

# Diversity and Inclusion Action Plan



# Introduction

We are in a tumultuous time in many respects, however, the important conversations taking place about diversity and inclusion have been truly motivating.

It's during times like this, that the power of storytelling becomes clear. Stories can transport us to other worlds. They have the potential to inspire, educate and entertain us. It's through books that we can gain a better understanding of and deeper empathy towards other people. Books can help us all be more accepting and inclusive, ultimately breaking down barriers and divisions in our society; a true driver for social change.

At Bonnier Books UK, stories are our trade. We therefore have a deep responsibility to ensure we represent, and ultimately inspire, *all* readers and listeners in our books. To succeed in this, we need to build a working environment where everyone has the potential to thrive – no matter their background, age or interests. And we must widen our doors, reaching out to those who might not have instinctively considered a career in our industry.

We need diversity; diversity in the broadest sense of the word. We want to work with and for people from all walks of life. People with differing experiences. Together we can be stronger. But diversity is also only part of the puzzle: to benefit from the creativity and excit-

ing breadth of opinions that diversity brings, we must also foster a culture and behaviours that are *truly* inclusive.

While remaining absolutely focused on evolving the now – creating equality of opportunity where we find it's lacking – we must also ensure we never lose sight of our longer-term priorities. How do we inspire the next generation? How do we get the change makers of tomorrow reading and considering our industry as a career path – either as an author, illustrator, agent, publisher or accountant?

We are proud of the steps we've been taking at Bonnier Books UK to promote inclusion and embrace diversity, but we know we're really only at the beginning of this journey. This is why we commissioned this research to help us better understand our current position and guide our progress as a team and company. We will be measuring our progress annually and reporting the findings on our website.

We recognise that progress is not always linear – we don't have all the answers and we'll likely make some mistakes along the way; but we're committed to learning from them and evolving our approach as we go.

Not only does every book matter at Bonnier Books UK, but every voice and story matters too.

A portrait of Permindar Mann, CEO of Bonnier Books UK. She is a woman with long brown hair, wearing a bright pink sleeveless top and a matching skirt. She has her arms crossed and is standing in front of a textured, light-colored wall. A large, stylized white quote mark is visible on the right side of the image.

*Permindar Mann*

**Permindar Mann**  
CEO | Bonnier Books UK





# What do we look like today?

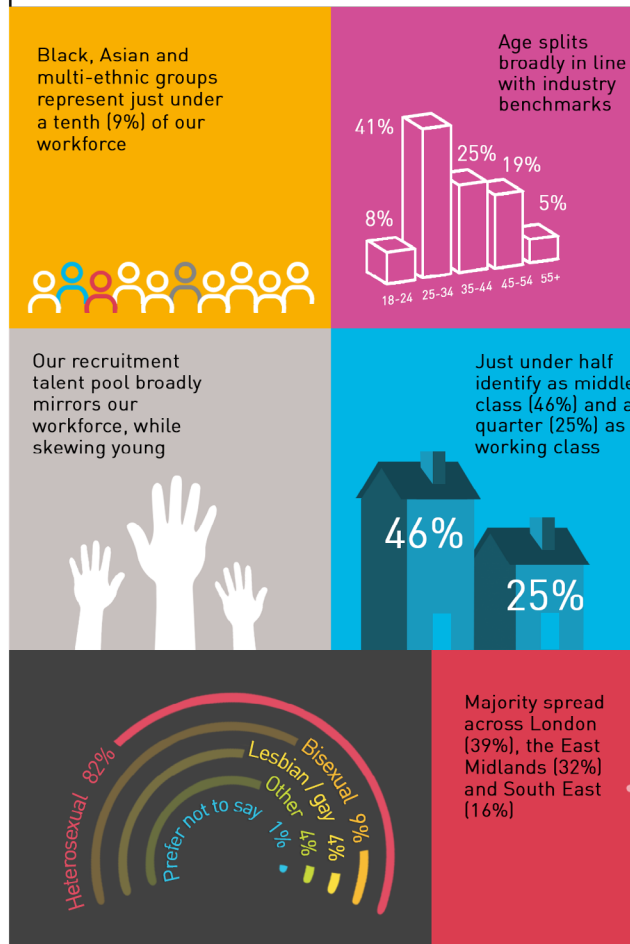
Progress requires accountability and accountability requires measurement. Our new long-term commitment to track and measure our progress, will help guide and focus our work in the areas that need it most.

