



Penguin  
Random House  
UK

# **Books for everyone**

Diversity & Inclusion Report 2021

# **We make books for everyone, because a book can change anyone.**

Our mission is the driving force behind our inclusivity strategy which we have been working on for some years. In 2020 we published an accelerated inclusivity plan to inject renewed urgency, which outlined additional commitments and brought forward our representation targets, to hold ourselves accountable for making change faster.

2021 was a critical year as the expectation for us to deliver on our promises was, rightly, high. This report updates on our commitments to become a more inclusive publisher and employer.

It's a mixed picture. Data shows improvements in representation of colleagues, authors and illustrators, and we know our culture is changing for the better as colleagues increasingly feel like they belong in their teams and at the company. Yet challenges remain, particularly around disability representation, socioeconomic diversity and senior leader representation. We also know there are further opportunities to embed inclusivity into who and how we publish.

We are proud of the progress we have made but we also recognise that we still have much to do. This will take time and we cannot do it alone. To tackle complex issues of inequality we need to work together and embed change across the publishing ecosystem. With all stakeholders in our industry having accelerated their own progress in this area, I hope that the next step in our combined journey will be more collaboration and shared learning. Only by doing will this we create a truly representative and equitable industry.

**Tom Weldon**

CEO, Penguin Random House UK

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# 2021 impact & findings at a glance

- Data shows colleagues and authors are becoming more representative of society
- Socioeconomic background and disability & long term conditions remain the areas of greatest underrepresentation for employees and authors compared to UK society, particularly at senior level
- Data shows a greater number of colleagues are reporting higher levels of belonging than ever before
- First publisher to release pay gap data for disability, sexual orientation and socioeconomic background in addition to already established gender and ethnicity pay gap reporting
- Lit in Colour campaign to diversify teaching of English literature in schools gathered pace, with exam board OCR adding new texts to their curriculum
- Launched Next Editors Programme – an 18 month positive action traineeship to address lack of ethnic diversity at commissioning editor level

# Our strategy

**Priority** Representation in all teams, at all levels

**The aim** To publish boldly and creatively, we need a workforce where a range of backgrounds and experiences are represented at all levels. We want our entire company to reflect the rich diversity of UK society.

**Goal** New hires reflect UK society by 2023 and senior leaders by 2026

## Focus areas

- Inclusive recruitment
  - Increasing representation at senior leader level
  - Removing entry barriers
  - Career development
  - Build accurate data
- 

**Priority** A culture where everyone can belong

**The aim** We want to create a culture where everyone feels able to be themselves at work. This means ensuring people feel safe to voice their ideas and views, and that others are willing to learn and listen.

**Goal** All colleagues feel an equal sense of belonging, regardless of background

## **Focus areas**

- Shared accountability
  - Developing a 'speak up' culture
  - Ongoing learning
  - Progressive policies
  - Empowering colleague led networks
- 

**Priority** Publishing books for everyone

**The aim** The authors and books we publish need to reflect and reach all areas of society, to help our readers understand more about themselves and the world around them.

**Goal** New authors reflect UK society by 2023

## **Focus areas**

- Opening up the publishing process
- Diverse audience development
- Sensitive publishing and publicity
- Build accurate data

# Our journey

Purpose has been part of our DNA from the start, when one of our founders – Allen Lane – had a vision to make quality, low cost books available to everyone. Since then, our books have brought a vibrant range of iconic and diverse voices to life. Whilst inclusivity is not new to us, it is a forever unfinished journey and this is a snapshot of some of our key milestones along the way.

## 2015

- Inclusion Working Group created in partnership with colleagues to update on progress, share ideas and feedback

## 2016

- Removal of degree requirement for job applicants
- WriteNow programme launches to accelerate underrepresented authors through the publishing process
- First employee inclusivity survey to gather data

## 2017

- First diversity goals set for new hires and authors
- 100% of work experience becomes paid and randomly selected, with no personal referrals
- Demographic data collection from authors begins



## **2018**

- Begin publishing gender pay gap data and action plan
- The Scheme trainee programme, originally launched in 2016, becomes a positive action scheme for people from Black, Asian, minority ethnic and lower socioeconomic backgrounds
- Colour[Full] network established to support Black, Asian and minority ethnic colleagues

## **2019**

- LGBTQIA+ network established
- Equal and paid parent leave, regardless of gender or sexual orientation, is announced

## **2020**

- AccessAbility network established for disabled colleagues
- Diversity goal deadlines moved from 2025 to 2023, to reflect urgent need for progress
- Accelerated inclusivity action plan published
- Begin publishing ethnicity pay gap data and action plan
- Network chair role becomes paid

## **2021**

- Inclusion Action Group replaces Inclusion Working Group as key governance and decision making forum
- Lit in Colour research published on diversifying the teaching of English Literature in schools
- Senior leadership representation goal set for 2026
- Ranked 14th in Social Mobility Employer Index – improving on our 2019 and 2020 rankings

# What we learned and loved in 2021

We learned:

**1. Diversity and inclusion continues to rank in the top three social impact issues** that readers, internal and external stakeholders believe Penguin Random House UK should prioritise. Representation at senior levels, diversity in who and what we publish, and improving socio-economic diversity are particularly important to these audiences.

**2. Implementing divisional action plans has increased leadership accountability.**

Divisional plans complement the company inclusivity strategy but are tailored to address the particular inclusion challenges each area of the business faces. This has helped drive local action where it's most needed.

**3. Everyday behaviour change is needed, in addition to policy and process changes, and system level interventions.**

Improvements in belonging data related to manager behaviour and team culture suggest inclusive behaviour change matters to colleagues and is an area we need to keep focused on.

# What we learned and loved in 2021

We loved:

**Dedicated issues of the The Bookseller** on disability, Black and LGBTQIA+ themes created a much needed space for the industry to learn about inequity and power.

**ITV's updated duty of care protocols** for looking after onscreen talent including an independent advisory board, social media training and psychological support.

**Asian Women Writers mentoring network** which provides free mentoring to unpublished writers and support with manuscript development, pitching and cover letters.

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Priority 1

# Representation in all teams, at all levels

“Through the networking, knowledge, and access this mentorship has given me, I am gaining a real sense of how the publishing industry functions and an insight into entry-level roles and how to apply for them. I have access to people and opportunities that otherwise would have been inaccessible. This scheme really works!”

