



Penguin
Random House
UK

Books for everyone



Diversity & Inclusion Report

2022

Penguin Random House UK



~2,000

colleagues



1,500

titles published annually



40m

print books sold in UK in 2022



100m

books sold globally across
all formats in 2022



24

Booker Prize
winners published



120

countries in which we sell
and license books

Our inclusion strategy



Priority 1

Representation in all
teams, at all levels



Priority 2

A culture where
everyone can belong



Priority 3

Publishing books
for everyone

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A message from our CEO

We are a company with a big mission: we make books for everyone, because a book can change anyone.

Our business is built on connecting stories and ideas with the widest possible readership. To achieve this, we need to represent the rich diversity of UK society – both in who we publish and who we employ. Each book, each colleague, and each voice is an opportunity for us to become a more inclusive employer and publisher.

We recognise our role and responsibility to tackle inequality and welcome the opportunity to meet the expectations of readers, colleagues, and local communities. With that in mind, I am pleased to share with you our third Diversity & Inclusion report.

The delivery of our inclusion strategy is firmly underway and this report reflects on what's been achieved recently. It also shares new commitments across all aspects of our inclusion strategy. This is particularly important as we enter the final year of our new hire and author representation goals, which have a target date of the end of 2023. These are in addition to our senior leader goal which has a target date of the end of 2026 and our belonging goals which are ongoing.

During the last reporting period we have increased our work to remove entry barriers that prevent people from joining the industry. We offer targeted support to groups that data shows are under-represented – for example, the decision to open this year's summer internships only to candidates from lower socio-economic backgrounds.

As well as delivering our inclusion strategy, we also look beyond our company for opportunities to contribute to wider change. This year we reaffirmed our commitment to working with others for the betterment of the entire industry by signing up to the Publishers Association's new inclusivity action plan.

Next, we will explore barriers to progression and retention that colleagues from under-represented groups face, so colleagues from all backgrounds are supported to thrive. We will also continue working to publish more inclusively and publish writers from backgrounds under-represented on the nation's bookshelves.

Whether you are a colleague, author, candidate, or partner, I hope this report informs and inspires you about our work.



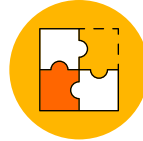
Tom Weldon
CEO, Penguin
Random House UK

Our strategy on a page



Priority

Representation in all teams, at all levels



A culture where everyone can belong



Publishing books for everyone

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.

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.

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 hires reflect UK society by the end of 2023 and senior leaders by the end of 2026

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

New authors reflect UK society by the end of 2023

Focus areas

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

- Shared accountability
- Developing a psychologically safe culture
- Ongoing learning
- Progressive policies
- Empowering colleague led networks

- Opening up the publishing process
- Developing our audiences
- Responsible publishing and publicity
- Building accurate data

2022 at a glance



Priority 1: Representation in all teams, at all levels

Design Your Career hub launched to help every colleague drive their career development

277 **mentoring matches** now made via Creative Access

New **workshops for people managers** about supporting career development

80 paid **work experience** placements

1,200 people joined **outreach workshops** to learn about designing book covers



Priority 2: A culture where everyone can belong

350 **people managers** trained on disability inclusion

Established an **expert speaker series** on inclusion

Sharia and Halal compliant colleague **pension fund options** introduced

Three new **colleague networks** created

Inclusive management training piloted, which will be rolled out to all people managers



Priority 3: Publishing books for everyone

Sponsored **Black British Book Festival** in Birmingham

1,100 people joined **free webinars** to learn about the publishing process

Became **signatories** to the Accessible Publishing Charter

5 authors **shortlisted for the Diverse Book Awards** including one WriteNow alumnus

Improved **access to books** for print disabled readers through a new partnership with Calibre Audio

Partners and accreditations

We work with a range of external partners who, by sharing their expertise and working to improve access to the publishing industry, help accelerate our journey to become a more diverse and inclusive employer and publisher.

“

Over 45 of our alumni have joined Penguin Random House during the decade we've worked together to improve representation and inclusion in the publishing industry. In 2021 we announced a new programme to create 500 mentoring partnerships by 2025. This programme helps give mentees from under-represented groups the support to access, progress, and thrive within publishing.”

Bibi Hilton, CEO of Creative Access

“

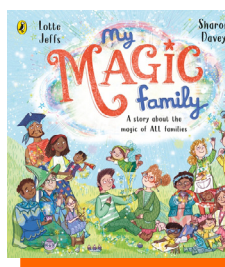
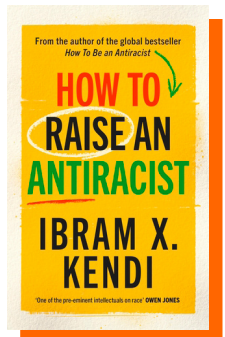
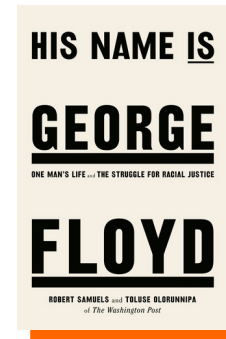
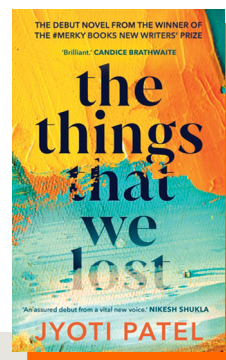
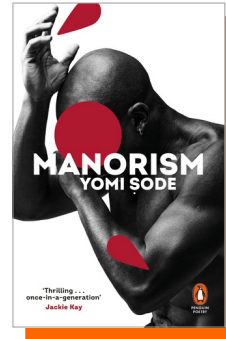
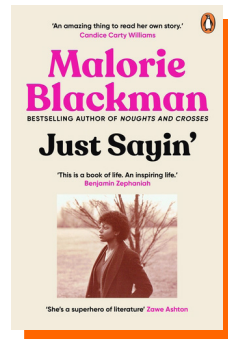
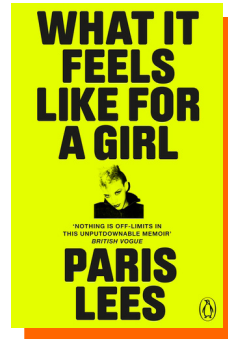
Our reading groups build new understanding across divides and connect prisoners with books, with each other and with the world outside. We're proud of our partnership with Penguin, who in addition to generous book donations, provide volunteers, support our family reading initiatives and their authors are becoming frequent guests at prison library events.”

Sarah Turvey, Director at Prison Reading Groups



An incomplete inclusive reading list

Each day we live out our company mission of making books for everyone, because a book can change anyone. We seek out stories that give fresh perspectives and authentically reflect the communities and backgrounds our readers are from. From poetry to non-fiction, explore a selection of our newest titles which offer new perspectives and challenge us all to think differently and be more inclusive.



