

Books for everyone

**Diversity & Inclusion Report
2020**



Penguin
Random House
UK

Contents

If you would like to jump to a section, please click the relevant line.

~ Introduction	3
~ Our strategy on a page	4
~ Where we've made progress & where we still have work to do	6
~ Representation in all teams, at all levels	8
~ A culture where everyone can belong	13
~ Publishing books for everyone	19
~ Accountability	25
~ Progress & data	26



[Click here to discover all our colleague-led video case studies](#)

Introduction

**At Penguin
our mission is
'we make books
for everyone,
because a book
can change
anyone'.**

As a company, our success depends on our ability to connect stories and ideas with the widest possible readership, and is why the commercial case for diversity is clear. After all, diversity of perspective fuels creativity, the lifeblood of a publisher.

But the need for change is more fundamental than this. **Books create belonging. They help us see each other and understand one another. They shine a light on the world.** Everyone should have the opportunity to see themselves reflected in the pages of the books they read.

For too many people and for too many years the publishing industry has been out of reach. At Penguin Random House we haven't always done enough to make the deep-rooted changes needed. Progress has not been fast enough or sufficiently wide-reaching.

At the heart of this issue is the inequality that has existed in society itself for many generations. **To be a truly diverse and inclusive publisher and employer we need to recognise and challenge these inequalities and the complex, difficult and systemic issues that have historically helped some, while holding others back.**

Alongside driving change within our workplace, we also need to do what we can in the wider world to address inequalities that might be preventing some communities engaging with books and reading in the first place.

Change will take time, but we can and must make sure that the legacy we create for the next generation of publishers is an industry that feels, looks and sounds very different, because it represents and reflects the rich diversity of the UK.

Tom Weldon
CEO, Penguin Random House UK

Our strategy on a page

1 Representation in all teams, at all levels

Our ambition is for our entire company to reflect the rich diversity of UK society, including at senior level.*

2 A culture where everyone can belong

A culture where everyone feels able to be themselves at work.

This does not mean conforming to any status quo, but ensuring everyone feels safe to voice their ideas and views - as well as feeling heard when they do, because others are willing to learn and listen.

3 Publishing books for everyone

Books are a portal to enter new worlds, to inhabit someone else's shoes, to open one's eyes to new perspectives.

Everyone should be able to see themselves, and their communities, authentically reflected in the books they read.

* A note on our goals

For both our new hires, senior leaders and new authors, our goal is to represent UK society in all of its richness and complexity. This includes reporting on a range of demographics including gender, socio-economic background, sexual orientation, ethnicity and disability. Where we can, we use the most recent UK census data as our benchmark. We know this is not a perfect solution but it gives us an ambition to work towards, and helps us see where there are areas of particular under-representation compared to the audiences we serve.

Who we've partnered with



Helping us build cultural confidence in our marketing, publicity and design teams via bespoke workshops with real people.

“

We have facilitated inclusive campaigns by bringing under-represented communities into the campaign process through workshops, driving learning and cultural confidence across Penguin's marketing, PR and audience insight teams.

**Ben, Managing Partner
at The Unmistakables**



Diversity & Inclusion consultants assessing our maturity in this space, plus reviewing our recruitment and progression policies.

“

We've seen clear commitment and energy from Penguin Random House around its inclusivity agenda. And I believe the work we've carried out in partnership so far signals a positive step towards creating systemic and sustainable change.

**Natasha, Brook Graham
Lead Consultant**



Where we've made progress

While we still have much work to do, we have made tangible progress over the last few years and this is backed up by our data. In particular:

✓ **We are hiring more people of colour, and people from state schools.**

12.3% of new hires in 2020 identified as Asian (vs. 7.3% in 2019 and 7.5% in the UK census), 6.4% of new hires in 2019 identified as Black (vs 3.3% in the census - 2020 data cannot be reported due to sample size), and 81.5% of new hires in 2020 identified as white (vs 79.4% in 2019 and 86% in the census). The number of new hires who attended non-selective state schools also increased.

✓ **We are publishing more Black writers, writers with a disability, and from state schools.**

5.3% of authors acquired in 2020 identified as Black (vs 0.8% in 2019 and 3.3% in the UK census). 13.6% of authors acquired in 2020 said they had a disability, compared with 7% in 2019. The number of authors who attended non-selective state schools also increased.

✓ **We have a gender-balanced Leadership Team.**

8 of our 15 Leadership Team members are women.

✓ **Colleagues who identify as lesbian, gay or bisexual are represented at all levels in our organisation.**

This includes at Leadership Team level.

✓ **All colleagues have equal parental leave entitlement.**

This applies regardless of gender, sexual orientation or how they became a parent.

