



PublisHer

DIVERSITY AND INCLUSION IN THE PUBLISHING INDUSTRY

DIAGNOSTIC TOOLKIT

**SUPPORTING PUBLISHING COMPANIES TO BECOME
MORE DIVERSE AND INCLUSIVE**

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FOREWORD

At publishing houses around the world, seeds of change are starting to germinate as leaders take a hard, honest look at deep-rooted obstacles to diversity and inclusion.

There is a growing recognition that we as an industry must actively champion equality, diversity and inclusion if tangible, lasting progress is to be made. I created **PublisHer** as a response to this shifting perspective, and this Toolkit captures this renewed sense of purpose, clarity and optimism.

PublisHer conducted a wide-ranging evaluation of research on diversity and inclusion in publishing and other industries. The findings were used to draw up a comprehensive survey, which was completed by more than 50 women in the publishing industry and supplemented by semi-structured interviews. The findings from this desk research, primary data, and in-person interviews have been synthesized to shape the recommendations in this Toolkit.

We have heard first-hand how hard it can be to elicit a sustained organizational commitment to prioritizing and improving diversity and inclusion with many organizations not aware of how to get started and how far they have to go. Today, publishers are rethinking business strategies to meet the challenges of the Covid-19 pandemic, and we believe diversity and inclusion needs to be at the top of the agenda.

That is why I am pleased to share **PublisHer's** Diversity and Inclusion Toolkit, which is a publishing-specific support resource to help companies evolve into consciously diverse and inclusive workplaces. We will further refine and contextualize the Toolkit over time, with the support of the growing **PublisHer** network.

We hope the clear, implementable organizational guidance contained in the Toolkit will assist in accelerating progress on diversity and inclusion for the benefit of the whole industry.

Bodour Al Qasimi
Founder, PublisHer

FROM A 'GENTLEMAN'S PROFESSION' TO A FORCE FOR CHANGE

Diversity and inclusion has long been an issue in publishing with the industry long known as a 'gentleman's profession'.¹ In fact, women were not recognized or encouraged to be publishers in many countries until the late nineteenth century.² Some iconic female writers, such as the Brontë sisters and Mary Ann Evans, adopted male pseudonyms to avoid detection in an industry long considered an old boy's network.³

One of the first coordinated efforts to address diversity and inclusion in publishing was the Women in Publishing movement, a group established in 1979 in the United Kingdom. The movement challenged publishing industry discrimination and campaigned for equal pay, childcare, and more female representation at the executive level. Their advocacy work was influential in putting diversity and inclusion on the publishing industry's agenda and highlighting the slow pace of change. Women in Publishing's 1989 study on British publishing found that although female publishers considerably outnumbered men, women rarely occupied executive positions.⁴



More than three decades later, the struggle has transitioned from a focus on equal representation to diversity, equity, and inclusion for all, throughout the wider publishing ecosystem.⁵ This trend was championed by the International Publishers Association, national publishers associations, the Coalition for Diversity & Inclusion in Scholarly Communications⁶, and publishing companies.⁷ Though women have achieved quantitative equality in the publishing industry in developed publishing markets where data is available, such as the United Kingdom and United States, deep seated inequity is still reflected in lack of progress on issues of pay, benefits, and other qualitative aspects of employment. Progress is also not uniform globally. For example, in 2018, Las Mujeres del Libro, an industry call for equality by Spanish women publishers, gathered 8,000 signatures calling for equal pay, opportunities, recognition, and action on workplace harassment.⁸ Interviews with **PublisHer** members in several countries for this Toolkit also reflect a publishing world where prioritization of diversity and inclusion greatly varies.

With **PublisHer's** launch in March 2019, a new generation of female publishers and creative industry leaders is continuing the work of the diversity and inclusion pioneers of yesteryear. This Toolkit is a fresh call for coordinated global action and progress to tackle the publishing industry's persisting diversity and inclusion challenges.

THE DIVERSITY AND INCLUSION IMPERATIVE

Although publishing's diversity and inclusion (D&I) conversation has got harder to ignore, there is still a clear need for progress in both developed and developing publishing markets. Several studies have found a strong relationship between D&I and business performance. One of the most influential studies found that firms with higher levels of executive diversity were 21% more likely to outperform on profitability and 27% more likely to have superior value creation.⁹ Despite the growing understanding of these benefits, however, **PublisHer** has found that publishers can still struggle to persuade senior executives that D&I should be a top organizational priority.