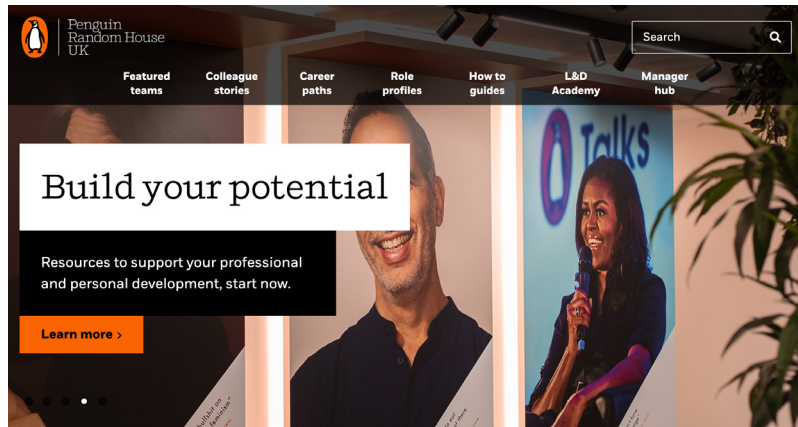
EXPLORE
MORE

Click on each cover
to find out more



Representation in all teams, at all levels

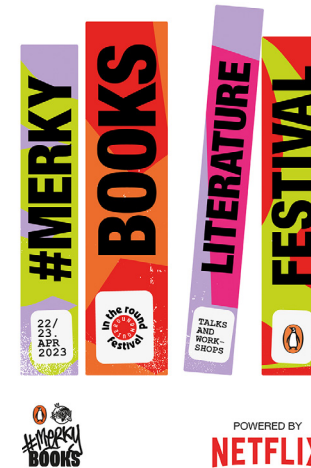
The Design Your Career hub provides information about career progression, career stories and role profiles



We hosted the Taylor Bennett Foundation cohort to inform Black, Asian and minority ethnic candidates about PR & Communications jobs



The upcoming #Merky Books Literature Festival, in collaboration with Netflix, will share insight with young people on breaking into the creative industries



“

By spotlighting real colleagues, working with partners, and addressing common concerns about applying to and working in publishing, we can speak to people who are currently under-represented in our workforce and encourage them to apply for roles.”

Izy Cowling, Employer Brand Manager

Progress against our goal

GOAL

**New hires reflect UK society by the end of 2023
and senior leaders by the end of 2026**



To publish boldly and creatively we need a workforce where a range of backgrounds and experiences are represented in all teams, at all levels. Our goal is to reflect the rich diversity of UK society, in terms of gender, ethnicity, disability, sexual orientation, and socio-economic background, as measured by external benchmarks including the UK census. We share data on new hires, senior leaders, and our workforce, as focus is needed on all three areas to reach our goal.

Distribution is a critical part of our business and covers roles in the warehouse and customer service. During this reporting period, there was a substantial increase in completion rates for our annual inclusivity survey in Distribution. This has helped us build a more accurate picture of our workforce and has impacted our data, as there are a higher proportion of men, disabled colleagues, and people from lower socio-economic backgrounds working across Distribution, compared to the wider business.

Our workforce

68%
are women

16%
identify as Black,
Asian or
minority ethnic

14%
are LGBTQ+

20%
are disabled or
have a long-
term condition

23%
come from lower
socio-economic
backgrounds

Progress against our goal

GENDER

68% of colleagues are women (2021: 73%), compared to 51% of UK society. More complete data from Distribution, where the gender balance is more equal, may be contributing to the increased proportion of men. The gender balance of new hires and senior leaders was largely unchanged during the reporting period. The over-representation of women mirrors the wider publishing industry and is something we are mindful of, as we know the under-representation of men at early career levels contributes to our **gender pay gap. The proportion of women in our overall workforce is almost equal to that of women in senior roles.**

<1%

the difference in proportion of women and men in the workforce and in senior roles

ETHNICITY

16% of colleagues identify as Black, Asian or minority ethnic (2021: 17%), compared to 18% of UK society. The small decrease likely reflects the increased data completion rates in our Distribution workforce, which has a lower representation of Black, Asian and minority ethnic colleagues compared to the wider business. Asian colleagues are under-represented by 3 percentage points and Black colleagues by 0.3 percentage points. **27% of new joiners are from Black, Asian and minority ethnic backgrounds**, which is a 5 percentage point decrease compared to 2021 but remains ahead of the census benchmark. Continual focus is needed on the senior leadership population, where 95% of people identify as white.

27%

of new joiners are from Black, Asian and minority ethnic backgrounds

DISABILITY AND LONG-TERM CONDITIONS

20% of colleagues and new hires are disabled or have a long-term condition, compared to 18% of UK society. This is the first time that representation in either group has exceeded the UK benchmark. Positive change is likely due to a combination of more inclusive recruitment and more people feeling able to disclose they are disabled or have a long-term condition, due to recent activity to raise awareness and confidence in talking about disability at work. **9% of senior leaders are disabled or have a long-term condition**, which suggests positive changes in representation are predominantly concentrated in early career and mid-career levels.

9%

of senior leaders are disabled or have a long-term condition

Progress against our goal

SEXUAL ORIENTATION

14% of colleagues and 22% of new hires identify as LGBTQ+, remaining well ahead of the UK benchmark of 3%. **Representation of LGBTQ+ senior leaders increased to 8%** (2021: 5%). We will continue supporting LGBTQ+ colleagues, with the goal of supporting the retention and career progression of LGBTQ+ colleagues into senior leadership.

8%

representation of LGBTQ+ senior leaders

SOCIO-ECONOMIC BACKGROUND

23% of colleagues (2021: 20%) and 19% of new hires (2021: 18%) are from lower socio-economic backgrounds, compared to the UK benchmark of 39%. At senior leadership level, there was a 3 percentage point increase in people from intermediate socio-economic backgrounds and a corresponding decrease in lower socio-economic representation. These changes are likely due to a combination of increased attention on socio-economic inclusion and greater data completion rates from colleagues **in Distribution, where 49% of people are from lower socio-economic backgrounds**. Whilst representation gaps have narrowed slightly, this will continue to be an area of focus.