Where we still have work to do

Our action plan later in this document sets out a number of different areas we are working on, but these are the places we need to focus our efforts over the long term:

- **Representation at senior level.**

Our data shows a stark lack of representation at Manager level and above for ethnicity, lower socio-economic background and disability. This is difficult to address quickly as we have low turnover rates in more senior positions in our company. We have defined a new senior leadership goal and are overhauling our recruitment and career development practices to help achieve this goal.

- **Our company culture, which impacts retention of talent.**

Not everyone feels they can speak up or be their true self in our company. This in turn impacts progression and retention of talent. Our annual survey tells us that colleagues from some demographics feel less like they belong, including Black, Asian and minority ethnic colleagues, disabled colleagues and those from lower socio-economic backgrounds.

- **Social mobility and disability.**

Our statistics show that while we have made progress on representation for ethnicity and sexual orientation for both employees and authors, this progress is slower when it comes to socio-economic background and disability.

- **Representation in commercial genres.**

Our statistics show that representation in our authors and illustrators increased across the board, but progress was slower in genres like crime & thriller, commercial fiction and women's fiction – particularly for ethnicity. Representation of Asian authors also decreased in 2020.

- **Data completeness.**

We want to improve the data we have for both our new hires (our 2020 new hire data only represents 6 months of the year due to a change in the timings of our data capture survey) and also for our authors and illustrators (our 2020 author data represents around 35% of total acquisitions).



Representation in all teams, at all levels

Measures of success:

- New hires reflect the UK population by 2023, as measured by the 2021 census
- Senior leadership* reflects the UK population by 2026, as measured by the 2021 census

* Defined as the top 160 people who are key decision-makers, budget holders and people managers, representing around 10% of our organisation.

Introducing a career in publishing to new talent

Aim

To reach out to different communities who may not otherwise consider publishing as a career option

650+

Attendees have taken part in our #JobHack career talks delivered virtually in 2021, targeting Creative Access mentees, Arts Emergency and Sutton Trust alumni



“ I was originally on the fence about getting into publishing but these talks truly helped me to make a decision.

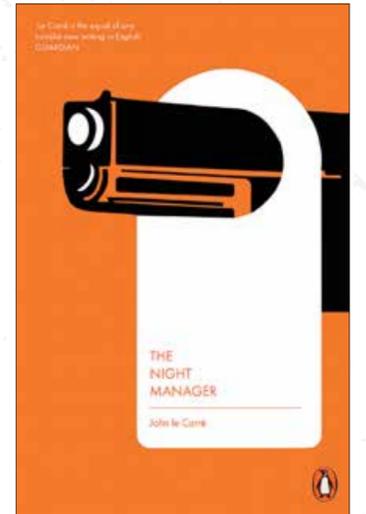
JobHack participant

100%

of internships and work experience placements are paid

Annual Student Design Award to discover the book designers of the future

2020 Student Design Award winning entry from Annie Kobyluch, Glasgow School of Art



“ Watching the talk soothed a lot of anxiety I had about navigating a route into the publishing industry.

Student, 22, who tuned in to our virtual talk on 'How To Get Into Publishing'

Progress: Representation in all teams, at all levels

Focus	Aims	What we've done	To do in 2021
Take down barriers to entry	To identify and dismantle practical barriers preventing people from joining our industry, including those from outside London	<ul style="list-style-type: none">✓ Colleagues can borrow cost of rental deposit interest free✓ Sponsor The Spare Room Project, giving interns a free place to stay in London✓ Subsidised accommodation for those on work experience✓ Increased entry level pay	<ul style="list-style-type: none">◦ Determine approach to remotely based roles as part of 'Future of Work' post-COVID◦ Virtual paid work experience
Equitable recruitment practices	To ensure our recruitment policy and practice are inclusive	<ul style="list-style-type: none">✓ Deep-dive recruitment audit by external diversity consultants Brook Graham✓ Transparent pay banding introduced & included on job ads✓ Introduced new tool to remove gender biased language from job ads	<ul style="list-style-type: none">◦ New mandatory recruitment & promotion policy◦ Hiring a new role in recruitment team dedicated to senior level hires◦ Inclusive hiring training rolled out to managers