Part of the solution may lie in reframing the dialogue about D&I, to stop viewing it as a moral obligation and start seeing it as a business opportunity with proven upsides. Benefits of diverse and inclusive workplaces include:



Access to More Top Talent – Hiring the right skills is a significant concern of senior executives.¹⁰ Organizations with a commitment to D&I have an advantage in attracting and retaining the best talent.¹¹

Diversity in Ideas – Diverse and inclusive corporate cultures enable team members to voice ideas and opinions comfortably, leading to more engaged, motivated workforces. Women in particular value organizational cultures that invite the safe sharing of ideas, active listening, cooperation, and flexibility.¹²

Enhanced Decision Making – Leadership diversity enhances decision making, leading to better business outcomes. One study found profitability at companies with highly diverse management was 10% higher than companies with lower levels of leadership diversity.¹³

Product Innovation – Diversity of opinions and experiences leads to unique ideas and new services and products. With women often more voracious readers than men, a diverse workforce is especially critical to identify publishing trends and adapt to evolving customer preferences.¹⁴

Environmental, Social, and Governance (ESG) – ESG criteria are increasingly important for investors, employees, and other stakeholders to put their money where their values are. D&I is increasingly key to building a strong corporate brand and being a good corporate citizen to attract and retain customers and employees.¹⁵

TOWARDS A DIVERSITY AND INCLUSION FRAMEWORK FOR PUBLISHING

As several national publishers associations in developed publishing markets renew their focus on D&I, a range of initiatives and awareness campaigns calling for change have emerged. However, real progress remains limited to a select number of countries and organizations. One key limitation is that there is no framework specific to the publishing industry to guide organizations towards becoming more diverse and inclusive.

In the absence of an industry-specific, normative tool for progress, *PublisHer* has led this initial attempt to advance a framework for guiding organizational diversity and inclusion efforts. The framework, organized around the most significant challenges women publishers face, was developed in consultation with more than 50 leading women publishing industry executives. During discussions with these executives, nine D&I subobjectives in three D&I transformation goals emerged.



TRANSFORMATION GOAL 1: EMBEDDING DIVERSITY AND INCLUSION AS ORGANIZATIONAL VALUES

1. Securing Senior Leadership Commitment and Accountability: Senior management commitment and accountability is critical to a culture where employees feel included and valued

2. Engaging Diverse Stakeholders: Involving a wide spectrum of stakeholders increases buy-in and makes interventions more sustainable and impactful

3. Putting Policies and Processes in Place: Well-crafted, consistently followed policies translate ambition to action while cascading diversity and inclusion goals across organizations

TRANSFORMATION GOAL 2: ATTRACTING AND HIRING DIVERSE TALENT

4. Attracting Diverse Talent: Employers have to connect with potential candidates, find out what is most important to them, and provide a workplace that is appealing to them

5. Hiring Diverse Talent: Addressing conscious and unconscious bias at all steps of the hiring process favors workforce diversity

TRANSFORMATION GOAL 3: BUILDING AN INCLUSIVE WORKPLACE AND RETAINING DIVERSE TALENT

6. Cultivating an Inclusive Workplace: A supportive culture of inclusion and equity attracts and retains diverse applicants and positions them for collective success

7. Offering Diverse and Inclusive Compensation and Benefits: Equal pay for equal work requires greater transparency, better data, and a commitment to end discriminatory practices

8. Embracing Workplace Flexibility: Flexibility is here to stay, but there are still many unknowns in managing flexible work arrangements effectively in the post-Covid world

9. Ensuring Equitable Development: Leaders have an important role to play in ensuring training and development opportunities are equally accessible across an organization

USING THIS FRAMEWORK TO CONDUCT A BASELINE ASSESSMENT AND TAKE ACTION

This Toolkit is designed to provide a flexible, implementable framework for publishing firms to take action. Publishers large and small can use it to identify D&I challenges, develop targeted action plans, and win management buy-in to proactively address challenges and track progress.

Our interviews with leading female publishing executives revealed three core diversity and inclusion transformation goals. Within these goals, the Toolkit identifies nine organizational subobjectives accompanied by specific organizational maturity characteristics that enable users to assign a maturity level ranking for each subobjective. After assigning a maturity level to all subobjectives, the results can be used to develop an action plan with specific goals for each subobjective accompanied by selected resources for taking action.

In assessing each subobjective, a common maturity matrix is used.