49%

of colleagues in Distribution are from lower socio-economic backgrounds



Progress against our goal

Aim	Recent activity	Coming next
Remove entry barriers that prevent people from joining the industry, with targeted support for under-represented groups	<ul style="list-style-type: none"> ✓ Ongoing hybrid working experiments with each division defining a blend of office and home working ✓ 62 students mentored and publishing jobs demystified via our partnership with London College of Communication ✓ Entry level salaries for London roles raised to £26,500, with a guaranteed increase to £27,500 after 12 months in role, in response to market benchmarking ✓ 1,200 people joined online workshops to demystify designing book covers ✓ 80 hybrid and remote paid work experience placements ✓ 90 mentoring matches made via Creative Access and 277 of 500 matches (2025 target) delivered to date 	<ul style="list-style-type: none"> ✓ Two new roles created in the Recruitment team focused on employer brand, outreach strategy and programmes ✓ Colleague stories shared on our social media channels to celebrate the cultures represented in our workforce ✓ Advertising and outreach partnership with inclusive creative early careers app ERIC ✓ Virtual careers event for 16+ year olds through Open Book partnership ✓ Spoke at Society of Young Publishers conference on different roles within the industry ✓ Sponsored the Pathways Into Children's Publishing programme to help 40 illustrators from under-represented backgrounds break into the industry

Progress against our goal

Aim	Recent activity	Coming next
Ensure equitable progression and career development opportunities for everyone	<ul style="list-style-type: none"> ✓ Rolled out Design Your Career hub across the company – providing learning resources, clear career pathways, transparency about job and promotion opportunities, employee and leadership career stories and role profiles for every department ✓ Piloted workshops and learning resources to increase people managers' capability to support career development and manage inclusively 	<ul style="list-style-type: none"> • Roll out a new people manager development offering with 500+ managers • Focus groups with colleague networks to understand potential barriers to progression and development. Use these insights and our data to systemically identify and prioritise the most impactful actions
Build accurate data to track and measure progress	<ul style="list-style-type: none"> ✓ New joiner survey to inform onboarding and recruitment activity ✓ 68% completion rate of annual colleague inclusion survey (2021: 57%) ✓ Voluntarily publish pay gap reports and action plans for ethnicity, disability, sexual orientation, socio-economic background – in addition to gender 	<ul style="list-style-type: none"> • Introduce updated leaver surveys to better understand reasons for leaving • Increase participation in annual colleague inclusion survey to build accurate data and inform actions

Feature: Pathways Into Children's Publishing

We were proud to support the inaugural [Pathways Into Children's Publishing](#) programme. Run by Pop Up Projects in conjunction with 26 publishers and universities, the programme aims to improve diversity in children's publishing by supporting illustrators from under-represented backgrounds to develop their craft.

During the two year programme, artists experienced almost 200 days of training and mentoring from academics, publishing Art Directors, and published illustrators.

The Penguin Random House Children's team ran a masterclass on structuring picture books and hosted five surgeries to help mentees develop characters, pacing, and technical skills.

We have renewed financial and in-kind support for the 2022-24 programme, which will offer opportunities for artists of colour, disabled artists, neurodivergent artists, and artists with UK refugee and asylum-seeker backgrounds.



“

Pathways helps us open up the publishing process and develop new talent. Discovering and nurturing new illustration talent is one of the most rewarding parts of my job. It's a joy being involved with Pathways and seeing talented mentees develop their skills and go on to forge their careers as the next generation of children's illustrators.”

Anna Billson, Art Director at Penguin Random House Children's

“

The Pathways journey has been life-changing for me. It has firmly set me on a new path and I now have the confidence to pursue children's illustration as a career.”

Chanté Timothy, mentee

87%
artists of colour

48%
had a first language
that was not English

70%
did not have a relevant
degree or qualification
in the field

55%
of mentees have
been professionally
commissioned since
being on the programme

Feature: Work in Publishing Week

Our Work in Publishing Week activity aimed to myth-bust preconceptions about the publishing industry and working at Penguin Random House UK. The campaign aimed to:

- **Provide a platform** for colleagues from under-represented groups within publishing to speak about their experiences
- **Reassure candidates** about the value of relevant skills gained in other areas and about not requiring a degree to work here
- **Provide clarity** on the recruitment process, including how to ace a cover letter or interview
- **Spotlight career opportunities** in lesser-known areas of the business
- **Signpost further support** and online resources

700 people joined our panel with Creative Access, where five colleagues spoke about routes into publishing and their experiences, with a further 70,000 online impressions. 50% of feedback survey respondents identified as being part of a community that is under-represented in publishing.

Alongside the webinar, we ran three live Twitter FAQ sessions that gained over 250,000 impressions and our digital testimonial campaign with colleagues from the business, again with a focus on under-represented groups and lesser-known departments or teams, gathered over 55,000 impressions.



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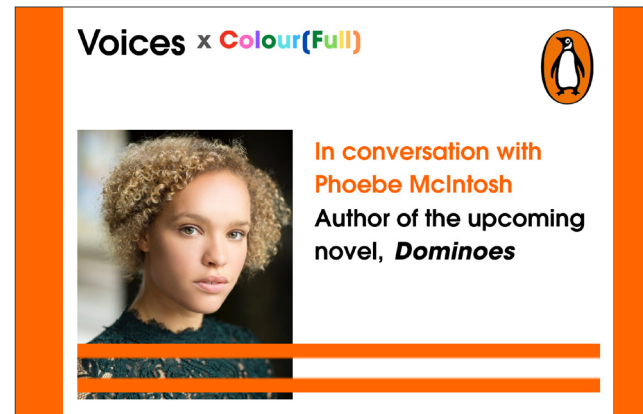
One of the most satisfying parts of the job is coming up with an elegant solution for converting a tricky aspect of print design, then seeing it in the finished ebook. It feels like completing a jigsaw.”

Chris Liew, E-book coordinator and contributor to our digital Work in Publishing Week campaign, which shared career stories



A culture where everyone can belong

Colleagues pilot British Sign Language training



The Colour(Full) network organised for author Phoebe McIntosh to speak with colleagues

New office libraries let colleagues borrow books curated by our networks



The #IAMRemarkable network launched for women and under-represented groups working in Technology & Data

Progress against our goal

GOAL

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

We want to create a culture where everyone can belong, thrive, and do their best work. People are more likely to stay with us and grow in their career when they feel safe to be themselves, are supported, and feel they belong.

To assess progress against our goal, we look at levels of agreement with several belonging statements, and whether there are variations in agreement level between different demographic groups within our workforce.

We are pleased that levels of belonging within teams remain high, as during this reporting period COVID-19 restrictions eased. The transition from home to hybrid working required all teams to adjust their working practices. Our work around psychological safety is having a positive impact. More colleagues than before report they are comfortable voicing their opinions, even where these are different from others (73%) and challenging disrespectful, inappropriate, and discriminatory behaviour (71%).

Our culture



86%

colleagues feel they belong in their team



84%

colleagues feel they can be themselves in their teams



83%

colleagues feel supported, valued, and listened to by their manager

Positive sentiment towards other belonging statements remains above 2020 baseline levels but has decreased compared to 2021. This is partially due to increased response rates from Distribution colleagues, where feelings of belonging are generally lower compared to the wider business. Companywide, the greatest decreases in agreement level were in relation to feeling supported by managers (83% agreed), senior managers being visibly committed to inclusion (71% agreed), and perspectives like theirs being included in decision-making (63% agreed). The recent steps taken, and future actions outlined in this report, should contribute to increasing agreement in these areas.