Progress: Representation in all teams, at all levels

Focus	Aims	What we've done	To do in 2021
Targeted support for under-represented groups	To ensure equity of opportunity via positive action programmes	<ul style="list-style-type: none">✓ The Scheme offers paid 6-month Editorial traineeships. Of the 18 participants so far, 13 (72%) have gone on to take roles in publishing and 5 are now promoted to Assistant Editor at Penguin Random House UK	<ul style="list-style-type: none">◦ The Scheme expanded to 18 placements in 2021 including Editorial, Publicity & Sales◦ Launch new positive action Senior Commissioning Editor traineeship◦ Launch tailored adjustment plans to support disabled colleagues
Career development	To ensure equitable progression and development opportunities for everyone	<ul style="list-style-type: none">✓ Partnered with Creative Access for internal & external mentoring scheme, 131 people matched✓ Overhauled annual performance review process	<ul style="list-style-type: none">◦ Launch new internal careers hub to support internal progression
Data & targets	To ensure we have accurate data so we can measure and track our progress	<ul style="list-style-type: none">✓ Collection of demographic data & sense of belonging through annual survey✓ New target for senior leadership representation✓ Published annual gender and ethnicity pay gap reports	<ul style="list-style-type: none">◦ Use data to analyse career progression, pay equity & retention by demographic groups◦ Collect demographic data from job applicants for first time

Spotlight on: The power of mentoring

Creative Access is a social enterprise supporting talented people from under-represented backgrounds to get into the creative industries, and thrive once there. We've worked with them to set up a mentoring programme for colleagues and young people looking to get into publishing, with over 200 mentoring relationships to be established by the end of the year.

The book that changed me

I picked this up in a charity shop when I was a student. It covered so many things I wanted to think and know more about - the American dream, alcoholism, masculinity... I loved the cover and devoured it in two days.

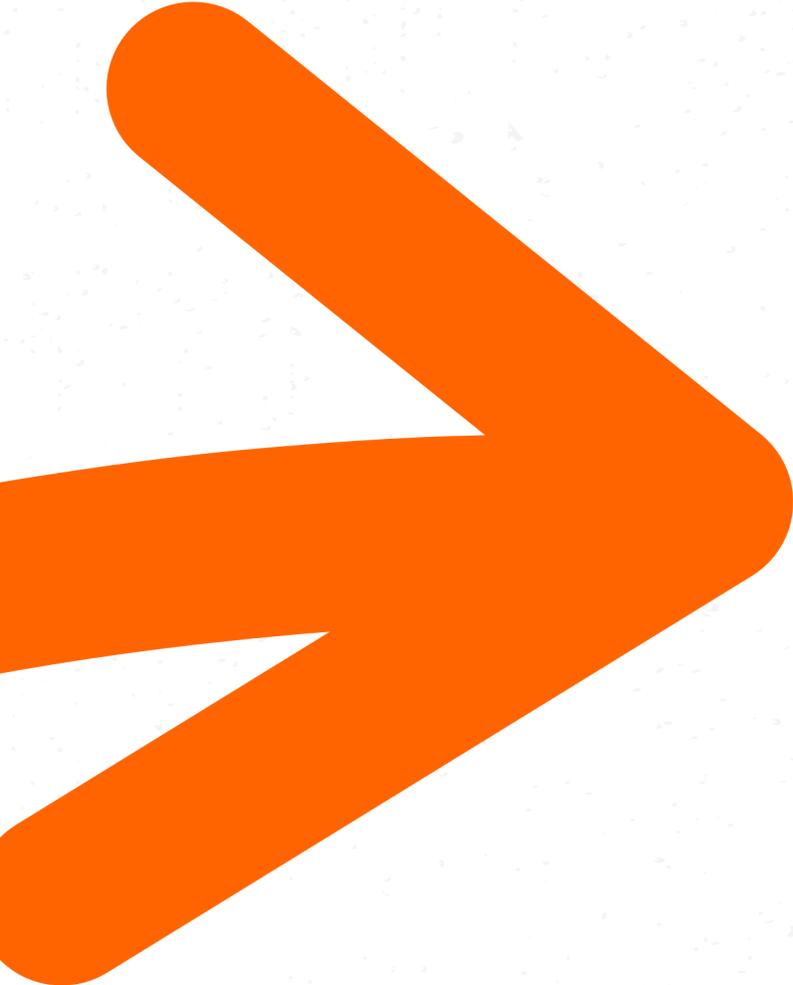


“

A lot of people may lack self confidence in applying to programmes like this one, so to see a scheme being solely focused on them will make them feel like they will be seen and taken on. The aim is for them to be senior leadership in the future. It makes me feel like Penguin Random House are making a change and saying 'we want you'.