MATURITY LEVEL	ORGANIZATIONAL CHARACTERISTICS
AVOIDANCE	<ul style="list-style-type: none"> • Diversity and inclusion is unrecognized or not a concern • Exclusionary or discriminatory behavior is normalized or accepted • Lack of will/capacity to take accountability, address diversity and inclusion
AD HOC	<ul style="list-style-type: none"> • Actions to address challenges are fragmented, reactive, short-term and/or compliance-focused. Initiatives fail to achieve meaningful change or gain widespread support
STRATEGIC	<ul style="list-style-type: none"> • Leaders recognize and champion diversity and inclusion as a core value • Organization has clearly articulated progress objectives for integrating D&I into organizational values • Active oversight and monitoring of D&I progress
INTEGRATED	<ul style="list-style-type: none"> • D&I is deeply valued and mainstreamed in culture • Major challenges have been addressed and progress is regularly monitored with clearly established objectives and accountabilities • Commitment to D&I is closely associated with corporate brand and viewed as critical to good corporate citizenship

DIVERSITY AND INCLUSION BASELINE ASSESSMENT

Transformation Priority 1: Embedding Diversity and Inclusion as Organizational Values



Securing Senior Leadership Commitment and Accountability

Senior leaders set the tone for D&I through their commitment, accountability, and communication. Executives are key to instilling D&I as fundamental organizational values — D&I must be embraced as a permanent business imperative as opposed to a finite communications exercise.¹⁶ At advanced stages of organizational maturity, commitment and accountability are often reflected by clear diversity and inclusion policies, programs and established performance targets for which leaders are held accountable.

MATURITY LEVEL		RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance	No accountability across the organization		<ul style="list-style-type: none"> Conduct a diversity and inclusion audit to assess diversity at all organizational levels 	Conducting a Diversity and Inclusion Audit: These guidelines offer a roadmap for conducting organizational audits.
Ad Hoc	Accountability limited to compliance with laws, or assumed by some executives		<ul style="list-style-type: none"> Establish the business case for diverse representation in senior positions and disseminate across the organization Develop inclusivity action plan endorsed by senior management highlighting targets 	Developing an Action Plan: Penguin Random House UK's Books for Everyone, by Everyone 2020 plan includes annual targets and action items for promoting diversity and inclusion.
Strategic	Clear accountability metrics identified		<ul style="list-style-type: none"> Develop gender diversity targets and link target achievement to management performance assessments Develop a scorecard to monitor progress and inform hiring and retention practices Establish employee resource and networking groups to promote diversity and inclusion 	<p>Identifying Targets: A step-by-step guide to establishing D&I targets and linking them to management performance. PwC also recommends specific indicators for monitoring progress.</p> <p>Developing a Scorecard: Some examples of diversity and inclusion scorecards and dashboards.</p> <p>Forming Employee Resource Groups: A toolkit for establishing and maintaining successful employee resource groups (ERGs). Examples highlighting successful implementations of ERGs in publishing companies can be found here.</p>
Integrated	Leadership commitment and accountability at all management levels		<ul style="list-style-type: none"> Communicate and share policies and processes internally and externally to reflect commitment, accountability, and transparency in making progress 	Documenting Practices: This is an example of an annual diversity and inclusion report that highlights achievements and reflects senior leadership commitment.

2

Engaging Diverse Stakeholders

Incorporating a variety of stakeholder perspectives in diversity and inclusion initiatives is essential to collective, organization-wide action. Employees and managers at all levels have a role to play while the involvement of external stakeholders, such as readers, authors, retailers, suppliers, and publishing associations, can fasttrack organizational learning and progress.¹⁷ Building alliances by seeking multiple viewpoints is critical to multi-stakeholder cooperation on implementing D&I strategies.

MATURITY LEVEL		RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance	No effort to identify diversity and inclusion stakeholders		<ul style="list-style-type: none"> Develop map of internal and external stakeholders 	Mapping Stakeholders: This resource provides guidelines for mapping internal and external stakeholders.
Ad Hoc	Stakeholders identified; some internal stakeholders engaged		<ul style="list-style-type: none"> Develop stakeholder engagement plan with expectations, approaches, and action items 	Engaging Stakeholders: Here are guidelines for developing a stakeholder engagement plan.
Strategic	Full range of stakeholders engaged in development of policy and processes		<ul style="list-style-type: none"> Conduct workshops and surveys to attain stakeholder buy-in on the need for action, solicit diverse views, and build allies 	Attaining Stakeholder Feedback: Table 2 on page 9 describes a range of tools for engaging stakeholders.
Integrated	Key stakeholders engaged in identifying and implementing gender equality agenda		<ul style="list-style-type: none"> Publish a list of partners, suppliers, and other allies that share your organization’s commitment to diversity and inclusion Develop a supply chain program to ensure suppliers adopt diversity and inclusion as organizational priorities 	<p>Recognizing Allies: This is an example of an external list of partners that share a commitment to diversity and inclusion.</p> <p>Implementing a Supply Chain Program: Tool 2.4 on page 30 provides guidance on developing diversity supply chain programs.</p>

