



Books for Everyone, by Everyone: Our Inclusivity Action Plan 2020

In 2016 we committed to an ambition for both our new hires and the authors we acquire to reflect UK society by 2025. Our commitment was that through our inclusivity strategy we would aim for a positive shift towards that goal every year through to 2025. While we have made some progress, the events of the past weeks have thrown into sharp relief that we have not addressed the core issues that exist within our company and, more broadly, across the publishing industry, and that the pace of change has not been fast enough.

As a publisher, we believe in the power of words but now is the time for commitment and urgent action and to reassess the goals we set ourselves.

At Penguin Random House UK, our mission is '*we make books for everyone because a book can change anyone*'. That mission comes with a profound sense of responsibility: to publish the best books and to ensure that we are truly representative in the way we achieve that, not only in terms of who we hire and who we publish, but also who we partner with, how we behave and how we use our brand and influence to drive meaningful and long-lasting change.

This isn't just about doing the right thing. We are a commercial and creative business. A business that is built on connecting stories and ideas with audiences all over the world. For us, more diverse publishing is not just a moral imperative but makes good business sense too, enabling us to reach the widest and most diverse readership.

Penguin's founder Allen Lane launched the paperback in the 1930s in order to make great writing accessible to everyone and, in doing so, democratised literature and revolutionised publishing forever. We remain true to that vision today.

Books are a portal to enter new worlds, to inhabit someone else's shoes, to open one's eyes to new perspectives. We believe that it has never been more important to hear - and publish - diverse voices.

Over the past few weeks, we have been looking inwards while taking external advice on how we can best respond as a company. Below is our response which provides our immediate goals and actions focusing on racial equality, and a set of updated priorities relating to our broader inclusivity strategy.

Our action plan is underpinned by five guiding principles that have shaped our thinking:

1. Meaningful and sustainable change: These are complex and sensitive systemic issues that we cannot solve overnight, much as we would like to. We will - and must - take the time to get this right but we commit to sharing our workings regularly along the way.

2. We will ask for help: We cannot solve this problem alone, so we will seek external expertise and look to partner with organisations, such as The Black Writers' Guild, to take a multilateral approach to driving systemic change.

3. Ambition combined with action: We will take an ambitious long-term view to drive meaningful and sustainable change and commit to urgent and immediate action today to help us get there.

4. Everyone has a role to play: This is about collective and individual responsibility driven by CEO and Leadership Team accountability. Each division will develop its own action plan that will ladder up to the overarching company strategy. But everyone in our company has a part to play in delivering on our ambitions.

5. A culture of sustained learning: We will provide the tools and training to strengthen our cultural competence. This means acknowledging that we are on a journey and that the learning never stops.

Our principles are all in service to our existing inclusivity goals, which are to:

- Achieve representation in all teams, at all levels
- Create a culture where everyone can belong
- Publish books for everyone, by everyone

Our Commitment to Race Equality

We hear, and support, the demands for change from our colleagues, authors, partners, readers and the wider community. Our ambition is to reflect the ethnicity of the UK population at all levels of our organisation as fast as is possible and, in particular, address the under-representation of Black colleagues and Black writers.

We recognise our position of influence to drive change and set out our immediate response, which aims to provide direct intervention, below.

- Our goal is for the senior leadership teams across our company to be representative of UK society, as based on the 2021 census. We recognise this will require radical and urgent action and that we need external expertise to put interventions in place that are right for our business. We will begin this work immediately and share more later this year.
- At both company and divisional level, we will accelerate our commitment and work towards a new goal that our new hires are, at a minimum, reflective of the different ethnicities of UK society by 2023, as measured by the 2021 census.
- Our acquisitions will, at a minimum, be representative of UK society, as measured by the 2021 census, by 2023 and at least 5% will come from Black writers.

The actions we commit to taking to help us achieve these goals include:

- We will begin to build a culture of sustained learning, starting with the roll out of mandatory inclusivity training including anti-racism and ally-ship before the end of 2020, plus more in-depth training for our Leadership Team.

- We will pilot a new senior editorial positive action traineeship in 2021, open to Black people and people of colour at Commissioning Editor level.
- We will publish an annual Ethnicity Pay Gap report and action plan, starting in November 2020.
- We commit to an annual internal review of author advances, starting this year, to understand and enable us to act on any potential racial inequity.
- We commit to an annual internal audit of marketing and publicity spend to review distribution across all our authors. We will set clear criteria for the allocation of marketing and publicity spend to address any potential bias based on the historic performance of the UK and international books market.
- We will work with external experts to design training for marketing, publicity and design teams, with the explicit goal of building expertise in reaching and engaging diverse audiences. We will begin with a focus on reaching Black audiences.
- We are keen to work in partnership with The Black Writers' Guild to determine how to build stronger platforms for Black writers and to reach more Black readers. We commit to making a financial contribution to the Guild and to sharing expertise and our platform to help make impactful progress, quickly.

Our Renewed Commitment to Inclusivity

Having listened closely to feedback from across the company, we are also making the following immediate commitments to ensure our company is representative of the whole of UK society as fast as is possible, and to make our company a safer and more welcoming space for colleagues of all different ethnic backgrounds and under-represented groups.