Daniel, mentored through Creative Access





A *culture* **where everyone can belong**

Measures of success:

- o All colleagues feel an equal sense of belonging, regardless of background

Progress: a culture where everyone can belong

Focus	Aims	What we've done	To do in 2021
Make inclusivity everyone's responsibility	To empower every team and individual to take action and accountability for progress towards our goals	<ul style="list-style-type: none">✓ Divisional inclusion action plans created and centrally shared✓ Quarterly cascade from each Leadership Team member on progress✓ Mandatory inclusion goal for every colleague in 2021	<ul style="list-style-type: none">◦ Establish new Inclusion Action Group to ensure oversight and accountability (see pg 25)
Establish 'speak up' culture	To ensure everyone feels safe and confident to share their views and concerns, and that when they do people are willing to learn and listen	<ul style="list-style-type: none">✓ Regular staff forum to enable colleagues to raise issues and provide feedback✓ Offered guidance and training on how to give and receive feedback	<ul style="list-style-type: none">◦ Inclusive management training and tools for managers to be developed and launched◦ Research to better understand specific barriers preventing speak up culture and explore new solutions

Progressive policies



Aim

To ensure our policies help to create an inclusive and welcoming culture



— We've introduced a gender transition at work policy for colleagues & managers, including time off for medical procedures

— We have an equal parental leave policy, regardless of gender

— We've introduced a menopause policy to help support colleagues experiencing menopausal symptoms and to encourage everyone to talk freely about this natural process.

“ Considering how impactful the menopause can be, for too long it has been overlooked and misunderstood in the workplace. This new policy has made colleagues like me feel supported and included, while helpfully raising awareness among all colleagues.

Deborah, Group Operations Director

Progress: a culture where everyone can belong

Focus	Aims	What we've done	To do in 2021
Encourage sustained learning	To equip all our colleagues with greater awareness of different communities, and of the impact of their actions and words, so that our culture is more welcoming and we eliminate microaggressions	<ul style="list-style-type: none">✓ 1400+ colleagues took part in inclusive language & allyship training from expert agency The Other Box✓ Leadership Team attended 3-day diversity, inclusion & equity training course✓ Internal inclusive language guide created and launched✓ Internal inclusive calendar of key religious and cultural moments launched✓ Learning hub on our intranet sign-posting to videos, podcasts and further reading✓ Selection of anti-racism titles made available for free internally✓ Focused thematic book clubs with topics including International Women's Day✓ Internal Penguin Voices speaker series has included Claudia Rankine, author of <i>Just Us</i>	<ul style="list-style-type: none">◦ Training from The Other Box rolled out to Distribution colleagues◦ Deliver programme of continued 'nudge' learning opportunities year-round◦ Refreshing speaker series for 2021 including Robin DiAngelo, author of <i>White Fragility</i>

Empowering our colleague-led networks

Aim

To support these networks to have a voice and feel supported to achieve their aims, including acting as a safe space for colleagues to connect



— **Colour[Full] is our community for colleagues of colour**

— **AccessAbility is our community for disabled, neurodiverse and chronically ill colleagues and non-disabled allies**

— **LGBTQIA is our community for LGBTQIA+ colleagues**

“

Since launching in October, AccessAbility has brought together disabled colleagues for the first time. At a historically difficult time for disabled people, it has been healing and joyful to share resources, laugh together and push for change.

Ellie, founder of the AccessAbility network

— **We're embedding these networks into our governance and accountability structure**

— **We've introduced financial compensation for network chairs**

Spotlight on: Equal parental leave

All our colleagues have an equal right to parental leave, regardless of gender, sexual orientation, or how they became a parent.



The book that changed me

'Funnybones' was my favourite book when I was a child and is now my daughter Kiki's favourite too! Big Skeleton and Little Skeleton are a wonderful depiction of how parents and their children spend time together.