Levels of belonging across most demographic groups were consistent with 2021 levels. Across ethnicity, disability, gender, sexual orientation, and socio-economic background, levels of belonging for both majority and minority groups scored between 4 – 4.2 out of 5 (with 1 indicating low belonging and 5 indicating high belonging). Black, Asian and minority ethnic colleagues reported an increased level of belonging compared to 2021, which reduced the gap between their belonging and that of white colleagues by half. Small differences in belonging continue to exist between majority and minority groups, and we will continue working towards an equal sense of belonging for all.

Progress against our goal

Aim	Recent activity		Coming next	
Develop shared accountability for inclusion across all teams and colleagues	<ul style="list-style-type: none"> ✓ Inclusion representatives for all divisions appointed to drive local action and share best practice ✓ Inclusion Action Group and Leadership Team away day, to share colleague experiences and drive action 	<ul style="list-style-type: none"> ✓ Two representatives from Common Ground, the new network for colleagues from lower socio-economic backgrounds, joined the Inclusion Action Group 	<ul style="list-style-type: none"> • Leadership Team will update their divisional inclusion action plans to keep up momentum • Develop additional guidance for network sponsors and chairs to support successful partnerships 	<ul style="list-style-type: none"> • Develop more opportunities to bring together senior leaders and employee networks • Encourage inclusion reps to share departmental inclusivity action plans with new joiners
Create a psychologically safe culture by ensuring everyone feels able to share their views and are listened to	<ul style="list-style-type: none"> ✓ 25 people managers piloted training on building psychologically safe and inclusive teams 		<ul style="list-style-type: none"> • Following the pilot, roll out mandatory inclusive management training to 500+ people managers • Annual update of Inclusive Language Guide to support colleagues to challenge non-inclusive language 	<ul style="list-style-type: none"> • Create space for sharing and listening to views through focus groups about progression and development with colleague networks
Ensure our progressive policies help to create an inclusive and welcoming culture	<ul style="list-style-type: none"> ✓ Increased annual leave entitlement from 25 to 27 days (increasing with service up to maximum of 30 days), to support colleagues using leave for moments that matter, including wellbeing, hobbies and religious observance ✓ Improved accessibility of internal communications, including providing live captions for all online events 	<ul style="list-style-type: none"> ✓ Implemented accessibility audit findings including improved step-free access to offices and automated front doors, text to speech features in lifts, and priority lift badges ✓ Dignity at Work policy updated to make timeframes clearer for the grievance procedure 	<ul style="list-style-type: none"> • Develop new onboarding process to make new joiners feel more welcome and connected – including raising awareness of key inclusion and belonging policies and resources • Improve accessibility and navigation of intranet, so information is accessible to all 	<ul style="list-style-type: none"> • Continue to embed the tailored adjustment plan so managers and disabled colleagues have support and guidance on putting adjustments in place • Launch a new bereavement policy, inclusive of colleagues experiencing pregnancy loss

Progress against our goal

Aim	Recent activity		Coming next	
Equip colleagues to continually learn about inclusion	<ul style="list-style-type: none"> ✓ 350+ people managers attended mandatory training with The Business Disability Forum on disability inclusion and making reasonable adjustments ✓ Training for HR, Recruitment, and Facilities teams on supporting disabled colleagues ✓ 500+ colleagues attended expert speaker events on neurodiversity and gender identity in the workplace ✓ Relunched internal book club Penguin Reads and distributed nearly 10,000 books, including titles selected by colleague inclusion networks, across all office and warehouse sites 	<ul style="list-style-type: none"> ✓ Developed intranet hub with information about supporting disabled colleagues and creating accessible events and communications ✓ Celebrated and raised awareness of culturally important moments through author talks, book giveaways, and sharing colleague stories ✓ Accessible communications training for HR ✓ Four ebooks about menopause, a topic colleagues have asked for resources on, made freely available internally 	<ul style="list-style-type: none"> • Inclusion speaker events on disability, class, and more • Create materials linked to our expert inclusion speaker series which help colleagues challenge non-inclusive behaviours 	<ul style="list-style-type: none"> • Include more inclusion network book recommendations and discussion questions in Penguin Reads
Empower colleague-led networks to have their voice heard and be safe spaces for colleagues to connect	<ul style="list-style-type: none"> ✓ Training for Inclusion Action Group representatives on inclusion agendas in society and at work ✓ Ongoing support and budget for networks to evolve and grow 	<ul style="list-style-type: none"> ✓ Training for network representatives on influencing, presentation and listening skills 	<ul style="list-style-type: none"> • Raise awareness of barriers and lived experience of under-represented groups – including those from working class or lower socio-economic backgrounds – through blogs and our inclusion speaker series 	<ul style="list-style-type: none"> • Use the Design Your Career hub to feature career successes and stories from network members

Feature: Colleague-led inclusion networks

Since 2018, our colleague-led inclusion networks have been connecting colleagues with shared lived experiences or from backgrounds historically under-represented in publishing. They are safe, supportive, and fun community spaces run for colleagues, by colleagues. As well as celebrating and listening to their members' unique backgrounds and experiences, the networks champion positive and inclusive change across the business.

This year our networks have grown and matured as they became more established. They achieved great things for their membership including learning, social, and celebratory events. And three new networks were established when colleagues came together to create Common Ground, #IAmRemarkable, and The Muslim Accord.

Each network can have two chairs, who are compensated for their time in recognition of the important leadership role they play, as well as the opportunity for a senior sponsor who provides strategic support.



Our networks

AccessAbility

advocates on behalf of colleagues with disabilities or long-term conditions

BeWell

champions colleague wellbeing

Colour(Full)

has a mission to create a safe, fun and dedicated space for people of colour and ethnic minorities to thrive

Common Ground

champions colleagues from working class and lower socio-economic backgrounds

#IAmRemarkable

aims to improve the confidence and self-promotion skills of women and under-represented groups working in Technology and Data

LGBTQIA+

fosters community amongst LGBTQIA+ colleagues

The Muslim Accord

brings together colleagues, embraces faith, and showcases Muslim authors

Penguin Parents

provides support for colleagues balancing caring and working

Recent network impact

- **The Muslim Accord** championed the introduction of Sharia and Halal compliant colleague pension fund options
- An internal campaign in partnership with **AccessAbility** shared colleague stories on the strengths their neurodiversity brings to publishing
- **Networks** helped select the topics for our new expert speaker series
- **#IAmRemarkable** ran 10 events for colleagues covering workplace allyship, confidence building, and career stories
- **LGBTQIA+ network** celebrated their community through a Pride picnic
- **BeWell** hosted meditation sessions and menopause cafés

“

The Menopause Café is a virtual space where colleagues from all sites can share experiences of the perimenopause and menopause. The café is open to people going through this stage in life and to anyone who is affected including partners, children and parents. Issues surrounding perimenopause and menopause need to be brought into the open to ensure positive and respectful workplace conversations can happen and for colleagues to feel supported. The Menopause Café is one practical way to create this change.”

