

Timeline of DE&I Corporate Initiatives

Five Pillars of the DE&I Strategic Plan

- Leadership Investment
- Diversity & Representation
- Career Growth
- Psychological Safety & Belonging
- Content/Marketplace



Penguin Random House U.S.

Diversity, Equity & Inclusion Values Statement

Our mission at Penguin Random House is to ignite a universal passion for reading by creating books for everyone. We believe that books, and the stories and ideas they hold, have the unique capacity to connect us, change us, and carry us toward a better future for generations to come.

We understand that to create books for everyone, we must embrace, encourage, and make space for diverse perspectives and varied approaches in our workforce and workplace.

Our community is making progress toward these goals by virtue of our DEI commitments and hard work to identify barriers and craft solutions to bring sustainable change to fruition. Despite our progress, qualitative and quantitative data show us that we still have a long way to go. In order to understand the path ahead more clearly, we must acknowledge that systemic racism, antisemitism, Islamophobia, homophobia, transphobia, sexism, and ableism — among many other forces — have no place in the publishing industry, nor in the systems, processes, and interactions with colleagues at Penguin Random House. As such, we must strive to eliminate aspects of these forces that have shaped our demographics and culture.

For instance, current racial and ethnic demographic data show that our industry and

our company are not as diverse as and are more predominantly white than our society overall. We believe that operating primarily according to the norms of predominant identities causes harm not only to individuals who are not members of the predominant groups, but to our community as a whole.

We will continue our work to counteract these forces and strive to better position ourselves to reach a universe of readers that is increasingly diverse across all aspects of background, identity, and perspective. As Penguin Random House, we have the unique opportunity — and responsibility — to serve these readers by cultivating a community of Contributors (i.e., authors, illustrators, and other creators) with diverse experiences and narratives.

We will be best able to address this reality and meet the combined needs of our readers, our Contributors, and our internal community if our workforce represents and respects a diversity of identities, viewpoints, and expertise.

As we continue to advance our work on the DEI Strategic Plan, we acknowledge that some members of our employee community do not currently feel as valued, comfortable, and supported as they should. The gap that still exists between our communal aspiration and their individual experiences strengthens our resolve to identify and urgently address the reasons for this disparity.

To better align the impact of our company policies and practices with our intentions, we are working collaboratively to establish systems and processes that support equitable experiences and outcomes. In the process, we aim to fight against marginalization, prevent discrimination, and amplify underrepresented voices inside and outside of our ecosystem.

ACCORDINGLY, WE WILL FOSTER:

- > **EQUITABLE PRACTICES:** We commit to identifying the systemic barriers that exist in our environment. Thereafter, we will establish the practices and processes necessary to achieve equitable representation and participation within our workforce and with respect to our interface with the creators whose content we publish.
- > **UNBIASED SUPPORT:** Throughout our corporate infrastructure, we will work to give every member of our community the opportunity to thrive and to have the sense of safety, belonging, and value they deserve. We will be respectful and collegial, listen deeply to acquire knowledge, and foster an environment where all colleagues feel comfortable bringing their whole selves into the workplace.
- > **OPEN COMMUNICATION:** We will encourage and create consistent opportunities for open and safe discussion among our colleagues to promote greater awareness,

enhance understanding of all perspectives, illuminate the path to greater equity, and highlight our common humanity.

- > **PERSEVERANCE:** We recognize and respect that the journey toward greater diversity, equity, and inclusion will be complex and the destination elusive, as no single solution can fully satisfy the varied needs of every individual. We know this because, despite our work toward these goals in the past, we have not yet achieved them. Rather than being deterred, we'll channel our energy toward making ongoing progress. For matters best served with expediency, we will move quickly. For those that require commitment over time, we will be in it for the long haul. Overall, we commit to redoubling our efforts, staying the course, and giving latitude to one another along the way.

We will challenge one another to apply these values to the decisions we make, the interactions we have, and all the work we do every day to fulfill our mission to create books for everyone. As we move forward, together, we will maintain momentum by speaking up, speaking out, holding ourselves and one another accountable, and remaining true to these values as we engage in the perpetual effort to build an authentically diverse, equitable, and inclusive workplace culture.

2022 Companywide PRH *Moving Toward Equity* Learning Components

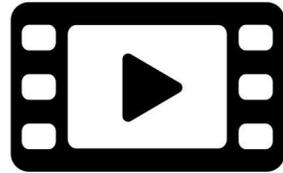


1

Town Hall

June 16th

Kickoff conversation with Madeline, Kim + TNEDI Training Partners



2

Digital Training Modules

Mid-June through mid-Sept

Pre-recorded video training modules
Time commitment: ~ 1 hr/month

Module 1: Reinforce foundational concepts
Module 2: Race conversation fluency and introduction of the *Equity in Action* Tool
Module 3: Application of the *Equity in Action* Tool

- **Manager Module:** Additional self-guided module to be completed after Modules 1-3
- **Facilitator Training:** Late August- early September



3

Facilitated Application of the Equity Tool

Mid-Sept through Jan 2023

Conversations conducted at the department and team level



4

Accountability/ Sustaining our Commitment

Part 1 – Submit Completed Equity Tool
By Jan 2023

Teams to submit a proposed change based on *Equity in Action* Tool discussion

Part 2 – Include question and goal setting re equity in Personal Devo Conversations - *2023 onward*

Part 3 – Annual application of the *Equity in Action* Tool by all business units
2023 onward

**Fulfillment employees will follow a similar journey on a slightly revised timeline.*

WHAT WE DO

Areas of Focus – PRH DEI Pillars

- Leadership Investment
- Diversity + Representation
- Career Growth
- Psychological Safety + Belonging
- Content + Marketplace

2022-2024 DEI Strategic Plan

*oversight by DEI Taskforce (US Board + DEI Council)

HOW WE DO IT

DEI Values Statement

- Equitable Practices
- Unbiased Support
- Open Communication
- Perseverance

HOW TO GET INVOLVED

Read

- Divisional DEI Newsletters
- Igloo Posts
- DEI Reading Lists

Listen/Share (at your individual comfort level)

- Attend Employee Resource Group (ERG) events
 - Access Wellness
 - LGBTQ Network
 - POC@PRH
- Listen to *Shared Narratives* Podcast
- Comment/Ask Qs via the DEI Feedback Forum

Do/Learn

- Become a member of an ERG
- Volunteer to help with ERGs or your Divisional DEI activities (DEI Subcommittees, etc.)
- Become an Authenticity Reader
- Take a PRH DEI-related training course (ie Learning Labs, Uncovering Bias Training, etc.)
- LinkedIn Learning resources

plus Leadership roles:

- DEI Council member
- DEI Divisional Officers
- Divisional DEI Subcommittees Leads

RESOURCES

PRH
DIVERSITY
EQUITY
INCLUSION

Contacts:

Divisional Officers
DEI Council Members
DEI Team
ERG Co-Chairs
Bertelsmann Ombudsman
DEI Feedback Forum

Information/Training:

DE&I Hub
PeopleNet + LinkedIn Learning – *Moving Toward Equity*
Training
In Times of Crisis guide

PRH
DEI
PILLARS

2019 Cultural
Assessment



*DEI Taskforce Working Groups correspond with the Pillars

