

BLOOMSBURY

Diversity, Equity & Inclusion

Action Plan

MAY 2021



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Our Mission

To be an entrepreneurial, independent publisher of excellence and originality to a worldwide audience.

To inform, educate, entertain, and inspire readers of all ages and backgrounds.

We champion a life-long love of reading and learning, to help build a reading culture with all the benefits which that brings society.



750+
Employees

5+
Locations

70k+
Titles

Our Values

In service of our employees, authors, illustrators, content, customers, and shareholders we value, independence, entrepreneurial spirit, inclusion, collaboration, ethical practice, determination, diversity, sustainability, optimism, and freedom of speech.

1 We promote a working environment that stimulates creativity and collaboration, celebrates difference, is inclusive and ethical in its practice, and supports wellbeing.

2 We are determined to nurture and develop our authors, illustrators, and employees to their highest potential, and know that our success is down to the passion, commitment, and hard work of our talented people.

3 We recognize the urgent need to support people from all backgrounds and identities to become part of the global publishing industry, enabling diverse voices to both reflect and shape our culture and society.

4 We are committed to supporting authors and illustrators, both new and established, to bring original and powerful works across an array of genres and subjects to readers and learners worldwide, sharing ideas, knowledge and experience, and sometimes challenging convention.

Bloomsbury is committed to equality, diversity, and inclusion and is opposed to discrimination, bullying, and harassment. We condemn individual and systemic racism in society in all its forms. We are dedicated to actively and continuously improving both our industry's practices and our own company. As individuals and as a company we unite in these values as policy and pledge.

DE&I Vision: What does success look like?

DE&I is no longer an 'initiative' – it is a natural part of what we do. All employees have built DE&I best practice into their everyday working lives. We see continuous improvement year on year and clear progress towards the goals and targets that have been set.

- ✓ A strong culture of belonging and wellbeing for all employees. Employees are well supported in their roles, are welcomed, included, listened to, and fairly rewarded. We provide opportunities for growth and development and support this with training and mentoring. People are able to bring their best and true selves to work.
- ✓ Our authors and employees at all levels are representative of society; our publishing is culturally rich with an ever-expanding readership. We have strong partnerships and initiatives in place to develop new talent and can show demonstrable impact in widening access and improving literacy.
- ✓ We have a thriving, creative, and encouraging environment, utilizing our offices as hub spaces for in-person events, meetings, and collaboration, whilst allowing flexible working policies and the ability to work from home.
- ✓ We communicate well. Everyone knows their purpose within the organization and supports our mission and values. HR policies are well known and implemented by line managers. The employee experience is regularly monitored through employee voice forums, surveys, and ongoing consultation. The company culture is one that listens, learns, and responds, with a focus on continuous improvement and positive change.
- ✓ Bloomsbury is a place where anyone of any background, race, ethnicity, religion, sexuality, gender identity, age, physical ability, or socio-economic status can thrive, feel comfortable, and be heard and accepted. Communities exist to foster peer support and ideas for improvement.