3

Putting Policies and Processes in Place

Policies and processes underpin effective, impactful diversity and inclusion initiatives. They serve as reference points for employees and management, clarify roles and responsibilities, and play an important role in articulating an organization’s commitment to diversity and inclusion to stakeholders.¹⁸ Policies and processes are living documents that codify D&I targets and the strategies to meet them in the course of day-to-day operations.¹⁹ A periodic, data-driven, multi-stakeholder review process ensures policies and processes remain supportive of diversity and inclusion objectives.²⁰

MATURITY LEVEL		RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance	No diversity and inclusion policies and processes and no established targets		<ul style="list-style-type: none"> Conduct a review to determine which policies and processes are needed by your organization 	<p>Conducting a Process and Procedure Review: Tool 1.1 provides guidelines for assessing gender-based policies and procedures.</p>
Ad Hoc	Policies and processes are ad-hoc and focused on legal compliance		<ul style="list-style-type: none"> Formalize or update policies and processes to articulate principles, targets, roles and responsibilities 	<p>Developing Policies: Here is an example of a diversity and inclusion policy while this is an example of guidelines for updating existing policies and processes.</p>
Strategic	Policies and processes are established with a commitment to ongoing feedback		<ul style="list-style-type: none"> Establish a multi-stakeholder committee to develop, update, and review policies and processes and assess ongoing relevancy of targets 	<p>Ensuring Representative Participation: Oxford University Press established an Editorial and Promotion Committee to ensure broad representation in book selection</p>
Integrated	Policies and processes are institutionalized, reviewed regularly, and continuously updated		<ul style="list-style-type: none"> Communicate and share policies and processes internally and externally to reflect commitment, accountability, and transparency in making progress 	<p>Documenting Practices: This is an example of an annual report that includes a range of diversity and inclusion progress indicators.</p>

Transformation Priority 2: Attracting and Hiring Diverse Talent

4 Attracting Diverse Talent

Job descriptions, which are many applicants' first interaction with an employer, are crucial to attracting a diverse candidate pool. For example, studies have shown clear communication of critical and desired job requirements and avoidance of particular words such as 'competitive' or superlatives such as 'world class' can attract more female candidates.²¹ Mention of a hiring organization's commitment to diversity and inclusion, D&I initiatives, and diverse employee profiles in job descriptions are particularly impactful in attracting diverse candidates. Diversifying the candidate pool also requires concerted multichannel outreach via social media, job fairs, universities, and industry associations.²² Employee referral systems and leveraging employees as brand ambassadors have also been very effective in attracting diverse candidates.²³

MATURITY LEVEL		RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance	No plan or targets for attracting diverse candidates		<ul style="list-style-type: none"> • Convene a diversity and inclusion panel to audit job descriptions 	<p>Convening a Diversity and Inclusion Panel: This resource includes best practices for convening diversity and inclusion panels.</p>
Ad Hoc	Efforts to diversify the candidate pool are sporadic or compliance-driven		<ul style="list-style-type: none"> • Ensure job descriptions include an organizational commitment to D&I and encourage applications from a spectrum of candidates by excluding gendered pronouns, indicating optional requirements, and highlighting flexible work accommodations and benefits • Highlight commitment to diversity and inclusion, ensure recruitment campaigns appeal to a diverse range of candidates, including imagery on website and marketing materials 	<p>Auditing Job Descriptions: This is a guide for writing gender neutral job descriptions, while this online tool can assess the overuse of gendered language.</p> <p>Updating Marketing Collateral: BBC's website offers employee testimonials to attract diverse candidates.</p>
Strategic	Organization has a plan for attracting diverse talent including targets, job description guidelines, and outreach strategies		<ul style="list-style-type: none"> • Develop a plan for attracting diverse talent and an internal guide for job descriptions including specific targets for interviewing diverse candidates for all roles • Leverage a range of sourcing channels to maximize candidate diversity • Implement an internship program focused on providing diverse candidates confidence in applying for full time roles 	<p>Diversifying Candidate Sourcing: The UK Publishers Association organizes Work in Publishing Week, a national campaign to inspire the pursuit of a career in publishing, providing an opportunity for publishing firms to access potential candidates</p> <p>Implementing an Internship Program: Hachette's Our Fresh Chapters program offers diverse candidates an on-ramp into the publishing industry.</p>
Integrated	Organization has a continuously assessed plan for attracting diverse talent		<ul style="list-style-type: none"> • Continuously evaluate achievements, document progress on your website, include indicators in your annual report, and support other organizations and colleagues in making progress 	<p>Documenting Achievements: Accenture, which announced its plan to achieve gender balance by the year 2025, and a senior team of 25% female directors by 2020, publishes progress statistics on its website.</p>