- Mentee participating in our partnership with Creative Access, which seeks to help people wanting to break into the publishing industry

## Progress against our goal

### Goals

- New hires reflect UK society by 2023
- Senior leaders reflect UK society by 2026

### Progress

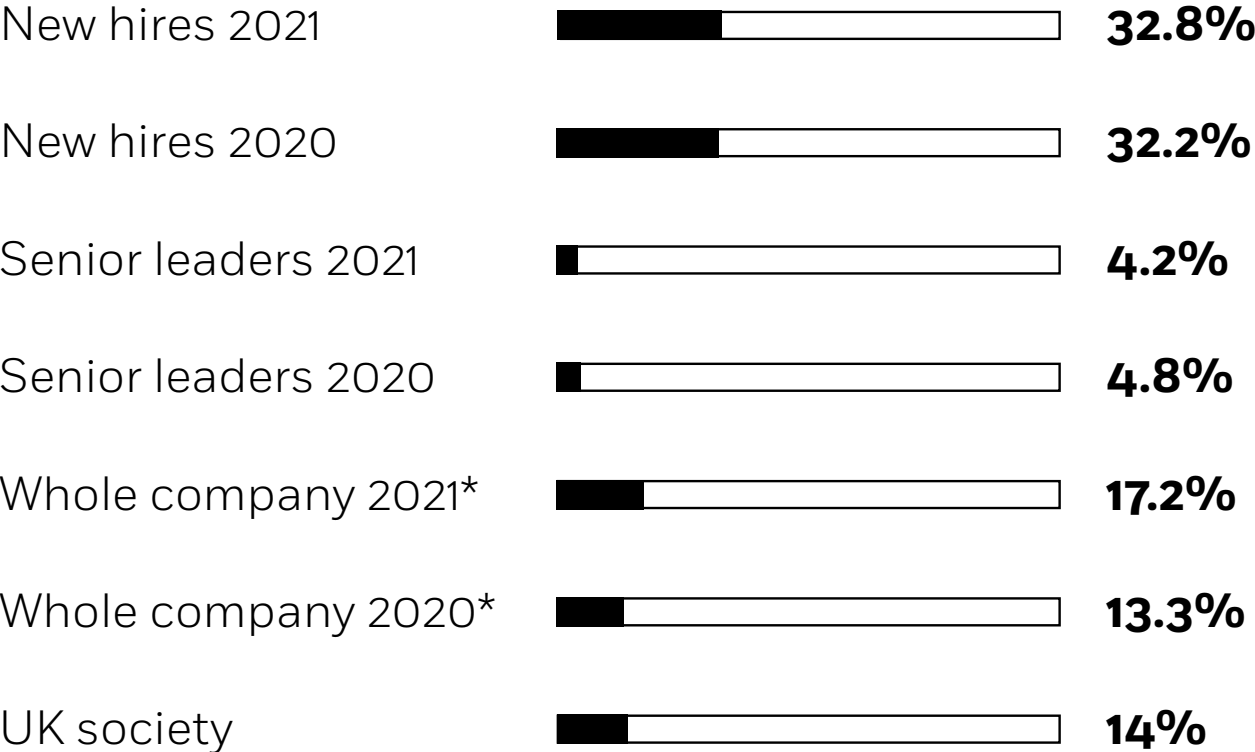
Representation of Black, Asian and minority ethnic, disabled and LGBTQIA+ colleagues improved in 2021. Representation of Black colleagues exceeded the UK benchmark for the first time.

### Commentary

- We need to hire more men as our gender balance is currently skewed towards women, and more people from lower socioeconomic backgrounds, particularly at senior levels.
- New hire representation has improved in the areas of sexual orientation and ethnicity but disability and state-school educated representation has decreased. Senior leader demographics are mostly unchanged compared to 2020.
- Next, we need to monitor if the recent changes to make our recruitment and career development processes more inclusive are translating to outcomes.