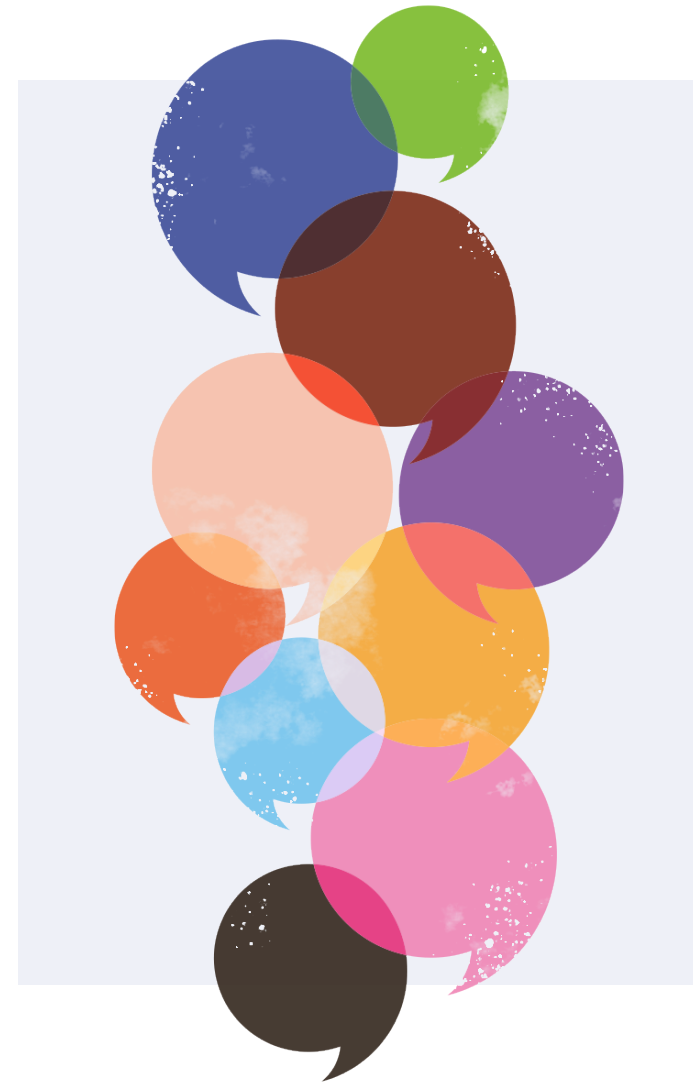
DE&I Vision: Current position

BLOOMSBURY UK

Three quarters (74%) of Bloomsbury UK employees participated in the workforce survey in 2020. The 2020 survey was done in conjunction with the Publishers Association industry survey.

BLOOMSBURY US

Over 84% of Bloomsbury US employees participated in the workforce survey in 2020. A similar survey was not conducted in 2019; however, some information is available from payroll data. Bloomsbury is in discussions with the AAP about conducting US industry surveys.



DE&I Vision: Current position

WOMEN

Women accounted for 75% of Bloomsbury UK and 78% of Bloomsbury US respondents in 2020, compared to 71% and 81% respectively in 2019. Women account for 64% of the UK industry, and industry data is pending in the US. Bloomsbury has a positive representation of women in Executive Leadership & Senior Management combined (62%), up from 39% in 2019, which is higher than the industry average (54%). Women are overrepresented at Executive Leadership level (86%) at Bloomsbury, up from 63% in 2019, in comparison to Bloomsbury's workforce (75%), and at Executive Leadership level in the industry.

ETHNIC MINORITY GROUPS

Ethnic minority groups (excluding white minorities) accounted for 10% of Bloomsbury UK and 22.7% of Bloomsbury US respondents in 2020, compared to 10% and 21.5% respectively in 2019. This compares to the UK industry of 13% and the US industry average of 24%. Representation was lower than the population of England and Wales (14%) and the United States (28%). Given Bloomsbury's city presence, it should be noted that the representation of ethnic minority groups (excluding white minorities) is 40% in London and 57% in New York.

LGBTQ+

The proportion of Bloomsbury respondents identifying as lesbian, gay, bi, or other term preferred (LGBTQ+) was 15% for Bloomsbury UK and 25% for Bloomsbury US. This compares to 13% for Bloomsbury UK in 2019 and 11% for UK industry representation. (Industry data and 2019 Bloomsbury US data are not available). An estimated 3% of the UK and 6% of the US populations identify as LGBTQ+ (ONS/Gallop).

Data is not currently available for Bloomsbury India and Australia. The UK Publishers Association survey included details beyond the above including socio-economic status, education, disability, and mental health. Future surveys will endeavour to capture consistent, relevant, and available data in each location in accordance with privacy, data, and employment laws.

Governance

Executive and Non-Executive Board Directors
Diversity, Equity and Inclusion Lead
Baroness Lola Young

EXECUTIVE SPONSOR

Responsible for Diversity, Equity & Inclusion at Bloomsbury with approval from Chief Executive Nigel Newton and Executive Committee.

GLOBAL STEERING COMMITTEE

Works as wider stakeholder management team (consisting of EC members, Senior Leaders, and the DI Manager) to guide development, oversight, and implementation of the plan.

DE&I MANAGER AND TRAINING ADMINISTRATOR

Organizes and leads the ERGs and working groups, initiates and delivers DI projects, develops outreach partnerships, and organizes training, education, and engagement programmes.



Implementation

EMPLOYEE RESOURCE GROUPS

Provide peer support and help with ongoing process improvement initiatives such as providing input into HR policies and workflows, and helping curate educational resources and events. Current UK groups: Black Asian and Multi-Ethnic, Mental Health, Parents and Guardians, LGBTQ+ Disabilities. US Groups: Women in the Workforce, Mental Health, LGBTQ+, BIPOC, Socioeconomic Status.

WORKING GROUPS

Work on specific DE&I projects to advise on and advance aims in core areas of recruitment, retention, education/engagement, and publishing.

ALL EMPLOYEES

All employees are encouraged to take collective responsibility for the plan. Bespoke plans and approaches per division and role functions to be created, with Senior Leaders accountable.



Implementation

STAKEHOLDER FEEDBACK

- A global employee Pulse Survey issued Feb 2021 tested elements of this plan.
 - 324 people participated and their feedback has helped to shape and inform the plan.
 - 219 people have signalled their willingness to volunteer.
- Regular employee survey run by outside agencies.
- Participation in industry-wide surveys.
- Employee Voice meetings provide ongoing small-group feedback direct to an EC member. Anonymized feedback is captured and reviewed by the EC and HR for change implementation.
- Employee Resource Group feedback is represented at EC level.
- Authors/Advisors/Readers are consulted as part of our Customer Insight approach.

