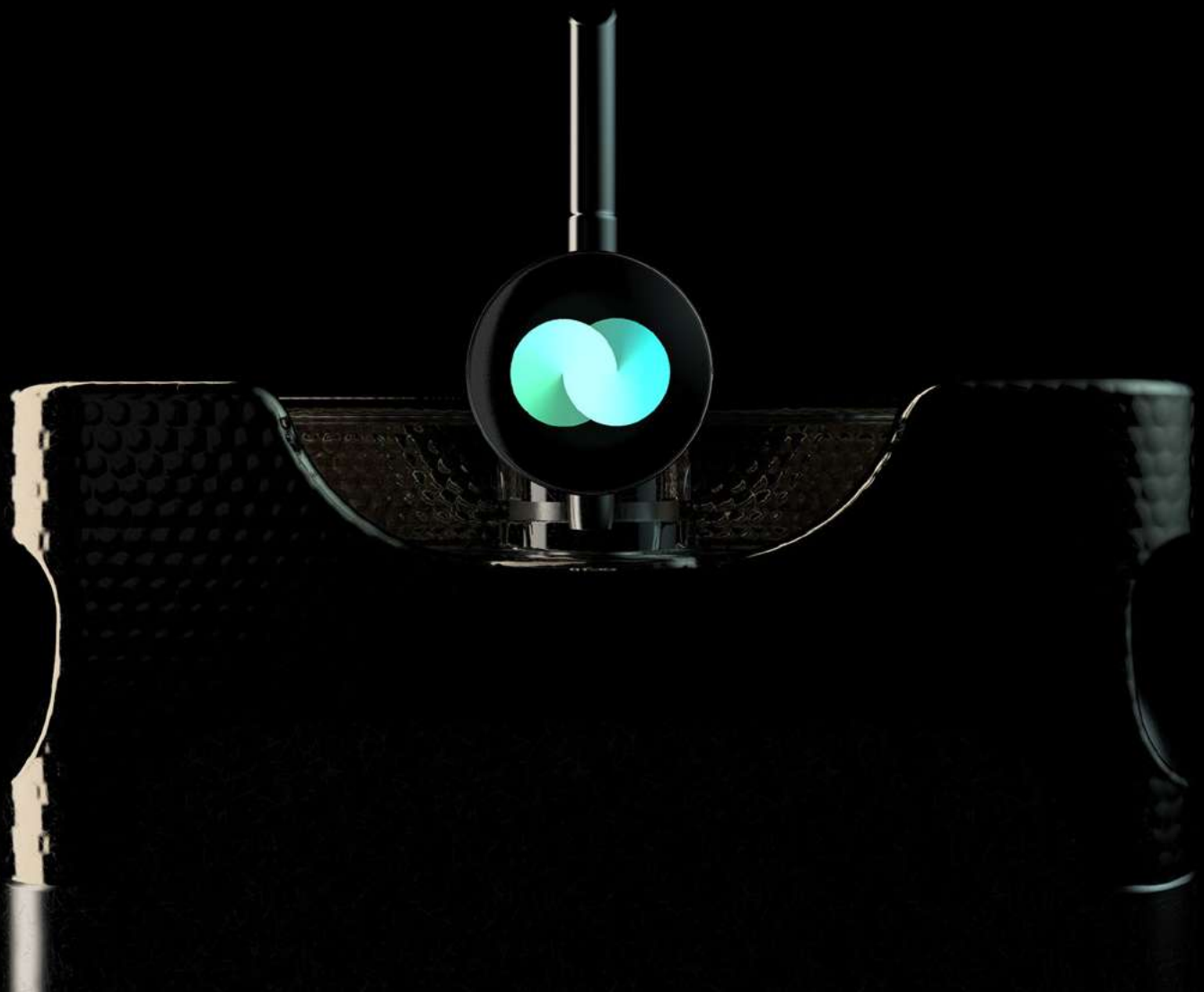
## It's not whether you stand up for a social issue, it's how.

Brands become culturally relevant when they genuinely connect with people through their attitudes, beliefs and behaviours. Cultural relevancy is about being truly authentic (not just pretending to be 'real') and storytelling is simply what makes brand and their cultural narratives work. Beyond question, effective storytelling speaks to the heart, not just the head.

The big question is how will you change the narrative? **Q**



With change comes opportunity.



3

MINUTE  
READ

# Why shouldn't grass be purple?

## Designing for color blindness.



**Allison Koller**

**Creative Strategist**  
1HQ USA

**A**s a creative and designer, it is difficult to imagine seeing the world in muted shades of green, purple, and grey. Having every color available at every level of intensity is just something you assume. For people living with color blindness, the reality is much different.

Beyond going out in a mismatched outfit, color blindness can pose challenges in judging food safety and freshness, or making decisions when information is communicated with color alone – note to designers – think beyond color coded charts the next time you are building an infographic system. >>>



1HQ USA had the opportunity to speak to a few of our clients who are color blind, and in marketing professions, about the affect the condition has on their lives. They were also kind enough to interview their children who share the condition.