# Progress against our goal

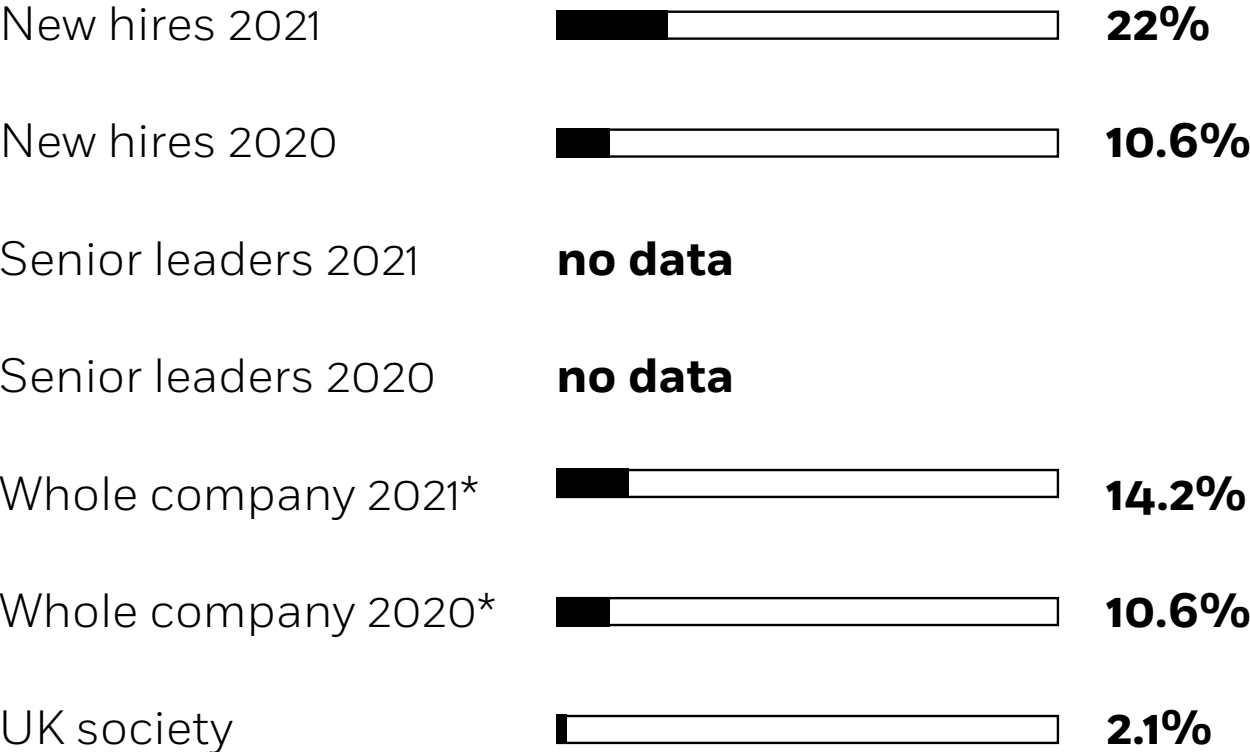
## Black, Asian & minority ethnic



\* including new hires & senior leaders

# Progress against our goal

## LGBTQIA+ or questioning

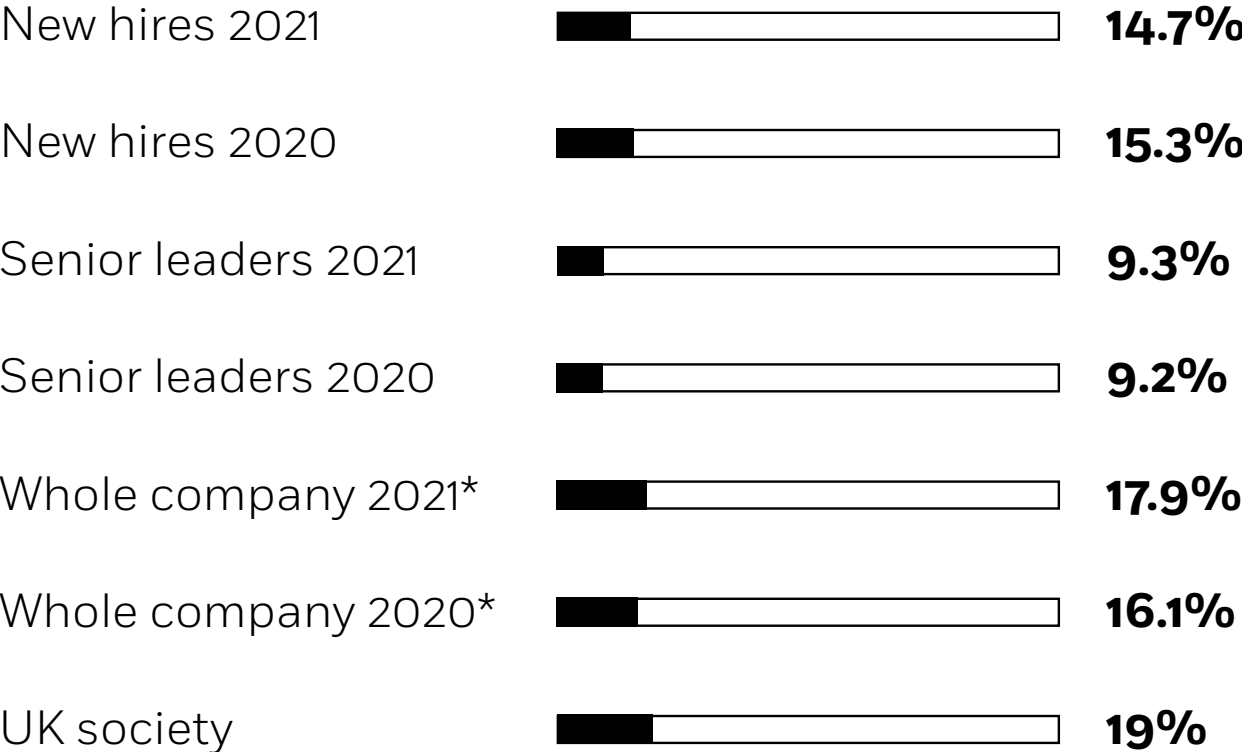


\* including new hires & senior leaders



# Progress against our goal

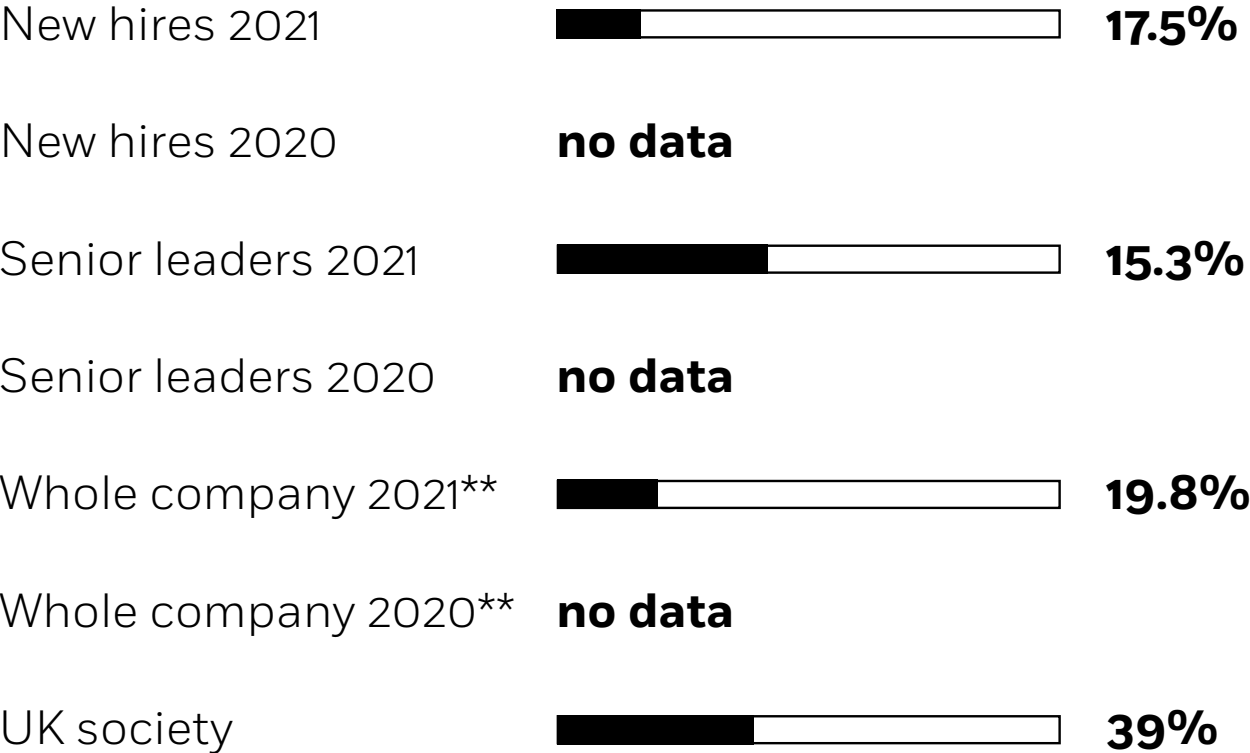
## Disabled & long term conditions



\* including new hires & senior leaders

# Progress against our goal

## At aged 14, had parents in lower socioeconomic occupations\*



\*Asking about parental occupation is recommended by the Social Mobility Commission as the best practice measure of individual socioeconomic background

\*\* including new hires & senior leaders

## What we've done and what's next

### Aim

Remove entry barriers that prevent people from joining the industry, with targeted support for underrepresented groups

### Action in 2021

- ✓ Connected 400+ individuals to publishing career advice through sponsorship of The Spare Room / Zoom Project
- ✓ 62 virtual paid work experience placements
- ✓ The Scheme - our six month traineeship programme – expanded from Editorial into Publicity and Sales
- ✓ Launched Next Editors positive action senior editorial traineeship
- ✓ 650+ people joined free webinars to demystify The Scheme and careers in Design

### Coming next

- Expand subsidised accommodation offered through The Book Trade Charity partnership
- Continue determining approach to remote based roles

## What we've done and what's next

### **Aim**

Ensure equitable progression and career development opportunities for everyone

### **Action in 2021**

- ✓ 255 internal and external mentoring opportunities created through our partnership with Creative Access. All Leadership Team members and Heads of Departments mentor at least two people from underrepresented backgrounds
- ✓ Inclusive promotion policy, which includes a peer review process on promotion decisions

### **Coming next**

- 'Design Your Career' hub to support internal progression through clarity of career pathways and roles
- Review our approach to internal talent management
- Increasing people manager capability to support career development

## What we've done and what's next

### **Aim**

Build accurate data so we can track and measure progress

### **Action in 2021**

- ✓ First publisher to publish disability, sexual orientation and socioeconomic pay gaps, in addition to gender and ethnicity
- ✓ Changes to the way we collect recruitment data to analyse the demographic make-up of candidates at each stage of the recruitment process

### **Coming next**

- Begin analysing career progression and retention by demographic groups
- Introduce leaver surveys and exit interviews to better understand reasons for leaving

## **Feature: inclusive recruitment**

In 2021 we overhauled our approach to recruitment.

To embed inclusion throughout our recruitment processes we've made the following changes:

- All roles are advertised internally
- Pay information added to job adverts to improve transparency
- Introduction of diverse interview slates
- As part of becoming a Disability Confident Employer, we offer an interview to disabled candidates who meet the essential criteria for the role
- Appointed a recruiter dedicated to inclusive hiring in senior roles, as this is a particular challenge

“The introduction of Inclusive Hiring Manager training and diverse interview shortlists has given me confidence that I am embodying our strategy of ‘representation in all teams, at all levels’ each time I recruit.”