“

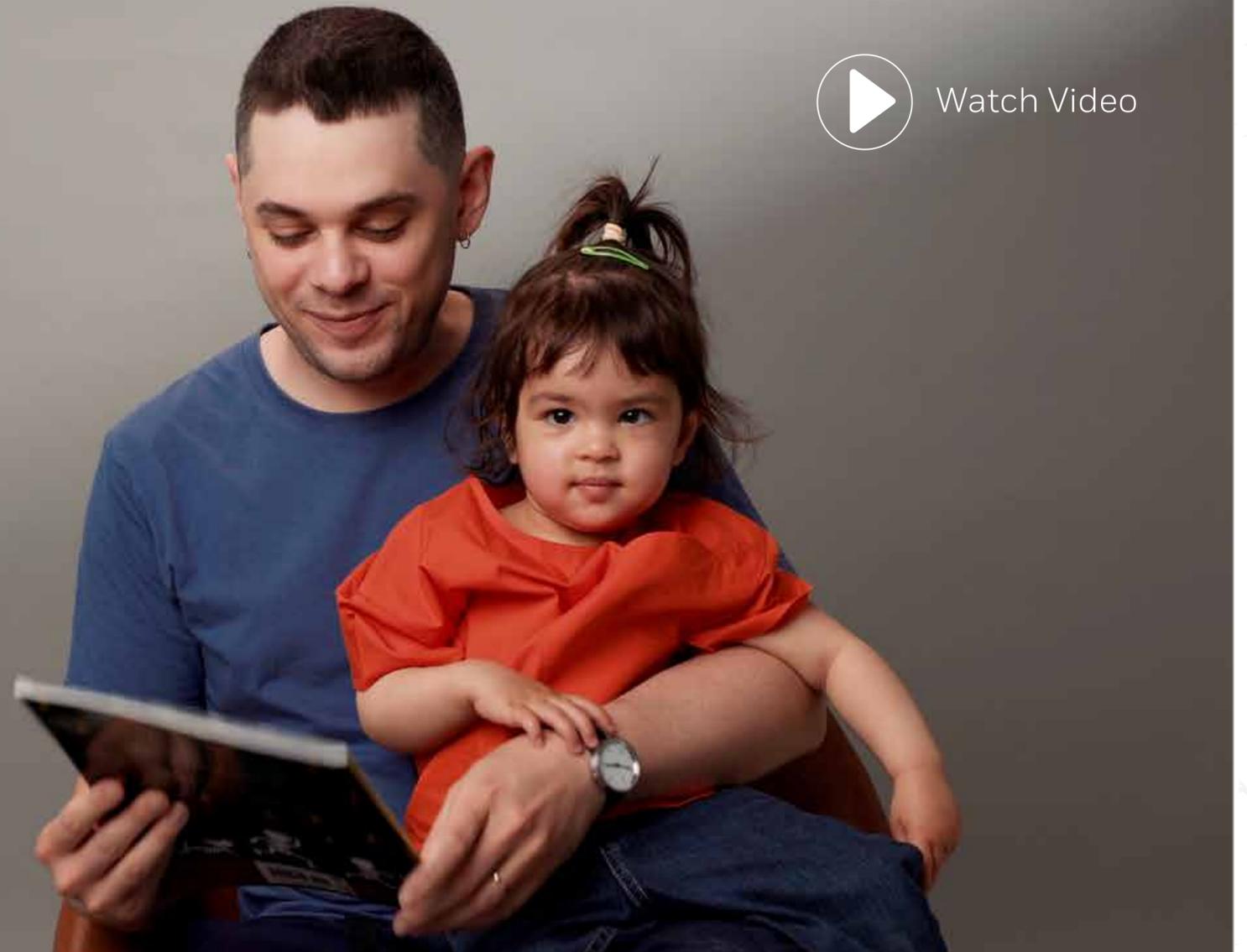
When my daughter was born, my wife was ill for a period of time, so the fact that I was around all the time made it a lot easier. The difference between the relationship I have with Kiki in comparison to what could have happened is huge. I really feel like an equal primary carer.

I think the role of parents has changed over the last generation and there's an expectation now that every parent will want to spend time with their young children, not just mothers. I feel really fortunate to work for a company that recognises that.

**Sam, Penguin Press
and his daughter Kiki**



Watch Video





Publishing *books* **for** **everyone**

Measures of success:

- The authors and illustrators we acquire reflect UK society by 2023, as measured by the 2021 census

Progress: publishing books for everyone

Focus	Aims	What we've done	To do in 2021
De-mystify the publishing process	To offer practical guidance and inspiration for new writers and illustrators on how to get a publishing deal	<ul style="list-style-type: none">✓ 136,000 new writers have read our online hub on how to get published	<ul style="list-style-type: none">◦ Free, open webinar on 'how to get published'◦ Sponsor 2021 Working Class Writers Festival & Black Writers Festival
Targeted opportunities for new writers	To offer targeted support for writers & illustrators from under-represented backgrounds, to ensure equity of opportunity	<ul style="list-style-type: none">✓ WriteNow mentoring programme reached 750 writers, led to 23 publishing deals so far✓ Funder of The Good Literary Agency for under-represented writers✓ Funder of Pathways programme for children's illustrators✓ #Merky Books New Writers' Prize offers publishing deal to new young talent	<ul style="list-style-type: none">◦ Targeted WriteNow mentoring programme for new children's writers◦ WriteNow writers retreat (moved to 2022 due to COVID)◦ Partnership with D&AD 'Shift' free night school for creative talent without a degree◦ Continue working with the Black Writers' Guild

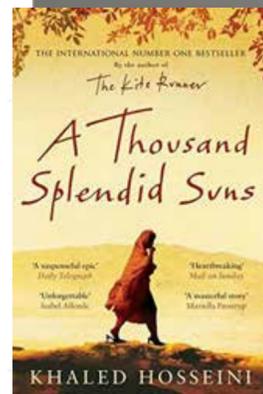
Spotlight on: Discovering new writers through #Merky Books

#Merky Books is an imprint created by grime artist Stormzy and Penguin as a home for under-represented voices, to provide a platform where their stories can be told, heard and uplifted.