Paula Hogben and Candice Burton,
Co-chairs of BeWell network

Spotlight on bringing senior leaders and networks together

The Inclusion Action Group is a decision-making body that shapes our inclusion strategy and holds the company accountable for progress. Representatives from the Colour(Full), Common Ground, LGBTQIA+ and AccessAbility networks sit on the group to ensure colleague experiences are consulted during decision-making.

This year we brought network representatives on the Inclusion Action Group and our Leadership Team together as one group, for the first time. This was an opportunity for networks to share the everyday experiences of their members with senior leaders, build psychological safety and relationships between networks and leaders, and generate ideas on future priorities.

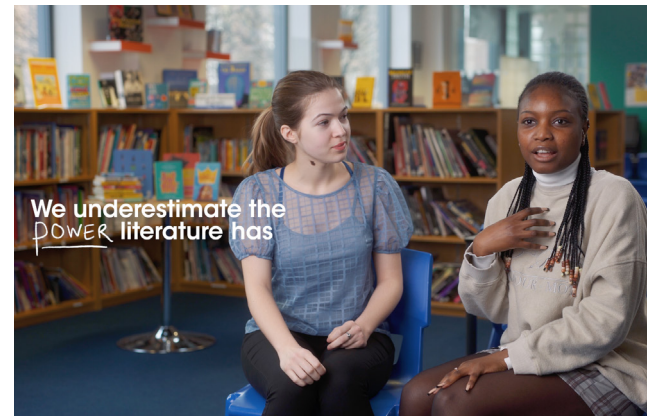
Practical outcomes included the decisions to make inclusive manager training mandatory for all people managers, to prioritise gender identity as a learning topic for our expert speaker series, and increased accountability for inclusion at the most senior level of the organisation.





Publishing books for everyone

The Channel 4 series *The Great Cookbook Challenge* with Jamie Oliver demystified cookery publishing, as cooks competed to impress judges Jimi Famurewa, Georgina Hayden and Louise Moore (Managing Director of Penguin Michael Joseph) for a one-of-a-kind publishing deal



Students from a school participating in Lit in Colour discuss the importance of studying books by writers of colour

Author Riyadh Khalaf performs at Penguin Pride, our celebration of queer literature and emerging LGBTQIA+ poets, authors, and comedians



A British Sign Language interpreter live translates Greta Thunberg speaking at the launch of *The Climate Book*

Presented by Southbank Centre in partnership with Penguin

Progress against our goal



GOAL

The authors, illustrators, and contributors we acquire reflect UK society by the end of 2023

Our ambition is for the authors and books we publish to reflect and reach all areas of society, to help our readers understand more about themselves and the world around them.

As with colleagues, our goal for our authors is to reflect UK society, in terms of gender, ethnicity, disability, sexual orientation and socio-economic background. Data shows we are currently on track to meet the majority, but not all, aspects of our goal by the end of 2023.

Representation of authors, illustrators, and contributors who identify either as LGBTQ+, disabled or with a long-term condition, or as Black or minority ethnic currently tracks or exceeds the UK census benchmarks.

Despite annual fluctuation, since 2019 the representation of authors, illustrators, and contributors who are disabled or have a long-term condition has generally improved. Representation improved by 11% points in 2022, taking us beyond the UK benchmark for the first time. This is positive, as disability was an area for improvement we identified in our last report.

35% of authors, illustrators, and contributors are Black, Asian or minority ethnic (2021: 32%). Longer-term data analysis shows we have been tracking ahead of UK society with regards to authors, illustrators, and contributors who identify as Black or Mixed or Multiple ethnicities since 2020. The 2 percentage point drop in people identifying as either Asian or Black this year, combined with new census data, means we are behind the UK benchmark for Asian authors, illustrators, and contributors by 4 percentage points but remain ahead for Black authors, illustrators, and contributors by 5 percentage points.

Based on parental occupation data, the proportion of authors, illustrators, and contributors from lower socio-economic backgrounds is 22%, compared to 39% of UK society. Educational data shows an 8 percentage point increase in the proportion of authors, illustrators, and contributors attending non-selective state schools. Despite this positive movement, those attending an independent or fee-paying school remains over-represented compared to UK society by 16 percentage points. Socio-economic diversity is the largest representation gap across our author, illustrator, and contributor populations and we will continue to focus on this through our publishing activity.

Our authors, illustrators, and contributors

54%
are women

35%
identify as Black, Asian
or minority ethnic

20%
are disabled or have a
long-term condition

18%
are LGBTQ+

22%
come from lower socio-
economic backgrounds

Progress against our goal

Aim	Recent activity	Coming next
<p>Open up the publishing process by providing practical guidance on getting a publishing deal, with targeted support for writers from under-represented backgrounds</p>	<ul style="list-style-type: none"> ✓ Penguin Podcast special on demystifying the publishing process ✓ <input checked="" type="checkbox"/> Cover Design Award opened to those without a university education – nearly 25% of applicants would have been ineligible to enter previously – and three winners received six-month mentorships ✓ 1,100 people attended two free webinars with editors, agents, and authors explaining the publication process ✓ Launched sixth <input checked="" type="checkbox"/> WriteNow programme, this time focused on finding under-represented commercial fiction writers ✓ <input checked="" type="checkbox"/> Published writing advice on creating crime, thriller and love stories 	<ul style="list-style-type: none"> • Internal guidelines on designing inclusive competitions that support submissions from under-represented talent • Set creative briefs and judged two D&AD programmes which support individuals with limited experience or university education to develop creative careers • <input checked="" type="checkbox"/> Getting Published newsletter grew to almost 3,000 subscribers who receive regular writing opportunities, guidance, and author features • Sponsored the Black British Book Festival, attended by 1,300 people