5

Hiring Diverse Talent

Bias, conscious or unconscious, is one of the most significant challenges to cultivating a truly diverse workforce and inclusive culture as it can lead to talent being overlooked through prejudicial decision making.²⁴ Preventing bias from reducing workforce diversity requires embedding a D&I ethos in all stages of hiring, from anonymizing candidate screening and collaborative interviewing, to structured, task-based testing and monitoring progress for blind spots.²⁵

MATURITY LEVEL		RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance	No plan for hiring diverse candidates and promoting inclusivity in hiring processes		<ul style="list-style-type: none"> • Convene a diversity and inclusion panel to audit candidate inflow and establish recruitment targets 	Convening a Diversity and Inclusion Panel: This is a best practice guide for convening diversity and inclusion panels.
Ad Hoc	No plan for hiring diverse candidates and no specific hiring targets		<ul style="list-style-type: none"> • Assemble a diverse interview panel • Provide diversity and inclusion training to recruiters and interviewers 	Training Recruiters: Here are some tips on impartial interview techniques.
strategic	Plan for diversifying workforce in place		<ul style="list-style-type: none"> • Leverage data to continuously assess D&I progress and challenges, and revisit plan 	Measuring Achievements: Twitter communicates workforce diversity data via a dashboard and its annual diversity and inclusion report.
Integrated	Recruitment process continuously assessed for bias		<ul style="list-style-type: none"> • Asses all hiring processes for bias • Continuously assess progress on diversity and inclusion and create accountability through public reporting 	Documenting Achievements: Accenture creates public accountability for diversity and inclusion through an annual report.

**Transformation Priority 3:
Building an Inclusive Workplace and Retaining Diverse Talent**

6 Cultivating an Inclusive Workplace

Inclusivity means empowering everyone to contribute meaningfully to the collective success. Inclusive workplaces ensure employees are supported, respected and engaged.²⁶ Inclusive workplaces also value diverse ideas and experiences, and actively cultivate a culture of equal value and opinions through open communication, zero tolerance policies, and accommodative facilities that cater to various needs and make employees feel welcome.²⁷

MATURITY LEVEL		RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance	Building an inclusive workplace is not a priority		<ul style="list-style-type: none"> Conduct a survey of employee perceptions of organizational culture and leverage the results to make the case for particular priority actions 	<p>Seeking Employee Feedback: This is an example of how an employee survey is used to take the pulse of corporate culture. Sample survey questions can be found here.</p>
Ad Hoc	Inclusive workplace efforts are disconnected or compliance driven		<ul style="list-style-type: none"> Establish clear process for addressing bias, harassment, abuse of position, and discrimination Consider the need for inclusive workplace facilities in cooperation with a cross-functional team 	<p>Developing Policies: Here are examples of conduct that should be covered under harassment policies while this resource provides a guideline for monitoring and handling harassment complaints.</p> <p>Designing Inclusive Facilities: This is an example of how to incorporate inclusive design into your workplace.</p>
Strategic	An inclusive workplace plan is in place		<ul style="list-style-type: none"> Cascade workplace inclusivity across all organizational policies and procedures Leverage surveys and training to address ongoing issues and refine plan 	<p>Incorporating Cultural Norms in Policies: This is an example of how a company leveraged employee feedback to inform the workplace culture and shape its mission statement, policies and practices.</p>
Integrated	An inclusive workplace culture is fundamental to culture and core values		<ul style="list-style-type: none"> Adopt a statement of commitment to an inclusive workplace culture Continuously assess progress on cultivating and inclusive workplace and create accountability through public reporting 	<p>Documenting Practices: Here is an example of an organization which highlights its inclusivity progress and transparently communicates it</p>

7 Offering Diverse and Inclusive Compensation and Benefits

We found that around 60% of women publishing executives feel underpaid compared to their male peers. Emerging research, such as the UK Publishers Association’s annual diversity and inclusion study, which shows that average differences in pay between men and women in publishing range from 11% to 30%²⁸, suggests the pay gap is real and pervasive. With much of the research on equity in compensation and benefits coming from developed publishing markets, there is significantly more that groups like *PublisHer* and national publishers associations can and should do to support data collection and progress.