Working with the Audience Agency, a trusted and independent third party, we conducted research into four areas:

- Our workforce – offering all staff the opportunity to complete a voluntary and anonymous online survey, asking them to self-identify across a range of demographic factors
- Our publishing list – reaching out to authors and illustrators we've worked with on books in the past year, to offer a similar anonymous opportunity to share how they self-identify
- Our recruitment pool – analysing the information we've captured in recent years via our blind recruitment online application form
- Our gender pay data – reviewing our internal payroll information

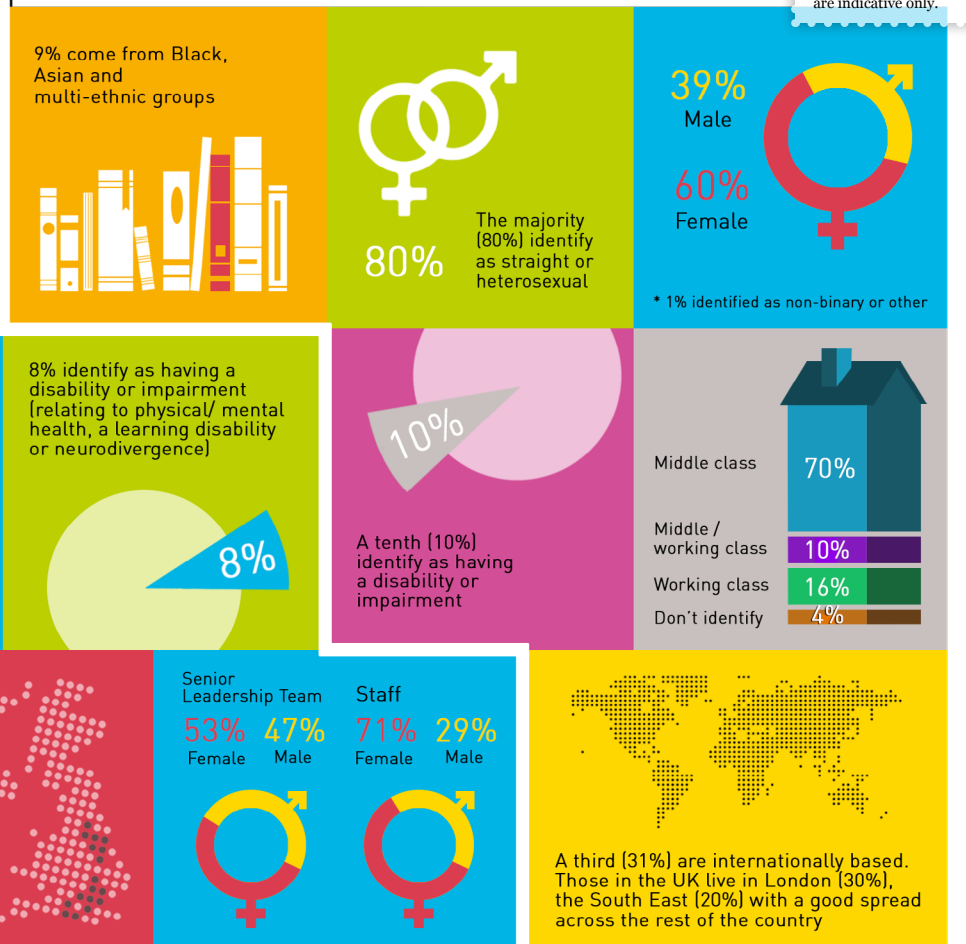
The results are striking.

## THERE IS DIVERSITY IN OUR WORKFORCE, BUT NOT ENOUGH



## THE AUTHORS AND ILLUSTRATORS ON OUR WONDERFUL PUBLISHING LIST, BROADLY SPEAKING, LOOK LIKE US

This data has been drawn from voluntary surveys, which didn't receive a total response rate. Therefore, figures are indicative only.





COOKIE! ...and the MOST ANNOYING GIRL in the WORLD

COOKIE! ...and the MOST ANNOYING BOY in the WORLD

CYBORG EAT RISE OF THE PARSONS ROAD G...