MEASURES OF SUCCESS

- Employee satisfaction survey, including annual improvement tracking.
- Employee engagement: ERG memberships, community event attendance, survey participation.
- Employee representation vs Census and Industry data. Annual tracking, including recruitment targets.
- Author representation data and tracking, including annual new title acquisition targets.
- Gender pay gap data and tracking.
- Develop and implement Ethnicity pay gap data and tracking (tbd).
- Training courses run, attendance, feedback on effectiveness.

Action Plan: Recruitment Goals

We aim for our workforce to match, at a minimum, national census data on Black, Asian and multi-ethnic representation.

	COMPARISON		BLOOMSBURY	
	Nation	Industry	2019	2020
UK	14%	13%	11%	10%
US	28%	24%	22%	23%

Representation of ethnic minorities

As a part of a three-year action plan, Bloomsbury plans to increase ethnic diversity through stated and tracked goals:

- By 2024, Black and minority ethnic groups to represent:

BLOOMSBURY UK

20%
of new recruits.

BLOOMSBURY US

35%
of new recruits.

- Communicate progress on key stats and data annually, internally and externally.
- Demonstrate continuous improvement each year.

Actions: Recruitment

Change will come from the 150 +line managers at Bloomsbury filling vacancies with diverse candidates at all levels.

To support these efforts and ensure our collective success, a Recruitment and Selection Policy will be created, which sets out Bloomsbury's process for attracting and selecting applicants. The policy will cover external and internal recruitment and all aspects of recruitment policy, process and practice, including points referenced in the action plan.

- **Develop 'Communications Plan' to explain and demystify publishing and to encourage people to apply who may not realize publishing is for them.**
 - Programme of talks and media campaigns to champion the importance of working in the publishing sector.
 - Recruitment partnerships e.g. Creative Access and LDN Apprentices schools and colleges.
 - A 'Work With Us' microsite page on BBY.com promotes our publishing, inclusion, and flexible working policies, possible career development pathways, training, and support, plus candidate guidance on the interview process.
 - Offer 'insights into publishing' opportunities for school leavers.
- **Apprenticeship (UK) and Internship (US/AUS) Programmes**
 - Widen the number of apprentices, including mid-career changers.
 - Produce case studies of success with moving apprentices into full time work.



- **Recruitment process**

- Line managers ensure at least one under-represented candidate is shortlisted for every open role.
- Workflow re-engineered to ensure a) effort in wider outreach b) skills-based application process c) clear signposting in job ads of inclusion policies, culture, benefits, and financial support for new employees d) guidance for line managers with mandatory inclusive hiring training.
- Hold ongoing meetings with and regular training for hiring managers.

- **Internal HR system and Employee Data**

- Adapt to facilitate skills-based application process, track candidates, and monitor year-on-year recruitment data, including expanded gender and ethnicity options within the systems.

- **Ensure offices and facilities are a comfortable, welcoming space for all**

- Review of office facilities and technology/equipment to support disability access.

- **Pay, Benefits and Career Planning**

- Work towards all jobs being within bands/structure to facilitate consistent and fairly applied salary and benefits. All Bloomsbury jobs to have standard job titles and standard job descriptions.
- Work towards a Career Framework Policy that covers the process and practice in respect of Promotion, Talent Management, and Succession Planning. Include career ladders showing how employees might progress within a function or between functions.

Actions: Retention, Training & Development

Staff are supported and developed throughout their careers with clear annual learning development plans. Training needs for employees are assessed at each annual review. Workshops and mandatory learning development events are not offered during the lunch period.

- **Training programmes are well-funded, repeat annually and consist of:**
Onboarding/Induction, Mentoring/Buddying, New manager training, Leadership Training, and Executive and Senior Management level training, Technical skills, Division/Function-specific training, Mandatory DE&I and HR related training at all levels.
 - Work with external experts to design training for editorial, marketing, publicity, and design teams, with the explicit goal of building expertise in reaching and engaging diverse audiences.
 - Each division and function to run its own Skills Week, e.g. Commissioning Skills, with aim of supporting career development and sharing best practice in the role.
 - Support and coaching for DE&I Group leads and members (e.g. Mental Health First Aid).
- **Opportunities to expand skills and experiences through stretching responsibilities:**
 - Create opportunities within the role itself and via involvement in division or companywide initiatives or continuous improvement projects.
 - Team participation is held in high regard, along with a culture of collaboration not competition.
 - Reward structure for participation and achievement.