Stocking a closet full of black pants and brightly colored tops for a no-fail work uniform is a top tip. Along with memorizing the order of colored objects (think traffic lights), and labeling items with their color, if it is essential that they match.

Brands that stand out as winners for those with color blindness? Crayola crayons. Each color is clearly labeled, so a budding artist knows exactly what they are using. Red is red, is red. Sorry Essie nail polish – “bon bon nuit” and pale pink are miles apart. While the name delivers on tone of voice, it leaves far too much to the imagination of someone with a vision impairment.

**What is the take-away for design that is inclusive for those with color blindness? Always pair color with another method of clear communication.**

Trello added a color blind friendly mode to its organization app, wherein each color code is paired with a unique pattern. Reading charts and finding information immediately becomes possible for those with a color vision deficiency. >>>





Other brands and individuals have introduced technology and devices to help correct the condition. The app Color Blind Pal turns your Smart Phone into a color correction device – it also does a great job at simulating different forms of color blindness. Taking a look at any store shelf or ecomm environment through the Color Blind Pal simulator immediately makes one reconsider our visual communication tool. Design Principles for color blindness turn out to be just good principles: high contrast, clear and iconic visuals, type that immediately communicates.

Some people with color blindness reject technology, or glasses that “fix the problem,” opting to see the world in the way that comes naturally to them. One of the kids we interviewed – in a statement of radical inclusivity – said it best “why shouldn’t grass be purple?”

Taking a more human approach might actually be the best answer. Starting in 2017, Tennessee Tourism partnered with VMLY&R to create and install Colorblind Viewers in its state parks, allowing color blind people to see the true brilliance of fall foliage for the first time. Not only are the videos of peoples’ first looks tear-jerkers, the story was also picked up by national media, and hotel revenue increased 9.5% over the previous year. Credit to Tennessee Tourism: the program has been maintained, with more viewers installed at prime lookouts each year. **Q**

## The app Color Blind Pal turns your smart phone into a color correction device.



Image courtesy of Color Blind Pal





Photo courtesy of adidas.com

2

MINUTE  
READ

# Top 5 inclusive brand campaigns

01

## Adidas beyond the surface

'The waves glide over every inch of us, never inquiring about our shapes, ethnicities, abilities, faiths, to determine if we are worthy'.

To launch their new inclusive swimwear range, Adidas created a campaign called 'Beyond the Surface'.

In the ad, a range of women with a multitude of different backgrounds are seen embracing the waves and celebrating how water accepts everyone unconditionally.

02

## giffgaff gives back

'The mobile network run by you' and by you, they mean everyone.

giffgaff launched an advertisement campaign in September last year, with a heavy focus on giving back to their members, contributing to communities, and upholding their values.

In one of the ads, giffgaff gives back to the deaf community, by using British Sign Language throughout. Working closely with their member Aleks to accurately convey his story and experience of being a part of the giffgaff community. >>>



Photo by Rachel Claire on Pexels

03

## Pepsi Dig in

PepsiCo have committed \$50 million over the next five years in order to support Black-owned restaurants and give them the resources they need to thrive.

As they can't do it alone, Pepsi are rallying everyone to join them, by partnering with several different game-changing companies to give Black-owned restaurants the visibility they need and to help up-lift them.

You can get involved by dining out at one of these restaurants and simply shouting about it and uploading your receipt to help Pepsi track their progress.

04

## Etsy Give more than a gift

Christmas is a time for giving, and feeling represented.

Etsy's 'Give more than a gift' campaign highlighted the festive magic of custom-made one-of-a-kind gifts.

The touching 30 second ad showed a family queuing up to meet Father Christmas. The young boy noticed his Dad feeling underrepresented after spotting pictures of a white Father Christmas on gift bags, posters and in store. To help him feel seen, the boy gifts his Dad with personalised socks with a black Father Christmas.

05

## YVMIN x Xiao Yang

"This project tells everyone that wearing a prosthesis is a fact that cannot be changed—but wearing a prosthesis that looks gorgeous is also achievable,"

After wearing a prosthetic leg for over 20 years, Xiao Yang, and jewellery brand YVMIN, partnered together to show that prosthetics can be wearable art.

YVMIN typically creates jewellery such as earrings, necklaces, and watches. However, they saw an opportunity with Yang to create something entirely new and beautiful. **Q**



Photo courtesy of YVMIN





Diversity and inclusivity in design by Barella Roberson [↗](#)

**“Humble yourself.  
You don’t know  
everything. And  
guess what? You’re  
not supposed to.”**

Being intentional about unlearning harmful mindsets and beliefs and acknowledging one’s privilege is healthy and necessary for personal growth and contributing to the purpose economy in a meaningful, sustained, authentic and impactful way. The cost of not doing so is being left behind in an evolving, more inclusive world and economy.

[Read more →](#)

# Building brilliant brands One Hard Question at a time

LONDON

NEW YORK

AMSTERDAM

SINGAPORE

**Let's talk and collaborate to create meaningful difference for your brand.**

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