CYBORG EAT AND THE NIGHT SPIDER

WHEN YOU LAND ELIZABETH ACEVEDO

FIRST MUST BURN EDITED BY PATRICE CALDWELL

BE A GIRL SHEENA KAMAL

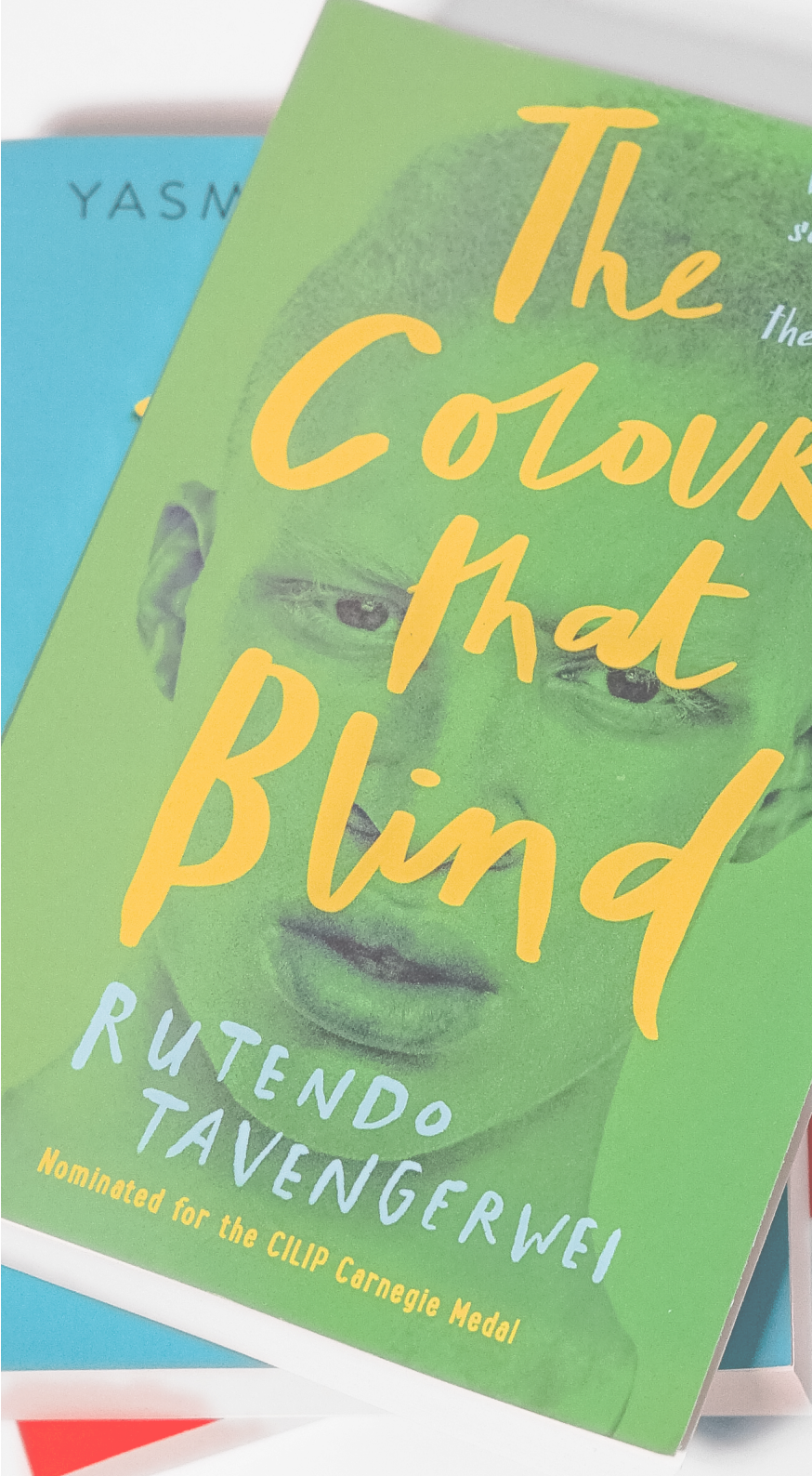
INGS SAID YASMIN RAHMAN

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- We ensure men and women are paid fairly, consistently and equally in all like-for-like roles. However, when you look at the average difference between hourly wages, there is a gender pay gap of 10.4%.
- In the last year, this gender pay gap has widened. As you can see from the data, we have a higher proportion of women working across all levels and last year, we hired more females than males in the lower two quartiles. It is important to note that where we had males leaving the business in the lower two quartiles, these roles were replaced by females. Further, we have a higher proportion of men, when compared to women, in the upper two quartiles and in comparison to the lower two quartiles. We believe these are the main contributors to the widening of our gender pay gap.
- As employers, we believe we have a responsibility to proactively understand the data and to identify and address the factors that could be limiting women's career growth and potential through our action plan.