– Tom Austin Niel, PRH Children’s

“The Inclusive Hiring training was some of the best training I’ve done. It was full of practical advice on recruiting in a more inclusive way that helped me recognise my biases, and gave me useful ways of getting past these.”

– Catherine Ngwong, Group Publishing Operations

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## Priority 2

# **A culture where everyone can belong**

“When I first joined the publishing industry almost 12 years ago, I often felt like I didn’t belong. There weren’t any structures that signposted an obvious way to help bring about change. The existence of the company’s thriving employee networks and, more recently, the establishment of the Inclusion Action Group fills me with hope that those starting publishing jobs now and in the future will be entering a more equitable industry.”

– Member of the Colour[Full] network



# Progress against our goal

## Goals

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

## Progress

Agreement with all belonging statements increased, showing a greater number of colleagues are reporting higher levels of belonging at Penguin Random House UK.

## Commentary

- The level of belonging for Black, Asian and minority ethnic; LGBTQIA+; state-school educated; and disabled colleagues improved but is not yet equal to belonging levels for groups of white; heterosexual; privately educated; and non-disabled colleagues.
- Colleagues increasingly feel able to speak up but we must continue building psychological safety.
- More work is needed to ensure that colleagues feel there are equitable development opportunities for everyone.

## Progress against our goal

### Colleagues feel they belong in their team



### Colleagues feel supported, valued and listened to by their manager



### Colleagues feel comfortable voicing opinions, even when different from others

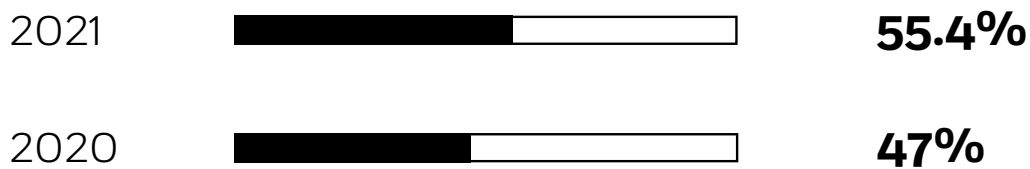


## Progress against our goal

**Colleagues feel confident speaking up and challenging disrespectful, inappropriate and discriminatory behaviour**



**Colleagues feel there is a genuine commitment to developing and retaining a diverse workforce**



## What we've done and what's next

### **Aim**

Develop shared accountability for inclusion across all teams and colleagues

### **Action in 2021**

- ✓ Implemented divisional inclusion action plans to drive local action
- ✓ Mandatory inclusion performance goal for every colleague
- ✓ Inclusion Action Group established to ensure oversight and accountability

### **Coming next**

- Inclusion Action Group and Leadership Team away day
- Continually evolve divisional plans

## What we've done and what's next

### Aim

Create a 'speak up' culture by ensuring everyone feels able to share their views and are listened to

### Action in 2021

- ✓ Quarterly staff forum and bi-monthly Inclusion Action Group meetings enable colleagues to raise issues and provide feedback
- ✓ Forums for open discussion about inclusivity created across the company, through divisional working groups and at Leadership Team level

### Coming next

- People manager development offering will include training on inclusive management and building psychological safety
- Continue exploring barriers to psychological safety and identify solutions

## What we've done and what's next

### **Aim**

Ensure our progressive policies help to create an inclusive and welcoming culture

### **Action in 2021**

- ✓ Tailored Adjustment Plan scheme introduced to ensure disabled colleagues have the support and adjustments they need to thrive at work
- ✓ Launched our Inclusive Recruitment and Promotion policy

### **Coming next**

- Mandatory people manager training on how to best support the adjustments process
- HR, Facilities and Technology training on how to better support disabled colleagues
- Inclusive annual leave policy
- Implement findings from accessibility audits of buildings

# What we've done and what's next

## Aim

Equip colleagues to continually learn about inclusion

## Action in 2021

- ✓ The Other Box training on inclusive language and allyship rolled out to Distribution colleagues. 1800+ colleagues have now taken part
- ✓ Inclusive language guide and inclusion calendar created and annually updated
- ✓ Four workshops with The Unmistakables trained over 500 colleagues on topics including protecting talent from underrepresented communities and event accessibility

## Coming next

- Internal inclusion speaker series
- Relaunch of internal book club
- Intranet hub on accessibility
- Celebrate and raise awareness of culturally important moments

## What we've done and what's next

### **Aim**

Empower colleague-led networks to have their voice heard and be safe space for colleagues to connect

### **Action in 2021**

- ✓ Financial compensation for network chairs and representatives on the Inclusion Action Group
- ✓ Through the Inclusion Action Group, networks consulted on development of new HR policies, inclusion initiatives and strategy
- ✓ Network chair training programme offered

### **Coming next**

- Support creation of three new networks focused on socioeconomic inclusion, women working in Technology & Data, and Muslim inclusion
- Support network representatives with training
- Ongoing support of networks to evolve and grow



## **Feature: disability and adjustments**

We want disabled colleagues and those with long term conditions to easily access the adjustments they need to thrive at work.

Created in partnership with the Business Disability Forum and AccessAbility – our disability inclusion colleague network – the Tailored Adjustment Plan (TAP) is a practical and personalised tool. The TAP consists of an adjustments plan document and accompanying colleague and people manager guidance. Together, these tools help:

- Structure a conversation between colleagues and people managers about barriers at work
- Identify and record adjustments, such as requesting additional technology or working pattern flexibility
- Signpost to further support
- Provide clarity on how adjustments will be reviewed and updated
- Maintain a record of adjustments, even if a colleague changes team or manager

“I couldn’t do my job without my adjustments, and the importance of having safe, supportive conversations around disability in the workplace cannot be overstated.”

– Ellie Drewry, Co-Chair of AccessAbility

“Listening and collaborating with AccessAbility, as well as our Facilities and Technology teams, was a vital part of creating the Tailored Adjustment Plan. It allowed us to understand concerns, better shape the guidance, and create a smoother process so colleagues felt supported and clear about how to access the adjustments they need.”

– Val Garside, HR Director

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Priority 3

# **Publishing books for everyone**

“Thank you for creating this content in a way that felt so welcoming, and for the open and honest insight. I feel like I walked away with a realistic and motivated expectation of the process. I’ve already thought about the work I need to do to transform the manuscript I submitted. I think this is a starting point and now the real work begins.”

– Writer attending a WriteNow workshop

## Progress against our goal

### Goals

The authors and illustrators we acquire reflect UK society by 2023

### Progress

Representation of LGBTQIA+ and questioning authors and illustrators is almost 10x greater than UK society. Representation of Black, Asian and minority ethnic individuals increased. The proportion of Black authors and illustrators more than doubled from 5.2% to 11%.

### Commentary

- Only 30.3% of authors and illustrators shared their data (2020 – 35%) which makes it difficult to draw meaningful conclusions.
- The data we do have indicates we are not on track to meet the goal with regards to socioeconomic diversity and disability & long term conditions representation. 24.3% of our authors and illustrators attended private school compared to 7.5% of the UK's general population and 8.4% identify as disabled, compared to 19% of UK society.