Progress against our goal

Aim	Recent activity		Coming next	
Developing our audiences through introducing our books and authors to new audiences, including those traditionally under-served	<ul style="list-style-type: none">✓ First publisher to donate entire audio catalogue to Calibre Audio for print disabled readers to enjoy for free✓ Improved representation of parents, young people, and Black, Asian and minority ethnic people on Bookmarks – our in-house community panel of almost 6,000 readers	<ul style="list-style-type: none">✓ Through our partnership with the RNIB and Calibre Audio, visually impaired readers borrowed ebooks over 15,000 times and audiobooks over 25,000 times✓ Signed the Accessible Publishing Charter, to improve ebook accessibility for print disabled readers	<ul style="list-style-type: none">• Recruit more disabled and LGBTQIA+ readers to Bookmarks panel and begin tracking socio-economic background, to ensure it is as representative as possible	<ul style="list-style-type: none">• Expand availability of ebooks to visually impaired readers through further charitable partnerships
Responsibly publish and publicise our books	<ul style="list-style-type: none">✓ 250+ colleagues, predominantly from Marketing & Publicity, were trained on accessibility and engaging Black readers through media✓ Financial and design support for The Inklusion Guide research into making literary events accessible for disabled people	<ul style="list-style-type: none">✓ Introduced enhanced social media guidance to manage online abuse on our channels and towards our authors✓ Research to understand TikTok reading trends and communities, including hearing from prominent Black and queer TikTok influencers✓ Interviews with Black, Asian and minority ethnic readers to better understand reading habits	<ul style="list-style-type: none">• Pilot training for editors on working with disabled writers• Research into popularity of romance stories which feature LGBTQIA+ characters and plots	<ul style="list-style-type: none">• Second phase of training for audience facing teams will cover topics such as planning inclusive campaigns• Training for Publicity teams on protecting authors from online abuse
Build accurate data so we can track and measure progress	<ul style="list-style-type: none">✓ Began capturing freelancer data to understand how representative the group we work with is	<ul style="list-style-type: none">✓ Improved reporting on the diversity of recently acquired authors, illustrators, and contributors	<ul style="list-style-type: none">• Explore ways to improve data collection from authors, illustrators, and contributors	

Feature: Creating opportunities for unpublished, under-represented writers

“

Having an editor mentor and champion me has made such a difference. I've grown so much as a writer and it's given me a confidence I never thought I'd have. That confidence is everything. Amazingly, thanks to WriteNow, I feel at home here in publishing and I'm excited about what the future holds.”

Rashmi Sirdeshpande, published author and WriteNow alumnus

Getting your first book published can seem daunting and the publishing industry can be complex to navigate. Outreach and development programmes help us to nurture and publish writers from communities under-represented on the UK and Ireland's bookshelves, as well as demystify the publishing industry.

Established in 2016, our flagship programme [WriteNow](#) was one of the first of its kind in the industry. It aims to give participating writers the tools, information, and access needed to navigate the publishing industry and launch their career as a successful author. Following the fifth cohort, we ran an in-depth programme evaluation to understand writers' experiences in greater detail and shape the programme for the future.

Based on our findings we are making several changes to the next cohort, which will focus on finding under-represented commercial fiction writers. These include:

- **Partnership with BBC Studios** will help writers build knowledge and opportunities with the publishing and TV industries
- **Support writers to access the industry** and begin forming a professional network across Penguin and beyond through workshops, panels, and one-to-ones, ultimately establishing a strong foundation for a writing career
- **£1,000 writing grant** to everyone joining the year-long editorial programme in 2023

**BBC
STUDIOS****950**

attendees at free workshops explaining the publishing process

**54**

writers mentored by our editors

**800**

writers received personalised feedback from editors

**28**

authors with publishing deals



The #Merky Books Writers' Camp gave shortlisted writers the opportunity to learn more about how publishing works, network, and develop their craft



WriteNow is a company-wide programme, matching writers with editors across our eight publishing houses. Several of our individual publishing houses also run their own bespoke prizes for unpublished writers, such as the #Merky Books New Writers' Prize and the Penguin Michael Joseph New Writers' Prize, with the winner of each receiving a publishing deal. Now in its third year, the #Merky Books competition is open to writers aged 16-30 and shortlisted applicants are invited to a Writers' Camp where they receive one-to-one editorial feedback and can join writing workshops. The winner of the inaugural Penguin Michael Joseph Prize will also receive representation with DHH Literary Agency.

Underpinning these prizes we have the [Getting Published hub](#) on the Penguin website, a permanent wealth of information on the different components of the publishing process for both writers and illustrators.

Feature: Getting diverse texts into the classroom

Launched in 2020, [Lit in Colour](#) is our programme to support schools to make the teaching and learning of English Literature more inclusive. [Our research](#) found that less than 1% of students in England study a book by a writer of colour at GCSE. This needs to urgently change.

Lit in Colour aims to give teachers the resources, knowledge, and confidence to teach texts by writers

of colour. The programme achieves its impact through partnering with various stakeholders in the education sector to create original teaching resources, delivering book donations to schools across the UK, and working with exam boards to change the texts that are taught at GCSE and A level.

Year two of the programme has focused on delivering the research report's recommendations for publishers.