# Putting words into action

These findings paint a mixed picture. While we may have made some positive interventions in recent years, it's clear that we can and *must* do better.

We therefore commit to accelerating the evolution of our business, operations and publishing lists to ensure that **our workforce and the books we publish are better representative of UK society** (based on 2021 Census data). This includes Black, Asian and multi-ethnic groups representing 20% of our new recruits by 2026. We will measure our progress annually in this report.

The manner in which we strive to achieve this goal, will be crucial to our success. We must build on our inclusive company culture, to ensure that everyone has the opportunity to thrive no matter their background. We must also work hard to spread the love of reading among as big a group as possible, while working to inspire the next generation to join our industry and trade.

As proud supporters of the BBC Creative's Allies initiative, we will create positive change at Bonnier Books UK using the RIVERS principles:

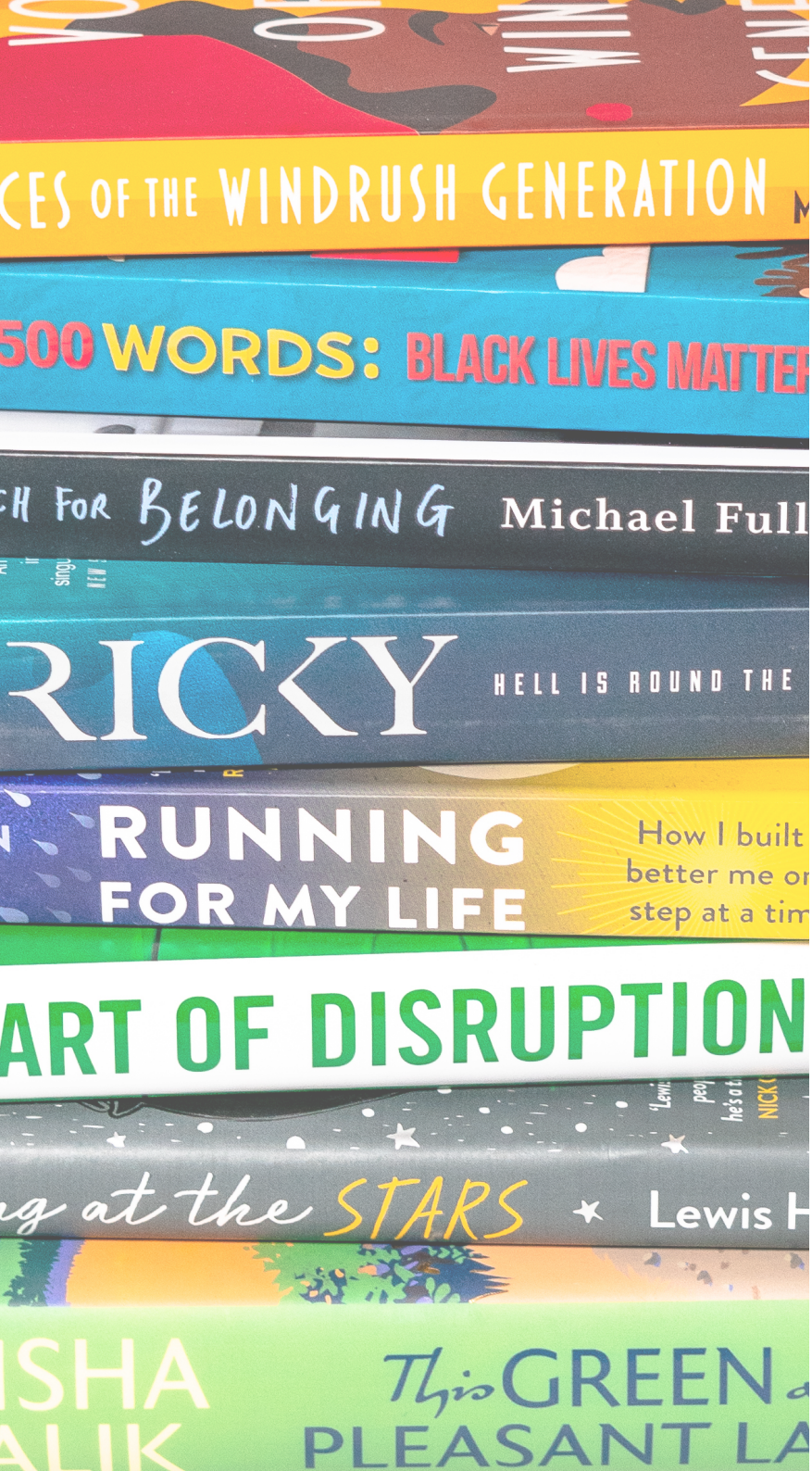


**Greg Evaristo**  
Non-Executive Board Director and Diversity & Inclusion Lead | Bonnier Books UK

*“Bonnier Books UK has taken some great strides in fostering an inclusive, non-corporate culture, where people are encouraged to be themselves and talent can flourish. However, they’re deeply aware that there is so much work still to be done.”*







# Action Plan

	Current initiatives	New initiatives to accelerate progress
<b>R</b> Renew	<ul style="list-style-type: none"> <li>Anonymous recruitment process to reduce unconscious bias</li> <li>No degree requirements for publishing roles</li> <li>Creative Access internship programme</li> <li>Actively seeking and commissioning books from the broadest pool of talent possible</li> <li>National Literacy Trust partnership reaching into schools to bring the world of publishing to life</li> </ul>	<p><b>Workforce recruitment:</b></p> <ul style="list-style-type: none"> <li>Take positive action to overhaul our talent search and recruitment processes</li> <li>Minimum two-week job advertisement period (four weeks best practice)</li> <li>Candidate research to better understand their goals</li> <li>Increased salary levels for interns and