- **Annual review/appraisal**

- Improve review forms to ensure a personal training and development plan per employee, opportunities for growth.
- Set goals relating to diversity and inclusion initiatives for each division.
- Remind teams at each review of diversity and inclusion community groups and projects to be involved.
- Colleagues working on voluntary BBY projects to be given support by managers, staff given the appropriate time, with goals set accordingly.

- **HR Policies are regularly updated and expanded to include latest best practice**

- Review and create new policies as appropriate, for example, Disabilities policy, Guidance on Transitioning, etc.
- Develop clear intranet resource of HR policies which employees can easily locate.

- **Consideration is given to cultural celebrations and holidays**

- Staff are allowed to swap public holidays for something they themselves celebrate, e.g. Diwali, Pride. Allow working from home during Ramadan.

- **Establish plans to measure data on and YOY progress in:**

- Staff representation a) in workforce b) in recruitment
- Employee retention
- Career progression
- Gender and ethnicity pay gap

Actions: Education, Engagement & Inclusion

- **Active DE&I employee-led groups are supported by company Governance:**
 - Well-supported and run communities of Employee Resource Groups (ERGs), led by the DI Manager, offer the chance for employees to network among peer groups, provide support to each other, contribute towards our action plans and policies, and work on specific DE&I projects.
- **Education initiatives help to develop self-awareness and understanding of other perspectives, experiences, and societal issues.**
 - Develop a clear events calendar for a series of opt-in workshops, talks, and recommended reads offered to staff on a range of topics.
 - Themed awareness weeks.
 - Guided Reflection or Reading time to be offered.
- **Strong focus on Wellbeing**
 - Employee Assistance Programme offers one-to-one confidential advice and counselling services for staff members.
 - Programme of talks offers advice on strategies for dealing with mental health. At times of exceptional circumstances (e.g. Covid), staff have been/are offered additional days of paid wellbeing leave.

● **Our company intranet acts as a central resource**

- ERGs and working groups share best practice, information, author talks, reading recommendations, newsletters, etc.

● **Charitable Action**

- Agree policy and process (led from bottom up and top down) for employees who volunteer to be given paid time off for charitable action that aligns with the company's values and mission and helps develop employee's skills, knowledge, and experience.

Action Plan: Author & Creator Goals

We aim for our authors, illustrators, and creative talent to match, at a minimum, national census data on Black, Asian, and multi-ethnic representation.

	COMPARISON		BLOOMSBURY	
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US	28%	24%		

Representation of ethnic minorities

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35%
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- Communicate progress on key stats and data annually, internally and externally.
- Demonstrate continuous improvement each year.

Actions: Publishing

- **Systematically capture and measure author, illustrator, and contributor data on an opt-in basis.**
 - Create system for collecting and storing author and illustrator data. Create annual report format to monitor and report on year-on-year progress.
 - Increase publishing with a social mission as well as a DE&I mission relevant to each publishing sector.
- **Encourage collective responsibility:**
 - Each division and business function will contribute towards our DE&I Plan. Senior Managers to ensure each regional office, publishing division, and business function is responsible for the creation of their own DE& I action plan. Cross-functional teams to come together periodically to discuss and review plans. Examples of initiatives: Proactive partnership with the Black Writers Guild.
- **Broaden the representation of our talent base:**
 - Develop wider freelancer and illustrator pool, and review briefing process with a view to broad representation.
 - Review and adapt proposal and peer review guidelines.
 - Appoint paid advisory boards and focus groups, and commission reports on audience research.
 - Engagement and outreach plans to communicate our ambitions and recruit new authors.
 - New writer support: Free places offered on Writers & Artists courses.



- **Bloomsbury publishing teams have well-developed customer insight, cultural awareness, and understanding of markets.**

- Develop bank of resources to support publishing teams, offering guidance on language, product positioning, and market outreach.
- Review language and terminology used across all author communications.

- **Our digital content is accessible for all.**

- A working party is in place to review eBook and online accessibility in line with industry standard regulation. Review and report on progress and action plans.

- **Our content is easily discoverable from a DE&I perspective.**

- ONIX compliant DE&I related Thema coding allows more effective surfacing and discovery of content, themed campaigns, etc.
- Books that relate to Social Justice are promoted by the BBY website and other mediums.

- **A Bloomsbury New Writers Program widens access:**

- The Bloomsbury New Writers Programme will be developed as a one-year programme of mentorship connecting Bloomsbury to a group of talented writers from under-represented backgrounds.

Actions: Communication

- Our website reflects our culture and values and is appealing to future employees and authors.
- Our staff know exactly what our plan is, where we are in terms of delivering change, and how their contributions work towards that plan.
- Future employees, authors, and audiences know what Bloomsbury stands for and can see visible success in the delivery of our mission and values.