# Progress against our goal

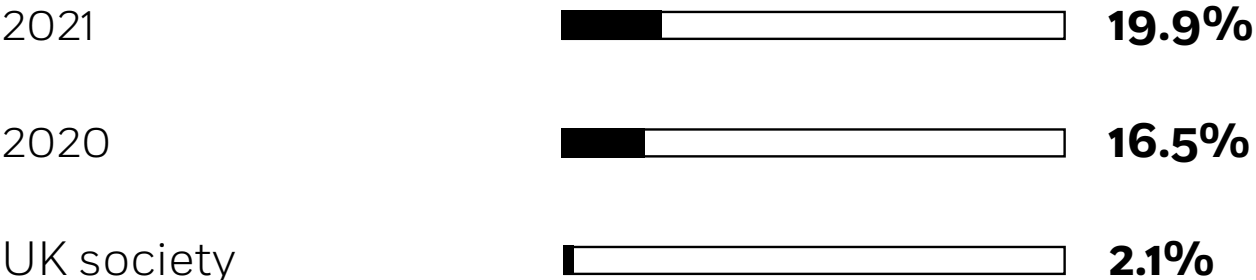
## Black, Asian & minority ethnic

Authors and illustrators



## LGBTQIA+ or questioning

Authors and illustrators



# Progress against our goal

## Disabled & long term condition

Authors and illustrators



## Attended private school

Authors and illustrators



## What we've done and what's next

### Aim

Open up the publishing process by providing practical guidance on getting a publishing deal, with targeted support for writers from underrepresented backgrounds

### Action in 2021

- ✓ 125,000 people read content on our online hub 'how to get published'
- ✓ Sponsored 2021 Working Class Writers Festival & Birmingham's first Black British Book Festival
- ✓ Partnership with D&AD Shift, a free night school for creatives without degrees to learn and develop
- ✓ Inaugural Lit in Colour Creative Student prize to engage 14-18 year olds
- ✓ Jonathan Cape Comic Creators Prize for emerging Black creatives working on comic books and graphic novels
- ✓ WriteNow programme to accelerate Children's authors from underrepresented backgrounds through the publishing process

### Coming next

- Getting Published podcast aimed at demystifying the publishing process
- Widen eligibility for the Cover Design Award by removing educational requirement

- Free, open webinar on ‘how to get published’
- ‘The Great Cookbook Challenge’ with Jamie Oliver to demystify publishing for aspiring cookery writers
- WriteNow programme focused on finding underrepresented commercial fiction writers, which is a genre historically lacking in author diversity



## What we've done and what's next

### **Aim**

Develop diverse audiences through introducing our books and authors to new audiences, including those traditionally under-served

### **Action in 2021**

- ✓ Completion of Versiti research into Black, Asian and minority ethnic consumer perspectives on reading
- ✓ Improved ethnic diversity on our reader insight panel 'Bookmarks'

### **Coming next**

- Calibre partnership to help print disabled readers
- Recruit parents, disabled and LGBTQIA+ readers to Bookmarks panel

## Feature: Lit in Colour

Lit in Colour is our campaign to support UK schools to diversify the teaching and learning of English literature. Our research found that just 10% of students in England study a book by a writer of colour at GCSE.

### **In 2021:**

- New partners joined the campaign including exam boards OCR, Pearson Edexcel and Oxford University Press
- Over 98,000 books by writers of colour were donated to secondary schools across the UK
- Texts by writers of colour were added to GCSE and A level curriculums
- 93 schools joined the Lit in Colour Pioneers pilot with Pearson Edexcel to change the texts they teach at GCSE or A Level, reaching approximately 12,000 students
- In 2022 we will do a book giveaway to 500 primary schools across the UK and recruit another 12,000 learners to our Lit in Colour Pioneers pilot

[Read](#) the Lit in Colour research

# What we've done and what's next

## **Aim**

Sensitively publish and publicise our books

## **Action in 2021**

- ✓ 4 consumer workshops with The Unmistakables
- ✓ Completed rollout of training on publishing principles to 400 marketing & publicity colleagues
- ✓ Sensitivity readers policy

## **Coming next**

- Deliver two consumer workshops on accessibility and engaging Black communities through media
- Partially fund Inklusion research and guide into making literary events accessible for disabled people
- Develop activity to continue to embed the publishing principles
- Training for editors on working with sensitivity readers
- Help authors manage social media and online abuse, and offer enhanced welfare support

# What we've done and what's next

## **Aim**

Build accurate data so we can track and measure progress

## **Action in 2021**

✓ Authors and illustrators receive an optional non-attributable survey at point of contract signing

## **Coming next**

- Begin capturing freelancer data to ensure we are using a representative group
- Encourage greater author and illustrator participation to improve response rate

# Feature: books that reflect society

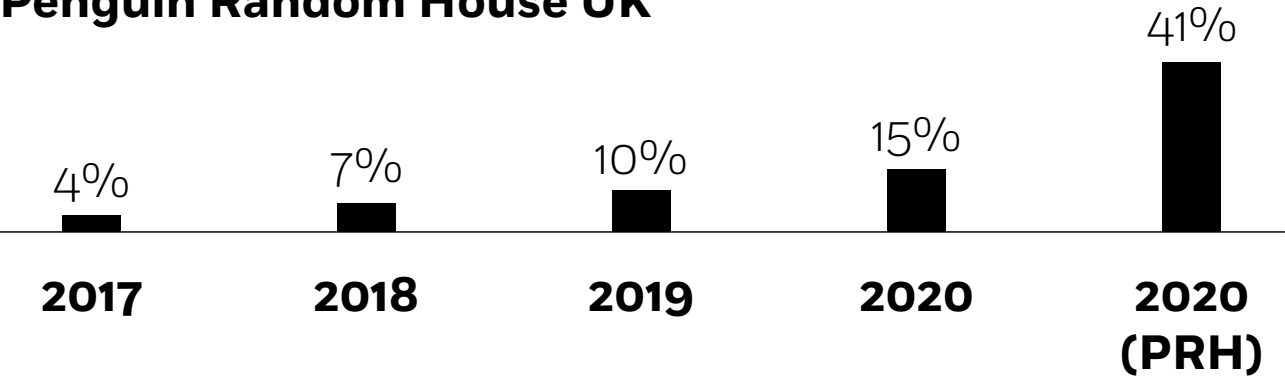
## Representation in children’s books

Research by the Centre for Literacy in Primary Education found that representation of characters of colour in children’s books has been steadily increasing since 2017, from 4% to 15%. Whilst progress is promising, children’s books have a long way to go to reflect the UK’s primary school population who are 34% Black, Asian and minority ethnic.

41% of characters in Penguin Random House Children’s first format books aimed at 3-11 year olds featured a Black, Asian or minority ethnic character.\*

\* Data is from 2020 and was part of the Centre for Literacy in Primary Education’s 2021 Reflecting Realities report.

## Industry wide representation of characters of colour in children’s books, compared to Penguin Random House UK



## **Feature: books that reflect society**

### **Black Britain: Writing Back**

Booker Prize-winning author Bernardine Evaristo curated and wrote introductions for six novels and five non-fiction titles that Penguin General re-published in their Black Britain: Writing Back series. The series aims to rediscover books that offer important and diverse Black British perspectives, and will continue in 2022.