a new minimum salary for junior roles</li> <li>Review of recruitment messaging and job adverts, including use of language and imagery</li> <li>'Come and work in publishing' resource pack to be hosted on company website - demystifying roles; tackling preconceptions and equipping candidates for interview</li> <li>Evolve our Creative Access internship programme and broaden recruitment partnership</li> <li>Launch new internship programme with the 'Kickstarter Scheme' via Get Into Book Publishing and London Writers Club</li> </ul> <p><b>Creative recruitment:</b></p> <ul style="list-style-type: none"> <li>Broaden approach to supplier recruitment, with at least three quotes required</li> <li>Commitment to significantly widen our author, illustrator, agent and talent scout supply routes</li> <li>Develop approach to broadening input on potential commissions</li> </ul> <p><b>Inspiring the next generation:</b></p> <ul style="list-style-type: none"> <li>Expand and accelerate focus on outreach to encourage young people to consider publishing as a viable career path and/or get into reading</li> <li>Fundraising and pro-bono support for charity partners that support literacy and social mobility</li> </ul>
<b>I</b> Invest	<ul style="list-style-type: none"> <li>Flexible hours for all</li> <li>Enhanced family-leave policies - 26 weeks' fully paid maternity and adoption leave</li> <li>Training – ad hoc during 2020, due to the pandemic restrictions</li> <li>Established fair and consistent pay bands across all creative roles in our Trade business</li> <li>Staff wellbeing programme to encourage healthy habits while working together in the office and when away from work</li> </ul>	<ul style="list-style-type: none"> <li>Flexible working for all - all staff working up to three days a week from home, reducing the London-centric emphasis</li> <li>Enhanced family-leave policies – moving to four weeks' fully paid paternity leave (for employees with more than two years' service), to be taken in the first 12 months following birth or adoption</li> <li>Reinvigorate company training programme tailored to individual needs, nurturing and strengthening talent at every level</li> <li>Listening (and responding) culture</li> <li>Improvements to disability access in new office space in London</li> </ul>





