The Real Challenge Facing Publishing Today

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Business Inclusivity
@BusInclusivity
... or...

We need to talk about diversity
Social justice (noun): justice in terms of the distribution of wealth, opportunities, and privileges within a society. (OED)
Diversity’s dividend
What’s the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?¹

15% more likely to outperform
Gender-diverse companies

35% more likely to outperform
Ethnically diverse companies

¹Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.

Source: McKinsey analysis
Society is changing fast
WHO ARE THE MILLENNIALS?

THE DEMOGRAPHICS

Other names for Millennials:
Generation Y:
Refers to the generation to succeed Generation X.
The Echo Boomers:
Refers to the fact that many Millennials are children of Baby Boomers.
The Net Generation:
Refers to the internet being a part of their lives that they grew up with and take for granted.
The Boomerang Generation:
Refers to the tendency for many Millennials to move back in with their parents after going away to college.
The Peter Pan Generation:
Refers to delaying the rites of passage into adulthood longer than most generations before them.

Top 5 things that make Millennials unique:
(according to Millennials)

- Technology use
- Music & Pop culture
- Liberation & Tolerance
- Intelligence
- Clothes & Fashion

Millennials say the most important things in their lives will be:

<table>
<thead>
<tr>
<th>Importance</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being a good parent</td>
<td>52%</td>
</tr>
<tr>
<td>Having a successful marriage</td>
<td>30%</td>
</tr>
<tr>
<td>Helping others in need</td>
<td>21%</td>
</tr>
<tr>
<td>Owning a home</td>
<td>20%</td>
</tr>
<tr>
<td>Living a very religious life</td>
<td>15%</td>
</tr>
<tr>
<td>Having a high-paying career</td>
<td>15%</td>
</tr>
<tr>
<td>Having lots of free time</td>
<td>9%</td>
</tr>
<tr>
<td>Becoming famous</td>
<td>1%</td>
</tr>
</tbody>
</table>

Marital status
(Millennials ages 18-29)

- Married: 21%
- Single, never married: 75%
- Separated/divorced: 4%

Educational attainment
(% of Millennials ages 18-29)

<table>
<thead>
<tr>
<th>Gender</th>
<th>High School</th>
<th>Some College</th>
<th>College Degree</th>
<th>Postgraduate Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>34</td>
<td>35</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Females</td>
<td>40</td>
<td>28</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>
Generation Z

Will total 2.56bn people by 2020

Over 50.2% of children are expected to be part of a minority race or ethnic group by 2020

Have an attention span of 8 seconds

96% own a smartphone

Almost half spend 10 or more hours a day online

63% prefer to see “real people” in adverts

HTTP://MEDIAKIX.COM/2017/03/THE-GENERATION-Z-STATISTICS-YOU-SHOULD-KNOW/#GS.WV51HW0
Transgender rights
Those now entering the workforce

- Are driven by influencers, not authority figures
- Live (and have always lived) in a globally connected world
- Value career capital and life experiences more highly than good pay and rewards packages

The workforce of the future sees diversity as a hygiene factor, not a differentiator
So what does this mean for publishing?
HOUSTON
WE HAVE A
PROBLEM!
Think Different.
But not different from me.

Ask yourself have you ever held back on hiring or promoting someone because they aren’t a good “cultural fit”?
Culture eats strategy for breakfast,

— Peter Drucker —
Where we are now
Ethnicity

London’s population

%age

White

BAME

Population in the creative industries

%age

White

BAME
Publishing industry is overwhelmingly white and female, US study finds

Workers from poorer backgrounds face class earnings penalty - study
Men Named 'David' Outnumbered All of Britain's Top Women CEOs Last Year
We can’t be complacent
Researchers from the Technische Universität München (TUM) showed 260 participants employment ads for management positions. If the ads used words like “assertive”, “independent”, “aggressive” and “analytical,” women were less likely to apply
Research from March 2017 shows that ethnic minority job seekers who felt they **met a requirement** described in a job advert, decided **not to apply** when it was worded as a **personality trait** **not a behaviour**.
Retention

Data from Bookcareers.com Salary Survey and www.payscale.com
What is that worth?

£471,761

An average publishing salary would get you a mortgage of £100-145K
Student debt

Average student debt
£50,800

Average student debt
poor background
£57,000

On the average publishing salary it would take
30 years
to repay that loan
Disabled people are **twice as likely** to be **unemployed** as non-disabled people. The 'disability employment gap' has remained at around 30 percentage points for **over a decade**.

[https://www.scope.org.uk/campaigns/employment#UGVpb82ZzI2jRP4M.99](https://www.scope.org.uk/campaigns/employment#UGVpb82ZzI2jRP4M.99)
“Workplace accommodations not only are low cost, but also positively impact the workplace in many ways”
Retention and development

Women get mentors...

... but men get champions

(For more findings, see Nancy M. Carter and Christine Silva, “Women in Management: Delusions of Progress”, HBR March 2010.)
What can we do?
Rituals and Routines

Organizational Structures

Control Systems

Power Structures

Symbols

Stories

The Paradigm

Johnson and Scholes (1988)
Think about how we recruit

• Where? Universities? Schools? Outside the major cities?
• How? Online? Through which sites, and what are their demographics?
• What types of language are we using?
• Can we support candidates from poorer backgrounds, eg covering travel expenses?
Consider your priorities

• Do certain roles specify degree-level qualifications, and is that sustainable – does it say more about your bias than the true nature of the job?

• If you believe a role does need a degree, how can you support a more diverse range of people to study? Sponsorship, bursaries, flexible working support?

• How much “publishing jargon” is there in your job ads, and is it necessary?
Develop more effective support systems

• Mentoring isn’t a bad thing, but diversity in senior teams will move faster with more focus on sponsorship and championing

• Does your organization do enough to support those with disabilities? With caring responsibilities? With relocation to high-cost areas? With balancing work with study?
In summary
Social justice matters
business inclusivity

An inclusive workplace is better for everyone