## Feature: supporting visually impaired readers

Visually impaired readers should have access to the same choice and quality of books that sighted people do. That's why we donated all of our books to the Royal National Institute of Blind People (RNIB) in 2021.

- 5,000 Penguin Random House UK titles borrowed by people with sight loss from the RNIB Library
- Nearly 14,000 of our titles downloaded by print disabled learners

“It's impossible to overstate the significance of Penguin Random House UK's donation of their catalogue to RNIB's library and their help in creating a more inclusive world for people with sight loss. As a lifelong reader with a visual impairment, I know the importance of books as soul food, as a way of exploring the world and its people.”

– Anna Tyler, RNIB Chair

**RNIB**

See differently

### **Red's story**

“I had just begun an English degree at university when I was told I could expect to be blind by the age of 30. The RNIB Library is quite simply a lifeline to those of us with print disabilities; providing us with a skyscraper's worth of windows onto a world that for many of us would otherwise remain unseen and inaccessible.

I used to feel like a second-class citizen not having the same access to books my friends were raving about it. With major publishers like Penguin Random House UK publishing titles in print, eBook and audio and giving the files to RNIB, I can join the conversation at the same time as my sighted peers.

That is progress!”



# Data appendix and governance

# Ensuring robust governance

Our governance structure means there is clear accountability for achieving our inclusion strategy. Action at a company, divisional and individual level is important to create both the everyday, incremental change and the wide-scale strategic change that's needed to implement the strategy.

## **Inclusion Action Group**

The Inclusion Action Group helps shape the inclusion strategy, escalates colleague feedback, is consulted on proposed projects, and holds the business accountable for progress. It is chaired by CEO Tom Weldon and attended by Leadership Team members, the Social Impact & Sustainability team, key HR team members, and two representatives from colleague-led inclusion networks – Colour[Full], LGBTQIA+ and AccessAbility.

## **Company wide**

CEO & Leadership Team are ultimately accountable and responsible for implementing the strategy.

Involving colleagues in the creation of the strategy and departmental plans helps hold leaders to account

## **Department**

Our nine independent publishing houses and eleven central departments have a bespoke action plan which is tailored to their particular inclusivity priorities and challenges

## **Individual**

All colleagues have an inclusion-related goal in their annual performance objectives. This develops personal ownership for inclusion and increasingly embeds it in everyday actions

# Data sources

## 1. Colleagues – 57% response rate

Colleagues can complete the annual inclusivity survey in a non-attributable way, or give consent to link their demographic data to their HR record. This enables us to track career progression by demographic group and identify senior leaders (top 160 decision-makers, budget holders and managers) through job grades. Over the past two years of surveys, 78% of senior leaders have consented to link their demographic data to their HR record.

## 2. Author & illustrators – 30.3% response rate

This non-attributable survey is sent at the point of signing a UK publishing contract with us.

## 3. Census data

Unless otherwise stated, our definition of UK society is based on 2011 census data and will be updated when results from the 2021 census are published. Where census data is unavailable, we use the following sources for a UK society benchmark:

- 2015 Annual Population survey for sexual orientation benchmark
- Department for Work and Pensions for disability & long term conditions benchmark

- Social Mobility Commission’s Employer Toolkit and the Department for Education for Free School Meals benchmark

#### **4. Publishers Association**

The publishing industry benchmark is taken from the Publishers Association’s report: UK Publishing Workforce 2020: Diversity, inclusion and belonging

# Why we share data

For many years we have published data, even when it's not where we want it to be, because we want to role model the transparency we believe is needed to drive change.

This report includes a more comprehensive data set than ever before covering gender, disability and long term conditions, sexual orientation, ethnicity and socioeconomic indicators for our workforce, new hires, senior leaders, and authors & illustrators. Pay gap and belonging data for colleagues is also included, broken down by demographic groups.

# Gender

	<b>UK society</b>	<b>Publishing industry</b>
<b>Female</b>	51.0%	64.0%
<b>Male</b>	49.0%	36.0%
<b>Use own term</b>	no data	no data
<b>Non-binary or gender queer*</b>		<1%
<b>Questioning*</b>		no data
<b>Prefer not to say</b>		no data

## Employees

	<b>2021</b>	<b>% point difference from 2020</b>
<b>Female</b>	72.9%	↑ 4.1%
<b>Male</b>	25.4%	↓ -5.7%
<b>Use own term</b>	1.4%	
<b>Non-binary or gender queer*</b>		
<b>Questioning*</b>		
<b>Prefer not to say</b>	0.3%	↑ 0.1%

\* = categories differ from 2020, so 2020 % point difference is unavailable to share

# Gender

	New hires	
	2021	% point difference from 2020
<b>Female</b>	73.4%	↓ -3.1%
<b>Male</b>	22.6%	↓ -0.9%
<b>Use own term</b>		
<b>Non-binary or gender queer*</b>	4.0%	
<b>Questioning*</b>		
<b>Prefer not to say</b>	0.0%	0.0%

	Senior leadership	
	2021	% point difference from 2020
<b>Female</b>	67.4%	↓ -4.1%
<b>Male</b>	32.6%	↓ -4.1%
<b>Use own term</b>		
<b>Non-binary or gender queer*</b>	0.0%	
<b>Questioning*</b>		
<b>Prefer not to say</b>	0.0%	no data

\* = categories differ from 2020, so 2020 % point difference is unavailable to share



# Gender

	<b>Authors &amp; illustrators acquired</b>	
	<b>2021</b>	<b>% point difference from 2020</b>
<b>Female</b>	57.4%	↓ -1.1%
<b>Male</b>	42.2%	↑ 1.8%
<b>Use own term</b>	n	
<b>Non-binary or gender queer*</b>		
<b>Questioning*</b>		
<b>Prefer not to say</b>	0.4%	↓ -0.7%

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

\* = categories differ from 2020, so 2020 % point difference is unavailable to share

# Disability & long term conditions

	<b>UK society</b>	<b>Publishing industry</b>
<b>Yes</b>	19.0%	8%
<b>No</b>	81.0%	no data
<b>Prefer not to say</b>	no data	no data

## Employees

	<b>2021</b>	<b>% point difference from 2020</b>
<b>Yes</b>	17.9%	↑ 1.8%
<b>No</b>	78.5%	↓ -0.7%
<b>Prefer not to say</b>	3.6%	↓ -1.1%

## New hires

	<b>2021</b>	<b>% point difference from 2020</b>
<b>Yes</b>	14.7%	↓ -0.6%
<b>No</b>	78.0%	↑ 1.5%
<b>Prefer not to say</b>	7.3%	↓ -0.9%

# Disability & long term conditions

## Senior leadership

	<b>2021</b>	<b>% point difference from 2020</b>
<b>Yes</b>	9.3%	↑ 0.1%
<b>No</b>	89.9%	↓ -0.9%
<b>Prefer not to say</b>	0.8%	no data

## Authors & illustrators acquired

	<b>2021</b>	<b>% point difference from 2020</b>
<b>Yes</b>	8.4%	↓ -5.2%
<b>No</b>	88.1%	↑ 5.5%
<b>Prefer not to say</b>	3.5%	↓ -0.3%