	Current initiatives	New initiatives to accelerate progress
<b>V</b> Value	<ul style="list-style-type: none"> <li>Committed Board and management team</li> <li>Strong ambitions for progress</li> <li>Diversity considered and focused on across all marketing and PR activity</li> </ul>	<ul style="list-style-type: none"> <li>Annual commitment to track and publish progress</li> <li>Diversity and inclusion action plans developed and implemented for each business area, with progress reported on at monthly management meetings</li> <li>Compulsory equality and inclusion training for all, with additional training for all hiring managers</li> <li>Effective allyship guidance in new employee inductions</li> <li>Establishing a diversity and inclusion taskforce, empowering all staff to have a direct input into building an inclusive culture</li> <li>Commission in-depth audience research</li> <li>Consider recruiting external agency/freelancer expertise to broaden reader engagement</li> <li>Question prospective suppliers on their diversity and inclusion policies</li> <li>Assess diversity and inclusion as a prerequisite for participating in and sponsoring events</li> </ul>
<b>E</b> Empower	<ul style="list-style-type: none"> <li>Commitment to building a culture where staff at every level of the business are empowered and encouraged to speak up</li> </ul>	<ul style="list-style-type: none"> <li>Celebrate diversity within our teams; among creators; and in the books we publish</li> <li>Launch of new 'Every Perspective Matters' event series</li> <li>Improve internal information sharing processes – ensuring we all learn from successes and failures</li> </ul>
<b>R</b> Reward	<ul style="list-style-type: none"> <li>Commitment to voluntarily publishing our gender pay gap on an annual basis, with a clear action plan</li> <li>Established fair and consistent pay bands across all creative roles in our Trade business</li> </ul>	<ul style="list-style-type: none"> <li>New appraisal and career development programme</li> <li>Clarity on company pay review and promotion policy</li> <li>Extend work to establish fair and consistent pay bands across broader roles in the UK business, including sharing on all job adverts</li> </ul>
<b>S</b> Sponsorship and mentoring	<ul style="list-style-type: none"> <li>Internal mentoring programme</li> </ul>	<ul style="list-style-type: none"> <li>Build on and strengthen existing mentoring programme. Ambition to expand to also incorporate a sponsorship network</li> <li>Encourage allyship commitment from all staff, with those who choose to take on the role of 'Sponsor' to actively support the work of colleagues from underrepresented groups</li> <li>Provide opportunities for staff to advocate and support young people from under-represented groups outside of the company</li> </ul>



## About Bonnier Books UK

Home to 14 adult and children's imprints, we publish across a wide variety of genres for different ages. From crime to reading group fiction; memoir to self-help; activity to reference – we believe every book matters.

Our talented authors include Wilbur Smith, Lynda La Plante, Heather Morris, Rosie Goodwin, T.M. Logan, Stacey Halls, Prof. Steve Peters, Ollie Ollerton, Konnie Huq, Garth Nix, Jonny Duddle and Rochelle Humes – to name but a few. We're also proud to publish for major brands including Disney, Marvel and Bear Grylls.

Bonnier Books UK is owned by Bonnier Books, a family-owned company headquartered in Sweden. Bonnier Books is a top-15 world publisher.

## Terminology glossary

### **The gender pay gap**

The gender pay gap is the average difference between hourly wages for men and women.

### **Equal pay**

The gender pay gap is not the same as equal pay. Unequal pay is when women are paid less than men for doing the exact same work. Equal pay has been a legal requirement since the Equal Pay Act was introduced in 1970.

### **The mean gender pay gap**

The mean gender pay gap is an average. It is calculated by adding up the salaries of employees and dividing this number by the number of employees. The pay gap is the difference between the mean figures for men and women, which is reported as a percentage.

### **The median gender pay gap**

The median gender pay gap is calculated by lining up all male and female salaries from highest to lowest and comparing the salaries that fall in the middle of the range for each gender.

### **Positive action**

Positive action is about taking specific steps to encourage people from protected groups who are under-represented in the workforce. It seeks to benefit people from protected groups over others, if an employer reasonably believes that a protected group suffers a disadvantage, has specific needs or does not participate enough in an activity. Positive action is lawful under the Equalities Act 2010; UK law does not allow candidates from underrepresented groups to be preferred over other better qualified candidates.

### **Equity**

Equity achieves fairness through treating people differently, dependent on need. Equity recognises that we don't all start from the same place and that treating everyone the same (equality), will not always result in an equal outcome.