Students at Lilian Baylis Technology School during an English lesson



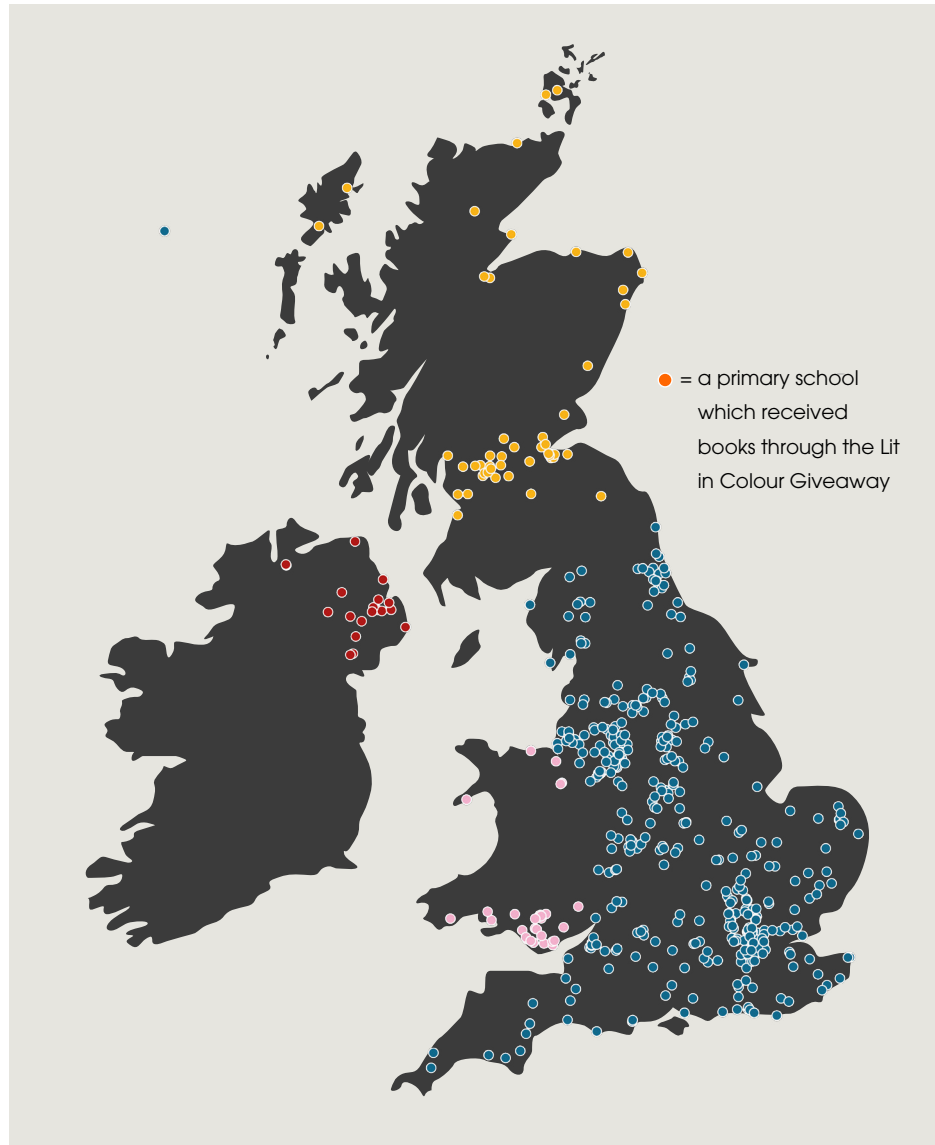
Image: The Visuals Team

“

The programme has inspired staff and students to read more widely, to think more inclusively. It has helped students feel they know more about the world. We are integrating many of the Lit in Colour books into a Staff Diversity Policy and Training group, which is feeding into our Behaviour Policy, our Curriculum Development Team and our enrichment programme.”

Tabatha Sheehan, Head of English at Westonbirt School, a Lit in Colour Pioneer pilot school

In partnership with teaching resource provider Twinkl, our Lit in Colour Giveaway donated over 57,000 books across these 500 primary schools across the UK in 2022. Twinkl also created a range of free teaching resources to accompany a selection of the donated books.



Our impact this year

- **Recruited more schools** (approximately 11,500 students) to the Pioneers pilot in partnership with awarding body, Pearson Edexcel. Participating schools commit to changing their GCSE or A level English Literature set texts in return for donated copies of the text, a mini library of 300 Penguin books by Black, Asian and minority ethnic writers, teaching resources, and professional development webinars for staff
- **720 students attended** our Lit in Colour Student Conference
- **Our first All Party Parliament Group event** on 'Diversity in English' was chaired in the House of Commons by Diane Abbott MP and Clive Lewis MP, with founding partner The Runnymede Trust
- **Campaign partner Bloomsbury** published a [report](#) on the lack of drama texts within English Literature specifications by writers of colour being studied in schools

In two years of the Lit in Colour Pioneers pilot we estimate the programme has quadrupled the number of students studying a book by a writer of colour. In 2023 we will publish research about the impact of this pilot programme.

Data appendix and governance

Governance

Our CEO and Leadership Team are accountable for implementing the inclusion strategy. Each publishing house and central department has a bespoke action plan which is tailored to their inclusivity priorities and challenges. Leadership Team members are responsible for keeping their action plans up to date and involving colleagues in this process. Inclusion reps for each publishing house and central department meet regularly to share best practice, learn from approaches across the business, and convert this into action in their part of the business.

Alongside the company strategy and local action plans, each colleague has an inclusion performance goal. This is part of everyone's performance objectives and colleagues are asked to evidence what they have done to progress inclusion during the year, which helps develop personal ownership.

The Inclusion Action Group meets every two months to shape the company inclusion strategy, is consulted on proposed projects, and holds the company accountable for progress. Elected representatives from four colleague-led inclusion networks – Colour(Full), Common Ground, LGBTQIA+ and AccessAbility – sit on the group for terms of 18 months, to ensure colleague perspectives are fed into decision-making. The group is chaired by CEO Tom Weldon and attended by Leadership Team members, and key HR and Social Impact team members.

Data sources

Colleagues – 68% response rate

Colleague and senior leader data is gathered through an annual inclusivity survey. Senior leaders are a group of approximately 160 colleagues, equivalent to the top 10% of our organisation. These roles have influence and responsibility for strategy, decision making authority, and control of budget and resources. 53% of current colleagues have given consent to link their demographic data to their HR record, which enables us to identify senior leaders and track progression.

Authors, illustrators, and contributors – 25% response rate

This non-attributable survey is sent to authors, illustrators, and contributors at the point of signing a UK publishing contract.

UK society and publishing benchmarks

Our representation goals for our workforce and authors, illustrators, and contributors are based on 2021 UK census data. Where census data is not available, we use socio-economic benchmarks from the Social Mobility Commission and the Department for Education. Publishing industry benchmarks are taken from the Publishers Association's annual report on diversity, inclusion and belonging.

Gender

			Employees		New Hires		Senior leadership		Authors, illustrators & contributors	
	UK society	Publishing industry*	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021
Women	51%	66%	68.2%	↓ -4.7	74%	↑ 0.6	67.7%	↑ 0.3	54.4%	↓ -3
Men	49%	33%	29.8%	↑ 4.4	20.9%	↓ -1.7	32.3%	↓ -0.3	44.7%	↑ 2.5
Use own term	no data	<1%	1.3%	↓ -0.1	4.1%	↑ 0.1	<5 respondents	-	<5 respondents	-
Non-binary or gender queer		no data								
Questioning		no data								
Prefer not to say	no data	no data	0.7%	↑ 0.4	1%	↑ 1	0%	→ 0	1%	↑ 0.6

*Male and Female is used instead of Men and Women in the 2021 census and Publisher's Association's D&I survey

<5 respondents = To protect anonymity, where a group is fewer than 5 respondents the data has been removed

- = Where there were fewer than 5 respondents in 2021 or 2022, the % point difference cannot be calculated

Disability & long-term conditions

			Employees		New Hires		Senior leadership		Authors, illustrators & contributors	
	UK society	Publishing industry	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021
Yes	17.8%	16%	20.3%	↑ 2.4	20.4%	↑ 5.7	8.6%	↓ -0.7	19.6%	↑ 11.2
No	82.2%	no data	74.3%	↓ -4.2	73%	↓ -5	89.8%	↓ -0.1	77%	↓ -11
Prefer not to say	no data	no data	5.4%	↑ 1.8	6.6%	↓ -0.7	1.6%	↑ 0.8	3.3%	↓ -0.2

Sexual orientation

			Employees		New Hires		Senior leadership		Authors, illustrators & contributors	
	UK society	Publishing industry	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021
Bi	1.3%	8%	7%	→ 0	12.5%	↓ -1.1	3.9%	-	8.1%	↓ -1.2
Gay / lesbian	1.5%	5%	4.4%	→ 0	5.2%	↓ -0.5	3.9%	↓ -0.9	6.2%	↓ -2.2
Use own term	0.3%	3%	1.9%	↑ 0.4	4.2%	↑ 1.4	0%	→ 0	3.3%	↑ 1.1
Questioning	no data	no data	1.1%	↓ -0.2	<5 respondents	-	<5 respondents	-		
Heterosexual / straight	89.4%	no data	81.9%	↓ -0.3	73.4%	↓ -0.5	89.8%	↓ -2.2	74.6%	↑ 1.6
Prefer not to say	7.5%*	no data	3.7%	↑ 0.1	4.7%	↑ 0.7	2.4%	↓ -0.8	7.7%	↑ 0.6