The #Merky Books New Writers' Prize is an annual writing competition open to young, under-represented and unpublished writers, with a publishing deal on offer for the winner.

The book that changed me

This was one of the first books I'd read where there were brown protagonists – that was important to me, as it made it more relatable, in a way that I previously hadn't experienced.



“

In a small way we have made the industry feel more attainable for aspiring writers and people who want to work in publishing from underrepresented backgrounds. It can feel like a closed off industry, and being able to submit and work on their writing and learn about the journey of a book has opened a door.

Emma, #Merky Books



Watch Video



Progress: publishing books for everyone

Focus	Aims	What we've done	To do in 2021
Diverse audience development	To introduce our books and authors to new audiences, including those traditionally under-served by our industry	<ul style="list-style-type: none">✓ Sales team met with major retail partners to share reciprocal ambitions in this space✓ Commissioned research specialists Versiti to better understand consumer perspectives on reading	<ul style="list-style-type: none">◦ Our reader insight panel 'Bookmarks' to reflect society by end of year◦ Work with National Literacy Trust regional hubs
How we publish & publicise our books	To ensure how we publish, design, market, and publicise our books is done with sensitivity and care	<ul style="list-style-type: none">✓ 390+ editorial, marketing & publicity colleagues trained in principles to provide additional support around publishing decisions✓ Published Sensitivity Reads policy✓ 13 consumer workshops with expert agency The Unmistakables✓ Partnership with RNIB to make our books accessible to those with sight impairments	<ul style="list-style-type: none">◦ New policy & approach to diversify freelancers we work with◦ 6 x consumer workshops with The Unmistakables in 2021◦ Continued roll out of training on publishing principles
Data & targets	To ensure we have accurate data so we can measure and track our progress	<ul style="list-style-type: none">✓ All authors & illustrators sent optional anonymous survey at point of contract signing	<ul style="list-style-type: none">◦ Boost author response rate to voluntary survey via editor intervention to help capture more complete data◦ Capture freelancer data to ensure we are using a representative group

Diversifying the teaching of English in schools

Aim

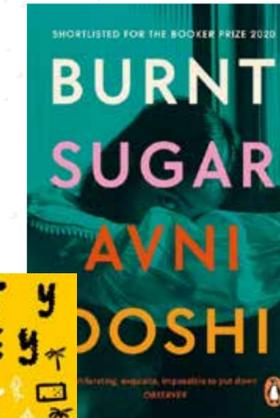
To equip schools and teachers with the tools they need to connect students with more books by writers of colour in the classroom

Commissioned independent research to understand barriers and make practical recommendations for change

“

For me, working on the Lit in Colour campaign is hugely significant, in that it brings together all my interests, skills and expertise. Having gone through my secondary education in England never studying a text by a writer of colour, it was only when I got to university that I truly realised just how limited the perspective on literature I had been offered at school really was. Literature is one of the most powerful tools that we have at our disposal when it comes to education.

Zaahida, Lit in Colour Programme Manager



Partnership with race equality think tank The Runnymede Trust

Some of the books we've used to create free learning resources

We've published free teaching resources for all ages

14,000

Students will be impacted through partnership with exam board Pearson to incentivise 130 secondary schools to change the text they teach at GCSE or A Level to a book by a writer of colour



Author Bernardine Evaristo stars in one of our GCSE teaching [resources](#).

What we haven't done yet & why

We think it's important to be honest about areas where we intended to take action as laid out in our accelerated [inclusivity action plan](#) which we haven't completed - either because it's taken us longer than we had hoped, because factors outside of our control have prevented us from doing so, or in some instances because our thinking has evolved and shifted.

○ Review of author advances and marketing & publicity spend

We don't capture identifiable demographic data from our authors and so it is not possible for us to do this in any meaningful way. Our focus is on increasing the participation rate of our author survey from 35% in 2020 so we better understand how representative our publishing is across our imprints. For every book we publish, the author advance is calculated based on the projected market for the book. Our goal is for our investments in audience insight and upskilling marketing, publicity and sales teams, combined with our actions to boost representation in all our teams at all levels, will help to ensure inclusive campaigns increase sales for authors from all backgrounds.