External expertise:

- We need external help, at a senior level, to ensure the interventions we make are designed with expertise and experience. This help is likely to come from different sources as the work to be done is varied. This could include hiring, consultancy, partnerships or an advisory board, but we are clear that our ultimate goal is to build expertise internally, for the long term.

Recruitment:

- Wherever possible, we will ensure at least one under-represented candidate in all interview shortlists.
- We will make inclusive hiring training mandatory for all recruiting managers.
- Alongside the new Commissioning Editor traineeships, we also commit to extending The Scheme, our entry-level positive action traineeship, into other under-represented departments like marketing, publicity and design.

Pay and progression:

- We will publish pay bands internally for all our roles by the end of 2020, and will include a salary band on all job adverts from January 2021.

- We will overhaul our annual performance and development process by the end of 2020, to ensure stronger expectations of performance and behaviour, developmental feedback and clearer pathways for progression.
- We will aspire to match each member of our Leadership Team and all Heads of Department with two people to mentor from under-represented backgrounds, one internal and one external, where we will work with an expert partner.

Flexible working:

- Greater flexibility will play an important part in building a more representative workforce. We now have feedback on the views of more than 900 colleagues to help inform the shape of how, and where, we work in the future and will share our new proposed working model later this year.

Actionable data:

- In July we will invite colleagues to voluntarily disclose their demographic data, and give us permission to use this to analyse progression, retention, and pay equity by demographic groups. This will help us to identify root causes and specific actions as our inclusion strategy evolves.

Leadership & accountability:

- Each member of the Leadership Team will be accountable for their own divisional inclusivity action plan, with measurable goals to be reviewed annually. These will be shared internally by September 2020 and will include acquisition and employee data broken down at divisional level.
- Every employee will have an annual personal objective related to inclusivity, starting from 2021.
- We will review the remit and leadership of the Inclusion Working Group to ensure we have the right mechanism, expertise and accountability in place to achieve our goals and will share the outcomes from this in September.

Training & support:

- We will create new company guidelines on inclusive language and terminology to be shared with all colleagues before the end of the year, and ensure these are regularly updated.

Communities & networks:

- We will continue to invest in colleague-led networks including Colour[full] and LGBTQIA, including introducing financial reward for chairs of these groups.

How we publish:

- We recognise the need to diversify the pool of freelancers and agencies that our marketing and publicity teams work with. We intend to begin by piloting using open briefs for some campaigns and will work with an external partner to help reach a broader network of talent.
- In addition, we will explore how to address potential bias in the briefing and commissioning of design work, and review the diversity of the illustrators and designers we use across our publishing and digital platforms, with the goal of improving representation.

- As part of the development of our publishing principles, we will establish a formal process for sensitivity reads.
- We commit to ensuring our reader panel, Bookmarks, is representative of UK society by the end of 2020.

Nurturing new voices:

- We will continue to invest in WriteNow, our programme to find, nurture and publish new writers from under-represented backgrounds, with the addition of a free writers' retreat programme from 2021.

This document sets out our vision for the future and the roadmap we plan to take to get there. We commit to regularly reporting our progress against these commitments and sharing updates along the way.

Tom Weldon

*CEO of Penguin Random House UK,
together with the UK Leadership Team
July 2020*

Appendix: Our current data

Data: Employees

Data source: collected from employees via annual survey. Data is self-reported & anonymised.

Response rate in 2019: 54%

Data: Authors & illustrators

Data source: collected from authors and illustrators via survey sent when signing a new publishing contract with us. Data is self-reported and anonymised.

Response rate in 2019: 40%

Ethnicity

Employees: Overall representation has increased - 21.6% of new hires in 2018 were Black Asian Minority Ethnic compared to 14% of the UK population. We now need to focus on representation in all teams - only 10% of employees within publishing houses identified as Black Asian Minority Ethnic compared with 16% in group functions. We also need to focus urgently on representation at senior level. At entry level, 16% of employees identified as Black Asian Minority Ethnic. This decreases to 8% at Manager level, 5% at Senior Manager level and 0% at Leadership Team level.

Authors: Based on the data we have from 40% of authors completing our inclusivity questionnaire, we acquired more Black Asian Minority Ethnic authors in 2019. Acquisitions increased from 16% in 2018 to 23.8% in 2019, vs 14% of the UK population.

Employees	UK Society (2011 Census)	PRH New Joiners 2018	PRH UK Staff 2019
Black/Black British	3.3%	6.0%	2.1%
Asian/Asian British	7.5%	7.2%	6.1%
Mixed Ethnicity	2.2%	7.2%	3.8%
Other Ethnicity	1%	1.2%	0.5%
White	86%	78.4%	87.5%

Authors & Illustrators	UK Society (2011 Census)	PRH UK Acquisitions 2018	PRH UK Acquisitions 2019
Black/Black British	3.3%	2.5%	0.8%
Asian/Asian British	7.5%	6.3%	10.3%
Mixed Ethnicity	2.2%	2.5%	7.9%
Other Ethnicity	1%	5.0%	4.8%
White	86%	83.8%	74.6%
Prefer not to say	no data	0.0%	1.6%

Gender Identity

Employees: Male employees are under-represented (23.6% of new joiners in 2018)

Authors: Male authors (42.9%) are slightly under-represented.