# Sexual orientation

	<b>UK society</b>	<b>Publishing industry</b>
<b>Bi</b>	0.6%	5%
<b>Gay/lesbian</b>	1.1%	4%
<b>Use own term</b>	0.4%	2%
<b>Questioning*</b>	no data	no data
<b>Heterosexual/straight</b>	93.7%	no data
<b>Prefer not to say</b>	4.1% **	no data

## Employees

	<b>2021</b>	<b>% point difference from 2020</b>
<b>Bi</b>	7.0%	↑ 1.9%
<b>Gay/lesbian</b>	4.4%	↑ 0.3%
<b>Use own term</b>	1.5%	↑ 0.1%
<b>Questioning*</b>	1.3%	
<b>Heterosexual/straight</b>	82.2%	↓ -3.5%
<b>Prefer not to say</b>	3.6%	↓ -0.1%

\* = categories differ from 2020, which impacts where 2020 % point difference is available to share

\*\* = Do not know or refuse

# Sexual orientation

	New hires	
	2021	% point difference from 2020
<b>Bi</b>	13.6%	↑ 5.1%
<b>Gay/lesbian</b>	5.7%	–
<b>Use own term</b>	2.8%	↓ -3.3%
<b>Questioning*</b>	n	
<b>Heterosexual/straight</b>	73.9%	↓ -10.2%
<b>Prefer not to say</b>	4.0%	↑ 2.8%

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

\* = categories differ from 2020, which impacts where 2020 % point difference is available to share

– = ‘n’ value was used in 2020, so the % point difference from 2020 cannot be calculated

# Sexual orientation

	Senior leadership	
	2021	% point difference from 2020
<b>Bi</b>	n	–
<b>Gay/lesbian</b>	4.8%	↓ -0.4%
<b>Use own term</b>	0.0%	→ 0.0%
<b>Questioning*</b>	0.0%	
<b>Heterosexual/straight</b>	92.0%	↓ -2.8%
<b>Prefer not to say</b>	3.2%	no data

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

\* = categories differ from 2020, which impacts where 2020 % point difference is available to share

– = ‘n’ value was used in 2020, so the % point difference from 2020 cannot be calculated

# Sexual orientation

## Authors & illustrators acquired

	2021	% point difference from 2020
<b>Bi</b>	9.3%	↓ -0.1%
<b>Gay/lesbian</b>	8.4%	↑ 2.4%
<b>Use own term</b>	2.2%	↑ 1.1%
<b>Questioning*</b>	no data	
<b>Heterosexual/straight</b>	73.0%	↓ -2.8%
<b>Prefer not to say</b>	7.1%	↓ -0.4%

\* = categories differ from 2020, which impacts where 2020 % point difference is available to share  
 – = 'n' value was used in 2020, so the % point difference from 2020 cannot be calculated

# Ethnicity

	<b>UK society</b>	<b>Publishing industry</b>
<b>Asian or British Asian</b>	7.5%	6.0%
<b>Black or Black British</b>	3.3%	3.0%
<b>Mixed</b>	2.2%	3.0%
<b>Identify as a different ethnicity to those detailed</b>	1.0%	1.0%
<b>White</b>	86.0%	87.0%
<b>Prefer not to say</b>	0.0%	0.0%

## Employees

	<b>2021</b>	<b>% point difference from 2020</b>
<b>Asian or British Asian</b>	7.0%	↑1.4%
<b>Black or Black British</b>	3.7%	↑1.0%
<b>Mixed</b>	5.8%	↑1.6%
<b>Identify as a different ethnicity to those detailed</b>	0.7%	↓-0.1%
<b>White</b>	82.6%	↓-3.7%
<b>Prefer not to say</b>	0.2%	↓-0.3%



# Ethnicity

	New hires	
	2021	% point difference from 2020
<b>Asian or British Asian</b>	14.4%	↑ 2.1%
<b>Black or Black British</b>	6.9%	–
<b>Mixed</b>	11.5%	*
<b>Identify as a different ethnicity to those detailed</b>	n	*
<b>White</b>	67.2%	↓ -14.3%
<b>Prefer not to say</b>	0.0%	no data

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

\* = the 2020 report showed ‘Mixed’ and ‘Respondents who identify as a different ethnicity to those detailed’ as a combined figure of 6.2% for new hires, due to a small sample size

– = ‘n’ value was used in 2020, so the % point difference from 2020 cannot be calculated

# Ethnicity

	Senior leadership	
	2021	% point difference from 2020
<b>Asian or British Asian</b>	n	–
<b>Black or Black British</b>	n	–
<b>Mixed</b>	4.8%	↑ 0.6%
<b>Identify as a different ethnicity to those detailed</b>	0.0%	→ 0.0%
<b>White</b>	95.2%	↓ -0.6%
<b>Prefer not to say</b>	0.0%	no data

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

– = ‘n’ value was used in 2020, so the % point difference from 2020 cannot be calculated

# Ethnicity

	<b>Authors &amp; illustrators acquired</b>	
	<b>2021</b>	<b>% point difference from 2020</b>
<b>Asian or British Asian</b>	8.0%	↑ 2.8%
<b>Black or Black British</b>	11.0%	↑ 5.8%
<b>Mixed</b>	8.4%	↑ 5.0%
<b>Identify as a different ethnicity to those detailed</b>	4.9%	–
<b>White</b>	65.9%	↓ -19.2%
<b>Prefer not to say</b>	1.8%	↑ 0.7%

– = ‘n’ value was used in 2020, so the % point difference from 2020 cannot be calculated

## Socioeconomic – parental occupation\*

	<b>UK society</b>	<b>Publishing industry</b>
<b>Professional Occupations</b>	37.0%	Use different measure
<b>Intermediate Occupations</b>	24.0%	
<b>Lower Socioeconomic Occupations</b>	39.0%	
	<b>Employees</b>	<b>New hires</b>
<b>Professional Occupations</b>	65.8%	65.1%
<b>Intermediate Occupations</b>	14.4%	17.5%
<b>Lower Socioeconomic Occupations</b>	19.8%	17.5%
	<b>Senior leadership</b>	
<b>Professional Occupations</b>	75.0%	
<b>Intermediate Occupations</b>	9.7%	
<b>Lower Socioeconomic Occupations</b>	15.3%	

\* = question methodology was recently updated by the Social Mobility Commission so 2020 comparisons are not possible

## Socioeconomic – Free School Meals

	<b>UK society</b>	<b>Publishing industry</b>
<b>No</b>	85.0%	no data
<b>Yes</b>	15.0%	
<b>Don't know</b>	no data	
<b>Prefer not to say</b>		
<b>Not applicable*</b>		

	<b>Employees</b>	
	<b>2021</b>	<b>% point difference from 2020</b>
<b>No</b>	67.8%	↑ 2.0%
<b>Yes</b>	11.1%	↑ 0.9%
<b>Don't know</b>	6.6%	↓ -0.7%
<b>Prefer not to say</b>	0.9%	↓ -0.1%
<b>Not applicable*</b>	13.6%	↓ -2.1%

\* attended school outside the UK or before 1980

# Socioeconomic – Free School Meals

	New hires	
	2021	% point difference from 2020
<b>No</b>	65.5%	↑ 0.8%
<b>Yes</b>	16.4%	↑ 0.1%
<b>Don't know</b>	5.1%	↓ -3.1%
<b>Prefer not to say</b>	1.1%	↑ 1.1%
<b>Not applicable*</b>	11.9%	↑ 1.3%