○ Hybrid working

Given the ongoing impact of COVID-19, we are still assessing how to establish an effective hybrid working model and consulting with colleagues on our 'future of work' approach.

○ Mandatory inclusive hiring training for all line managers

We've evolved our thinking after taking advice from inclusion consultants Brook Graham and are in the process of developing a new training approach for 2021 with them. Meanwhile, we've hosted regular drop-in sessions on inclusive hiring for managers. Inclusive hiring remains a top priority for us, and we will shortly be publishing a new recruitment & promotion policy and guidance.

Accountability

We have put in place a new governance structure to make sure there is clear accountability for achieving our inclusion strategy.

CEO & Leadership Team

Ultimately accountable and responsible for implementing our strategy

Inclusion Action Group

Defines inclusion strategy and holds the business to account for progress

Chaired by CEO, Tom Weldon

Includes 2 x representatives from employee networks Colour[full], LGBTQIA+ and AccessAbility

Teams

Each independent publishing house and central department has its own bespoke inclusion action plan

The relevant Leadership Team member reports to the Inclusion Action Group annually on progress

Individuals

Every colleague has an inclusion-related goal as part of annual performance objectives from 2021



Appendix: Progress & data

Progress & data

Where our data comes from:

~ **Employees**

Annually, we ask all colleagues to complete an inclusivity survey. In 2020 66% of the company completed the survey. Our new joiner data for 2020 is based on a small sample size, as due to COVID we had fewer new joiners than usual and because we completed our inclusion survey half way through the year.

~ **Senior Leaders**

Defined as the top 160 people who are key decision-makers, budget holders and people managers, representing around 10% of our organisation.

~ **Authors & illustrators**

At the point of signing a UK publishing contract with us, we send out an anonymous survey. In 2020 35% of authors & illustrators completed the survey.

~ **National population comparison**

We compare our own data to the most recent national government census of 2011, due to be updated in 2021. Where there is not census data available (for example for sexual orientation) we use best practice from relevant expert organisations such as Stonewall.

Ethnicity

n = where a group is fewer than 5 people, to protect anonymity, the data has been removed and proportionately redistributed to the other groups (the impact is minimal on the %)

* Source
[2011 UK Census](#)

** Our new joiner data for 2020 is based on a small sample size, as due to COVID we had fewer new joiners than usual and because we completed our inclusion survey half way through the year.

*** Please note this data has been recalculated since our 2019 report.

Ethnicity	UK society*	Employees		New hires**		Senior leadership	Authors and illustrators acquired	
		2019	2020	2019***	2020	2020	2019	2020
Asian or Asian British	7.50%	6.1%	5.6%	7.3%	12.3%	n	10.3%	4.9%
Black or Black British	3.30%	2.1%	2.7%	6.4%	n	n	0.8%	5.3%
White	86%	87.5%	86.3%	79.4%	81.5%	95.8%	74.6%	84.2%
Respondents who identify to a different ethnicity to those detailed	1%	4.3%	5.0%	5.5%	6.2%	4.2%	4.8%	4.5%
Prefer not to say	No data	No data	0.5%	1.4%	No data	No data	1.6%	1.1%

Sexual Orientation

n = where a group is fewer than 5 people, to protect anonymity, the data has been removed and proportionately redistributed to the other groups (the impact is minimal on the %)

* Source
[2015 Annual Population survey](#)

** Our new joiner data for 2020 is based on a small sample size, as due to COVID we had fewer new joiners than usual and because we completed our inclusion survey half way through the year.

Sexual Orientation	UK society*	Employees		New hires**		Senior leadership	Authors and illustrators acquired	
		2019	2020	2019	2020	2020	2019	2020
Bi	0.6%	5.4%	5.1%	7.0%	8.5%	n	6.4%	9.4%
Gay man/ woman	1.1%	3.9%	4.1%	2.8%	n	5.2%	8.7%	6.0%
Heterosexual/ straight	93.7%	85.6%	85.7%	83.2%	84.1%	94.8%	77.8%	75.8%
Prefer to use own term	0.4%	0.7%	1.4%	n	6.1%	0%	0%	1.1%
Prefer not to say	4.10%	No data	3.7%	7.0%	1.2%	No data	7.1%	7.5%

Gender

n = where a group is fewer than 5 people, to protect anonymity, the data has been removed and proportionately redistributed to the other groups (the impact is minimal on the %)

* Source
[2011 UK Census](#)

** Our new joiner data for 2020 is based on a small sample size, as due to COVID we had fewer new joiners than usual and because we completed our inclusion survey half way through the year.