Employees	UK Society (2011 Census)	PRH New Joiners 2018	PRH UK Staff 2019
Female	51.0%	76.5%	64.1%
Male	49.0%	23.6%	35.9%
Non binary	no data	0.0%	0.0%
Prefer to use my own term	no data	0.0%	data unavailable to protect anonymity
Prefer not to say	no data	0.0%	0.0%

Authors & Illustrators	UK Society (2011 Census)	PRH UK Acquisitions 2018	PRH UK Acquisitions 2019
Female	51.0%	53.6%	55.5%
Male	49.0%	43.4%	42.9%
Non binary	no data	0.0%	0.0%
Prefer to use my own term	no data	1.3%	0.0%
Prefer not to say	no data	1.7%	1.6%

Sexual Orientation

Employees: The number of employees who identify as gay men or women, or are bisexual, is higher than the UK population.

Authors: The number of authors who identify as gay men or women, or are bisexual, is higher than the UK population.

Employees	UK Society (2011 Census)	PRH New Joiners 2018	PRH UK Staff 2019
Bi	0.6%	6.6%	5.4%
Gay man/woman	1.1%	2.4%	3.9%
Prefer to use own term	0.4%	0.6%	0.7%
Heterosexual/straight	93.7%	83.8%	85.6%
Prefer not to say	4.1%	6.6%	4.4%

Authors & Illustrators	UK Society (2011 Census)	PRH UK Acquisitions 2018	PRH UK Acquisitions 2019
Bi	0.6%	11.3%	6.4%
Gay man/woman	1.1%	5.0%	8.7%
Prefer to use own term	0.4%	1.3%	0.0%
Heterosexual/straight	93.7%	77.5%	77.8%
Prefer not to say	4.1%	5.0%	7.1%

Disability

Employees: While new joiners reporting they have a disability reflected UK society in 2018, people with a disability are still under-represented within our company as a whole. 37% of employees reporting they had a disability shared it was related to mental health.

Authors: Disability is a key area of under-representation, with just 7% of all acquisitions coming from authors with a disability compared with 19% of the UK population.

Employees	UK Society (2011 Census)	PRH New Joiners 2018	PRH UK Staff 2019
Yes	19.0%	16.0%	13.9%
No	81.0%	84.0%	86.1%
Prefer not to say	no data	0.0%	0.0%

Authors & Illustrators	UK Society (2011 Census)	PRH UK Acquisitions 2018	PRH UK Acquisitions 2019
Yes	19.0%	4.8%	7.0%
No	81.0%	92.6%	92.0%
Prefer not to say	no data	2.6%	1.0%

Socio-economic

Employees: The number of new joiners who received free school meals, an indicator of lower socio-economic status, has increased (13.8% vs 7.9% in 2017). However, our workforce remains over-represented by people who attended an independent or fee-paying school (20% of new joiners vs 7.5% of the UK population).

Authors: This is a key area of under-representation, with 27% of our authors coming from independent or fee-paying schools compared to 7% of the UK population.

Received free school meals

Employees	UK Society (2011 Census)	PRH New Joiners 2018	PRH UK Staff 2019
No	86.0%	86.2%	85.7%
Yes	14.0%	13.8%	14.3%

Highest level of education

Employees	UK Society (2011 Census)	PRH New Joiners 2018	PRH UK Staff 2019
Secondary education	20.0%	2.4%	5.7%
Further education	21.0%	11.4%	14.1%
Degree (undergraduate & postgraduate)	42.0%	84.4%	77.8%
Other	9.0%	1.8%	2.4%
No qualifications	8.0%	0.0%	0.0%

Authors & Illustrators	UK Society (2011 Census)	PRH UK Acquisitions 2018	PRH UK Acquisitions 2019
Secondary education	20.0%	3.0%	2.4%
Further education	21.0%	8.0%	6.4%
Degree (undergraduate & postgraduate)	42.0%	87.0%	88.8%
Other	9.0%	1.6%	2.4%
No qualifications	8.0%	0.4%	0.0%

School Attended

Employees	UK Society (2011 Census)	PRH New Joiners 2018	PRH UK Staff 2019
School outside of the UK	no data	12.8%	10.6%
State school: non-selective	no data	47.0%	49.0%
State school: selective	no data	20.1%	20.8%
Independent or fee-paying	7.5%	20.1%	19.6%

Authors & Illustrators	UK Society (2011 Census)	PRH UK Acquisitions 2018	PRH UK Acquisitions 2019
School outside of the UK	no data	27.0%	26.2%
State school: non-selective	no data	26.0%	32.5%
State school: selective	no data	17.0%	11.9%
Independent or fee-paying	7.5%	28.0%	27.0%
Prefer not to say	no data	2.0%	2.4%



Penguin
Random House
UK