\* attended school outside the UK or before 1980

# Socioeconomic – Free School Meals

	Senior leadership	
	2021	% point difference from 2020
<b>No</b>	82.4%	↑ 3.1%
<b>Yes</b>	n	–
<b>Don't know</b>	5.6%	↓ -0.4%
<b>Prefer not to say</b>	0.8%	no data
<b>Not applicable*</b>	11.2%	↓ -3.5%

\* attended school outside the UK or before 1980

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

– = 'n' value was used in 2020, so the % point difference from 2020 cannot be calculated

# Socioeconomic – school type

	<b>UK society</b>	<b>Publishing industry</b>
<b>School outside the UK</b>		no data
<b>State run or state funded school – non-selective</b>	no data	no data
<b>State run or state funded school – selective</b>		no data
<b>Independent or fee paying school</b>	7.5%	19%
<b>Independent or fee paying school*</b>		
<b>Don't know</b>	no data	no data
<b>Prefer not to say</b>	0.0%	no data

\* = where a bursary covering 90% of tuition or more was received (not previously collected)



# Socioeconomic – school type

	<b>Employees</b>	
	<b>2021</b>	<b>% point difference from 2020</b>
<b>School outside the UK</b>	12.5%	↑ 0.6%
<b>State run or state funded school – non-selective</b>	49.2%	↓ -3.2%
<b>State run or state funded school – selective</b>	18.2%	↑ 1.1%
<b>Independent or fee paying school</b>	17.3%	↑ 1.9%
<b>Independent or fee paying school*</b>	1.9%	
<b>Don't know</b>	0.3%	↓ -0.3%
<b>Prefer not to say</b>	0.6%	↓ -0.1%

\* = where a bursary covering 90% of tuition or more was received (not previously collected)

# Socioeconomic – school type

	New hires	
	2021	% point difference from 2020
<b>School outside the UK</b>	13.0%	↑ 3.6%
<b>State run or state funded school – non-selective</b>	43.5%	↓ -10.6%
<b>State run or state funded school – selective</b>	19.8%	↓ -3.7%
<b>Independent or fee paying school</b>	18.6%	↑ 8.5%
<b>Independent or fee paying school*</b>	2.8%	
<b>Don't know</b>	1.1%	↑ 1.1%
<b>Prefer not to say</b>	1.1%	↑ 1.1%

\* = where a bursary covering 90% of tuition or more was received (not previously collected)

# Socioeconomic – school type

	Senior leadership	
	2021	% point difference from 2020
<b>School outside the UK</b>	10.1%	↑ 0.9%
<b>State run or state funded school – non-selective</b>	37.2%	↓ -0.3%
<b>State run or state funded school – selective</b>	17.1%	↓ -1.3%
<b>Independent or fee paying school</b>	35.7%	↑ 0.7%
<b>Independent or fee paying school*</b>		
<b>Don't know</b>	0.0%	→ 0.0%
<b>Prefer not to say</b>	0.0%	no data

\* = where a bursary covering 90% of tuition or more was received (not previously collected)

# Socioeconomic – school type

	Authors & illustrators acquired	
	2021	% point difference from 2020
<b>School outside the UK</b>	16.4%	↑ 2.1%
<b>State run or state funded school – non-selective</b>	41.2%	↑ 3.5%
<b>State run or state funded school – selective</b>	17.7%	↓ -5.3%
<b>Independent or fee paying school</b>	24.3%	↑ 0.1%
<b>Independent or fee paying school*</b>		
<b>Don't know</b>	no data	no data
<b>Prefer not to say</b>	0.4%	↓ -0.4%

\* = where a bursary covering 90% of tuition or more was received (not previously collected)

# Belonging data

We undertook a factor analysis to identify belonging statements that related to each other. By combining these, we created a single measure to help compare feelings of belonging across different demographic groups. 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 in 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

# Belonging data

		<b>Belonging Measure (Median)</b>	<b>Change from 2020</b>
<b>Ethnicity</b>	Black, Asian and minority ethnic	3.8	↑ 0.3
	White	4.2	↑ 0.2
<b>Disability and long term conditions</b>	Yes	4.0	↑ 0.2
	No	4.2	↑ 0.2
<b>Gender</b>	Female	4.0	→ 0.0
	Male	4.2	↑ 0.2
<b>Sexual Orientation</b>	Heterosexual	4.2	↑ 0.2
	LGB+	4.0	↑ 0.2

1 = Strongly Disagree 5 = Strongly Agree

# Belonging data

		<b>Belonging Measure (Median)</b>	<b>Change from 2020</b>
<b>Type of School Attended</b>	Non-selective state school	4.0	↑ 0.2
	Independent or fee paying	4.2	↑ 0.2
<b>Free School Meals</b>	Yes	3.8	↑ 0.1
	No	4.0	→ 0.0

1 = Strongly Disagree 5 = Strongly Agree

# Belonging data

Colleagues were asked how much they agreed with each belonging statement on a 5-point scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The percentages here reflect the proportion of colleagues who selected Agree and Strongly Agree.

	<b>2021</b>	<b>% point difference from 2020</b>
They belonged in their team	90.0%	↑ 11.1%
They belonged at Penguin Random House	81.7%	↑ 8.8%
They could be themselves in their team	86.3%	↑ 8.6%
They could be themselves at Penguin Random House	76.6%	↑ 9.0%
Comfortable voicing opinions, even when different from others	71.3%	↑ 12.8%
They had the same opportunities to develop and progress as others	63.8%	↑ 6.2%
There is a genuine commitment to attracting a diverse workforce	72.6%	↑ 14.3%



# Belonging data

	<b>2021</b>	<b>% point difference from 2020</b>
There is a genuine commitment to developing and retaining a diverse workforce	55.4%	↑ 8.4%
Perspectives like theirs are included in decision-making	67.8%	↑ 13.4%
Supported, valued and listened to by their manager	88.2%	↑ 10.6%
Confident speaking up and challenging disrespectful, inappropriate and discriminatory behaviour	69.0%	↑ 11.0%
Senior managers are visibly committed to equality and inclusion	76.1%	↑ 12.9%

# Pay gaps

	Mean	
	2021	% point difference from 2020
<b>Gender pay gap</b>	10.4%	-2.9%
<b>Ethnicity pay gap</b>	15.1%	-0.9%
<b>Disability pay gap*</b>	21.6%	
<b>Socioeconomic pay gap*</b>	16.3%	
<b>Sexual orientation pay gap*</b>	12.2%	

\* = reported for the first time in 2021, so 2020 comparisons are not possible

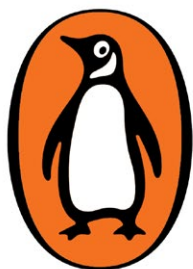
# Pay gaps

	Median	
	2021	% point difference from 2020
<b>Gender pay gap</b>	3.6%	-1.7%
<b>Ethnicity pay gap</b>	1.1%	-2.6%
<b>Disability pay gap*</b>	20.8%	
<b>Socioeconomic pay gap*</b>	10%	
<b>Sexual orientation pay gap*</b>	9.9%	

\* = reported for the first time in 2021, so 2020 comparisons are not possible

[Read our latest pay gap report](#)

To request an audio version of the report please contact  
[communications@penguinrandomhouse.co.uk](mailto:communications@penguinrandomhouse.co.uk)



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