<5 respondents = To protect anonymity, where a group is fewer than 5 respondents the data has been removed

- = Where there were fewer than 5 respondents in 2021 or 2022, the % point difference cannot be calculated

* includes people who declined to answer the question

Ethnicity

			Employees		New Hires		Senior leadership		Authors, illustrators & contributors	
	UK society	Publishing industry	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021
Asian or British Asian	9.3%	9%	6.3%	↓ -0.7	10.8%	↓ -3.6	<5 respondents	-	5.7%	↓ -2.3
Black or Black British	4%	3%	3.7%	→ 0	7.7%	↑ 0.8	<5 respondents	-	9%	↓ -2
Mixed or Multiple ethnic background	2.9%	4%	5.1%	↓ -0.7	8.2%	↓ -3.3	4.9%	↑ 0.1	11%	↑ 2.5
Respondents who identify as a different ethnicity to those detailed	2.1%	1%	0.6%	↓ -0.1	<5 respondents	-	0%	→ 0	9%	↑ 4.1
White	81.7%	82%	83.6%	↑ 1	73.3%	↑ 6.1	95.1%	↓ -0.1	63.8%	↓ -2.1
Prefer not to say	0%	no data	0.8%	↑ 0.6	0%	→ 0	0%	→ 0	1.4%	↓ -0.4

<5 respondents = To protect anonymity, where a group is fewer than 5 respondents the data has been removed

- = Where there were fewer than 5 respondents in 2021 or 2022, the % point difference cannot be calculated

Socio-economic: parental occupation

			Employees		New Hires		Senior leadership		Authors, illustrators & contributors	
	UK society	Publishing industry	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021
Professional occupations	37%	66%	62.1%	↓ -3.7	62.6%	↓ -2.5	74.6%	↓ -0.4	64.3%	New question for 2022
Intermediate occupations	24%	12%	14.9%	↑ 0.5	18.4%	↑ 0.9	13.5%	↑ 3.8	13.6%	
Lower socio-economic occupations	39%	22%	22.9%	↑ 3.1	19%	↑ 1.5	11.9%	↓ -3.4	22.1%	

Socio-economic: Free School Meals

Two tables are included in our reporting of Free School Meals. One table includes the proportion of colleagues who selected Don't Know, Prefer Not to Say, or if the question was not applicable to them, and the other table has these categories removed. This method of reporting is recommended by The Social Mobility Commission.

			Employees		New Hires		Senior leadership	
	UK society	Publishing industry	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021
No	85%	no data	64.7%	↓ -3.1	58.7%	↓ -6.8	78.1%	↓ -4.3
Yes	15%	14%	12.7%	↑ 1.6	15.8%	↓ -0.6	3.9%	-
Don't know	no data	no data	7.7%	↑ 1.1	9.2%	↑ 4.1	3.9%	↓ -1.7
Prefer not to say		no data	1.3%	↑ 0.4	1%	↓ -0.1	0.8%	→ 0
Not applicable		excluded from the data	13.5%	↓ -0.1	15.3%	↑ 3.4	13.3%	↑ 2.1

			Employees		New Hires		Senior leadership	
	UK society	Publishing industry	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021
No	85%	no data	83.5%	↓ -2.3	78.8%	↓ -1.2	95.2%	↓ -4.8
Yes	15%	14%	16.5%	↑ 2.3	21.2%	↑ 1.2	4.8%	-

- = Where there were fewer than 5 respondents in 2021 or 2022, the % point difference cannot be calculated

Socio-economic: school type

Two tables are included in our reporting of school type. One table includes the proportion of colleagues who selected Don't Know, Prefer Not to Say, or a School Outside the UK, and the other table has these categories removed. This method of reporting is recommended by The Social Mobility Commission.

			Employees		New Hires		Senior leadership		Authors, illustrators & contributors	
	UK society	Publishing industry	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021	2022	% point difference from 2021
School outside the UK	no data	no data	13.9%	↑ 1.4	16.8%	↑ 3.8	9.4%	↓ -0.7	13.3%	↓ -3.1
State run or state funded school – non-selective			51.2%	↑ 2	49%	↑ 5.5	38.3%	↑ 1.1	49.5%	↑ 8.3
State run or state funded school – selective			16.9%	↓ -1.3	19.4%	↓ -0.4	18.8%	↑ 1.7	12.9%	↓ -4.8
Independent or fee-paying school	7.5%	14%	14.1%	↓ -3.2	12.8%	↓ -8.6	33.6%	↓ -2.1	23.8%	↓ -0.5
Independent or fee-paying school – where a bursary covering 90% of tuition or more was received		3%	1.7%	↓ -0.2						
Don't know	no data	no data	1%	↑ 0.7	1%	↓ -0.1	0%	→ 0	0%	→ 0
Prefer not to say			1.1%	↑ 0.5	1%	↓ -0.1	0%	→ 0	0.5%	↑ 0.1

Belonging by demographic group

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 Measure (Median) – 2022 1 = Strongly Disagree 5 = Strongly Agree	Change from 2021
Ethnicity	Black, Asian and minority ethnic	4	↑ 0.2
	White	4.2	→ 0
Disability and long-term conditions	Yes	4	→ 0
	No	4.2	→ 0
Gender	Female	4	→ 0
	Male	4.2	→ 0
Sexual Orientation	Heterosexual	4.2	→ 0
	LGB+	4	→ 0
Type of School Attended	Non-selective state school	4	→ 0
	Selective state school	4.5	↑ 0.5
	Independent or fee paying	4.2	→ 0
Parental Occupation	Professional background	4.2	↑ 0.2
	Intermediate background	4	↓ -0.2
	Lower socio-economic background	4.1	↑ 0.1
Free School Meals	Yes	4	↑ 0.2
	No	4.2	↑ 0.2

Belonging statements

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.

	2022	% point difference from 2021
They belonged in their team	85.7%	↓ -4.3
They belonged at Penguin	78.5%	↓ -3.2
They could be themselves in their team	83.9%	↓ -2.4
They could be themselves at Penguin	75.3%	↓ -1.3
Comfortable voicing opinions, even when different from others	72.7%	↑ 1.4
They had the same opportunities to develop and progress as others	61.6%	↓ -2.2
There is a genuine commitment to attracting a diverse workforce	69.6%	↓ -3
There is a genuine commitment to developing and retaining a diverse workforce	52.8%	↓ -2.6
Perspectives like theirs are included in decision-making	63.1%	↓ -4.7
Supported, valued and listened to by their manager	83%	↓ -5.2
Confident speaking up and challenging disrespectful, inappropriate and discriminatory behaviour	70.9%	↑ 1.9
Senior managers are visibly committed to equality and inclusion	71.1%	↓ -5



🔗 **Visit the inclusion pages** of penguin.co.uk to find out more

Design: Victoria Ford
Illustration: Isabel Campa