MATURITY LEVEL	RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance		<ul style="list-style-type: none"> • Conduct a compensation and benefits gap analysis 	<p>Conducting a Pay Gap Analysis: This online tool provides guidance on assessing compensation and benefits equity.</p>
Ad Hoc		<ul style="list-style-type: none"> • Use data from compensation and benefits gap analysis to establish transparent, accessible pay and benefits scales • Determine if compensation and benefits packages cater to a range of family structures and employee circumstances 	<p>Conducting a Pay Scale Assessment: This resource includes steps for improving pay equity, while here is a guide to job evaluation methods.</p> <p>Analyzing Employee Benefits: This analysis shows how to evaluate benefits packages to support diversity and inclusion.</p>
Strategic		<ul style="list-style-type: none"> • Conduct annual audit highlighting trends; leverage audit to ensure transparency and inform pay grade policies 	<p>Increasing Transparency: Here is an example of using pay equity data to update salary bands.</p>
Integrated		<ul style="list-style-type: none"> • Adopt a statement of commitment to compensation and benefits equity • Continuously assess progress and create accountability through public reporting 	<p>Documenting Practices: Hachette, Penguin, Emerald, and other UK publishers issue annual pay gap reports showcasing progress and plans.</p>

8

Embracing Workplace Flexibility for the New Normal

Covid-19 has vastly accelerated the movement towards greater workplace flexibility, which is likely to stay. Even before the Pandemic, many applicants viewed flexible work arrangements as an important employment consideration.²⁹ While the pandemic has made employers see how flexibility is possible in many more roles than was thought, questions remain around employee morale, engagement, communication, team cohesion and mental wellbeing which are not yet fully understood by employers. As the future of office-based working evolves, flexibility and adaptability will likely become critical competitive differentiators in the publishing industry and essential for attracting and retaining the best talent.

MATURITY LEVEL		RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance	No flexibility or compulsory flexibility due to Covid-19		<ul style="list-style-type: none"> Conduct an employee survey on flexible work options and company preparedness 	<p>Conducting a survey on Flexible Work Options Here is a template for evaluating employee flexible work options, while this is a checklist to ensure preparedness for flexible work.</p>
Ad Hoc	No flexible work policy with no formal processes on managing flexible teams		<ul style="list-style-type: none"> Establish the business case for flexible work Develop a flexible work policy Provide training to managers on how to manage flexible teams 	<p>Building a Business Case: Here are guidelines for building a data-driven business case.</p> <p>Developing a Flexible Work Policy: This is an example of a flexible work policy, while UNICEF has formalized guidance on managing flexible work arrangements.</p> <p>Training Managers: Here is a training course outline for flexible work arrangements.</p>
Strategic	Flexible work is formalized in a policy and encouraged		<ul style="list-style-type: none"> Conduct employee surveys to monitor flexibility effectiveness and emerging issues such as morale, engagement, communication, and mental wellbeing 	<p>Conducting Periodic Audits: This is a sample survey questionnaire on workplace flexibility.</p>
Integrated	Flexible work is a competitive differentiator		<ul style="list-style-type: none"> Utilize results from employee surveys to update policies and programs and respond to the needs of employees Create accountability through public reporting 	<p>Updating Policies: This is an example of a company adopting innovative flexible work policies.</p>

9

Ensuring Equitable Development

Findings from the *PublisHer* community survey were loud and clear: members want to work for organizations with professional development embedded in their ethos and which will help them build career-furthering skills and knowledge. However, in many instances — less than one third of *PublisHer* members, for example, have access to mentorship opportunities – employers are failing to provide sufficient support for *PublisHer* members to grow professionally.