Gender	UK society *	Employees		New hires **		Senior leadership	Authors and illustrators acquired	
		2019	2020	2019	2020	2020	2019	2020
Female	51%	64%	69%	77%	77%	61%	56%	58%
Male	49%	36%	31%	23%	23%	39%	43%	41%
Use own term	No data	n	n	n	0%	0%	0%	0%
Prefer not to say	No data	n	0%	1%	0%	No data	2%	1%

Disability

n = where a group is fewer than 5 people, to protect anonymity, the data has been removed and proportionately redistributed to the other groups (the impact is minimal on the %)

* Source

[Department for Work and Pensions: Working Age Adults](#)

** Our new joiner data for 2020 is based on a small sample size, as due to COVID we had fewer new joiners than usual and because we completed our inclusion survey half way through the year.

Disability	UK society *	Employees		New hires**		Senior leadership	Authors and illustrators acquired	
		2019	2020	2019	2020	2020	2019	2020
No	81%	86.1%	79.2%	78.9%	76.5%	90.8%	92.0%	82.6%
Yes	19%	13.9%	16.1%	15.6%	15.3%	9.2%	7%	13.6%
Prefer not to say	No data	No data	4.7%	5.5%	8.2%	No data	1%	3.8%

Socio-economic: school type attended

* Sources

[Social Mobility Commission's
Employers Toolkit](#)

[Department for Education:
Data stable since 2011](#)

** Our new joiner data for 2020 is based on a small sample size, as due to COVID we had fewer new joiners than usual and because we completed our inclusion survey half way through the year.

School type	UK society *	Employees		New hires **		Senior leadership	Authors and illustrators acquired	
		2019	2020	2019	2020	2020	2019	2020
A school outside the UK	No data	10.6%	11.9%	19.7%	9.4%	9.2%	26.2%	14.3%
A state run or state funded school - non-selective	No data	49.0%	52.4%	49.1%	54.1%	37.5%	32.5%	37.7%
A state run or state funded school - selective	No data	20.8%	17.1%	14.2%	23.5%	18.3%	11.9%	23.0%
Independent or fee paying school	7.5%	19.6%	17.2%	15.6%	12.9%	35%	27%	24.2%
Don't know	No data	No data	0.6%	0.9%	0%	0%	0%	No data
Prefer not to say	No data	No data	0.7%	0.5%	0%	No data	2.4%	0.8%

Socio-economic: free school meals

2019: does not include those who attended school outside the UK or before 1980

* Sources

[Social Mobility Commission's Employers Toolkit](#)

[Department for Education: Average from 2011-2019, primary and secondary schools combined](#)

** Our new joiner data for 2020 is based on a small sample size, as due to COVID we had fewer new joiners than usual and because we completed our inclusion survey half way through the year.

Free school meals	UK society *	Employees		New hires**		Senior leadership
		2019	2020	2019	2020	2020
No	85%	85.7%	78.1%	74.4%	64.7%	79.3%
Yes	15%	14.3%	12.0%	13.5%	16.5%	n
Don't know	No data	0%	8.7%	10.7%	8.2%	6%
Prefer not to say	No data	0%	1.2%	1.1%	n	No data
Not applicable	No data	0%	No data	No data	10.6%	14.7%

Belonging

To better understand the extent to which different demographic groups feel a sense of belonging at Penguin Random House, we undertook a factor analysis to combine the responses to six statements into a single Belonging measure.

The statements were:

- *I feel like I belong in my team*
- *I feel like I belong at Penguin Random House*
- *I feel like I can be myself with my team*
- *I feel like I can be myself at Penguin Random House*
- *I feel comfortable voicing my opinions*
- *I feel confident speaking up and challenging disrespectful behaviour*

		Median Belonging 1 = Strongly Disagree 5 = Strongly Agree
Ethnicity	Black, Asian and minority ethnic colleagues	3.5
	White colleagues	4.0
Disability	Disabled colleagues	3.8
	Non-disabled colleagues	4.0
Gender	Male	4.0
	Female	4.0
Sexual Orientation	Heterosexual/straight	4.0
	LGB+	3.8
Socio-economic indicators - type of school	Non-selective state school	3.8
	Independent or fee paying school	4.0
Socio-economic indicators - free school meals	Yes	3.7
	No	4.0

Pay gaps

	Mean		Median	
	2019	2020	2019	2020
Ethnicity pay gap	No data	16.0%	No data	3.7%
Gender pay gap	9.1%	13.3%	3.2%	5.3%

[Click here](#) to read our latest pay gap reports.

Books for everyone

To request an accessible version of this report please contact
communications@penguinrandomhouse.co.uk



Penguin
Random House
UK