MATURITY LEVEL		RATING	WHAT YOU SHOULD DO AT THIS LEVEL	RESOURCES FOR TAKING ACTION
Avoidance	No focus on career and professional development		<ul style="list-style-type: none"> • Conduct a talent assessment to identify gaps in career development and progression 	Conducting Talent Assessment Page 5 provides guidelines on organizational career progression opportunities.
Ad Hoc	Limited career and professional development initiatives		<ul style="list-style-type: none"> • Develop a training, mentorship, and networking strategy endorsed by senior management • Promote virtual training and learning 	<p>Finding a Mentor: <i>PublisHer</i> launched a free virtual mentorship program featuring leading female publishers.</p> <p>Formalizing Career Development: Here is a resource for formalizing career development offerings and designing mentorship programs.</p>
Strategic	Company and manager support for professional growth and advancement		<ul style="list-style-type: none"> • Institute individual development plans to assist employees in career and personal development and growth • Formalize mentorship, job shadowing, and rotational programs • Measure progress of career advancement, mentorship schemes in achieving targets 	Measuring Progress: This annual workforce diversity report shows good practice in monitoring progress.
Integrated	Career development is embedded in corporate values		<ul style="list-style-type: none"> • Implement a succession planning process • Utilize results from employee surveys to update policies and programs and respond to the needs of employees • Develop a strong and positive stance on career development internally and create accountability through public reporting 	Documenting Practices: L’Oreal’s website highlights diversity and inclusion initiatives and programs.

BRINGING IT ALL TOGETHER: CREATING A DIVERSITY AND INCLUSION ACTION PLAN

Having ranked your organization's maturity level on each of the nine diversity and inclusion subobjectives, you are ready to turn your assessment into an action plan. In prioritizing transformation goals and subobjectives in your plan, you should first target progress on the subobjectives at the Avoidance and Ad Hoc levels in all three transformation goals before tackling subobjectives where your organization ranks at the strategic or integrated levels.

Below is a sample action plan. Based on the organization's maturity level for each of the transformation goal subobjectives, progress milestones can be identified from the 'What You Should Do at this Level' column for each subobjective. Regular progress reviews will help organizations to achieve the Integrated maturity level for all nine subobjectives.

TRANSFORMATION GOAL 1: EMBEDDING DIVERSITY AND INCLUSION AS ORGANIZATIONAL VALUES						
Subobjectives	Avoidance	Ad Hoc	Strategic	Integrated	Milestones	POC
1. Leadership Commitment and Accountability	X				• Conduct a gender audit to assess diversity at multiple levels of employment, including board representation	HR
2. Stakeholder Engagement		X			• Develop stakeholder engagement plan with expectations, approaches, and action items	Comms
3. Policies and Processes			X		• Establish stakeholder committee to develop, update, and review policies and processes and assess targets	HR
TRANSFORMATION GOAL 2: ATTRACTING AND HIRING DIVERSE TALENT						
Subobjectives	Avoidance	Ad Hoc	Strategic	Integrated	Milestones	POC
4. Talent Attraction		X			• Ensure job descriptions include an organizational commitment to and encourage applications from a full spectrum of candidates • Highlight commitment to diversity and inclusion, ensure recruitment campaigns appeal to diverse candidates	HR
5. Hiring Practices		X			• Assemble a diverse interview panel • Provide diversity and inclusion training to recruiters and interviewers	HR
TRANSFORMATION GOAL 3: BUILDING AN INCLUSIVE WORKPLACE AND RETAINING DIVERSE TALENT						
Subobjectives	Avoidance	Ad Hoc	Strategic	Integrated	Milestones	POC
6. Inclusive Workplace Culture			X		• Cascade workplace inclusivity across all policies and procedures • Leverage surveys and training to address issues and refine plan	HR
7. Compensation and Benefits	X				• Conduct a compensation and benefits gap analysis	HR
8. Work Flexibility		X			• Establish the business case for flexible work • Develop a flexible work policy • Provide training to managers on how to manage flexible teams	HR
9. Equitable Development	X				• Conduct talent assessment to identify gaps in career development and progression	HR

LOOKING FORWARD

This is one of the first attempts to create a publishing industry-specific framework for progress on D&I. In developing this Toolkit, certain limitations emerged, such as difficulty in locating resources specific to the publishing industry and to the experiences of smaller organizations in implementing diversity and inclusion initiatives.

This Toolkit is a start point for a discussion with **PublisHer** members and stakeholders to gradually develop a collective resource tailored to the unique diversity and inclusion challenges in global publishing. To gain an understanding of what is working, we invite **PublisHer** members and stakeholders to submit programs, initiatives, and approaches that offer lessons for inclusion in future iterations of this Toolkit. Please use the template below to structure your submission.



DIVERSITY AND INCLUSION BEST PRACTICE REPORT

ORGANIZATION	Enter Name
PROGRAM NAME	e.g. Mentorship Initiative
CONTACT DETAILS	Names of program leaders, titles, contact information

STRATEGIC RATIONALE

- What opportunities did you want to exploit or which challenges did you seek to address?
- What impact were these challenges/missed opportunities having on your organization and workforce?
- What approach was used to address the specific issue / exploit the opportunity?
- Were other approaches explored? If so, why was this approach selected over others?

OBJECTIVES AND TARGETS

- What did the program seek to achieve?
- What were the timelines and interim milestones for progress?
- Did the impact evolve over time?

STAKEHOLDERS

- What were the target groups?
- Which stakeholders were involved and how were they selected?
- Were any external stakeholders brought in to support the program?

IMPACT

- What indicators did you use to track progress? Why were these chosen?
- What data did you collect to measure progress? How was it collected?
- Was the program successful?

ORGANIZATIONAL LEARNING

- What lessons did your organization learn?
- What worked and what didn't?
- Did different stakeholders experience different problems?
- How were these constraints and challenges addressed?

RELEVANT DOCUMENTS AND RESOURCES

Please include supporting documents, links, and resources (e.g. testimonials, impact / progress reports, policies, training material) which could be beneficial to **PublisHer** members

REFERENCES

1. In this toolkit, diversity and inclusion primarily refers to the challenges facing women in the publishing industry. This focus has been chosen due to the mandate of **PublisHer** with an understanding that diversity and inclusion is about valuing every employee as an individual. Diversity and inclusion is about more than just gender, and an internal culture of equality, empowerment, acceptance, and respect should focus on all types of workplace representation.
2. [Women History Blog, Women in Publishing](#)
3. [Princeton University Press, "Women in the Gentleman's Career of Publishing", 2020](#)
4. [Frances Tomlinson, Fiona Colgan, Twice as Many, Half as Powerful?, 1989](#)
5. A 2015 study of the publishing in the United States found that 78% of the publishing workforce is female, and women represent 60% executive and board level roles. A UK Publishers Association study found a similar pattern in the United Kingdom with women making up 55% of senior leadership and executive roles.
6. In addition to the work of the Coalition for Diversity and Inclusion in Scholarly Communications, other D&I efforts in scholarly publishing include the [Diversity Manifesto in Scholarly Publishing](#) and the work of Scholarly Kitchen.
7. [The International Publishers Association](#) prioritized D&I in its advocacy efforts, while C4DISC and groups of [scholarly publishers](#) published manifestos and guidelines showcasing commitment to promoting D&I
8. [Las Mujeres del Libro blog](#)
9. [McKinsey & Company, Delivering through Diversity, 2018](#)
10. [PWC, Winning the Fight for Female Talent: How to Gain the Diversity Edge Through Inclusive Recruitment, 2017](#)
11. [Deloitte, Unleashing the Power of Inclusion: Attracting and Engaging the Evolving Workforce, 2017](#)
12. [Harvard Business Review, How Women Drive Innovation and Growth, 2013](#)
13. [Wall Street Journal, "The Business Case for More Diversity", 2019](#)
14. [Growth from Knowledge, Which type of people are the most avid book readers?, 2017](#)
15. [Pam Chohan, The Impact of Diversity and Inclusion on Corporate Reputation, Communications Strategy and Social Citizenship, 2017](#)
16. [Boston Consulting Group, It's Frontline Leaders Who Make or Break Progress on Diversity, 2020](#)
17. [Workforce Gender Equality Agency, Gender Equality Strategy Toolkit, 2019](#)
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20. [Ray Mayhew, Policies and Procedures to Support a Diverse Workforce, 2019](#)
21. [Rebecca Knight, 7 Practical Ways to Reduce Bias in Your Hiring Process, Harvard Business Review, 2017](#)
22. [Australian Department of Industry, Innovation and Science, Gender Diversity Strategy Toolkit For Business Leaders, 2018](#)
23. [Diversity VC, A Practical Guide for Entrepreneurs, 2018](#)
24. [County of Los Angeles, California, Guide to Promoting Gender Equity in Recruitment & Hiring, 2018](#)
25. [Australian Department of Industry, Innovation and Science, Gender Diversity Strategy Toolkit For Business Leaders, 2018](#)
26. [McKinsey & Company, Women in the Workplace 2020](#)
27. [Prospectors & developers Association of Canada, Gender Diversity and Inclusion Guide](#)
28. <https://www.theguardian.com/books/2018/mar/23/gender-pay-gap-figures-reveal-big-publishings-great-divide>
29. [LinkedIn, Global Talent Trends 2019](#)



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