

THE GLOBE AND MAIL

DIVERSITY, EQUITY AND INCLUSION ANNUAL REPORT

JANUARY 1, 2022 – DECEMBER 31, 2022

TABLE OF CONTENTS

CEO MESSAGE	2
OUR PLAN	3
TRENDS	4
CULTURE AND PARTNERSHIPS	6
TRAINING AND DEVELOPMENT	7
MENTAL HEALTH AND WELLNESS	8
RECRUITMENT	9
CONTENT MATTERS	10
VISUAL REPRESENTATION	11



CEO MESSAGE

This is The Globe and Mail's second annual Diversity, Equity and Inclusion Report. To simplify reporting, we have changed this report to reflect our results as of the calendar year rather than mid-year.

By communicating our progress, fully and transparently, we keep ourselves accountable for reaching our goals. The report also allows us to pause and reflect on what we have accomplished and the work we have left to do.

As a media company, The Globe and Mail is committed to supporting diversity, equity and inclusion in two significant ways. Through our journalism, we are committed to not just telling stories from diverse points of view, but also delving into the topics of diversity, equity and inclusion in workplaces and communities across Canada. We also have a responsibility to our employees to provide a workplace where all individuals feel welcome, respected and valued for the perspectives they bring to The Globe.

In 2022, we continued to analyze, listen and learn. We put strategies and plans in place, along with metrics to track our progress. We've had some success, as you will read about in this report. But real, lasting, cultural transformation will take time. I ask all Globe employees to join our commitment to diversity, equity and inclusion. Together, we can build a foundation that will strengthen our journalism, our business and our workplace.

Phillip Crawley, C.M., C.B.E.
Publisher and CEO, The Globe and Mail



OUR PLAN

In 2020, The Globe created its first Diversity, Equity and Inclusion Plan, a 3-year roadmap to guide our path to real and measurable change. Our DEI plan was, and continues to be, embedded in our corporate strategic plan. One of the main tenets of the plan was to integrate diversity, equity and inclusion goals into our performance reviews. Success or failure in meeting these goals is now viewed as important as hitting or missing budget targets.

In addition, we asked employees to volunteer as committee members under five areas of selected focus. These task groups have the mandate to help identify and implement the cultural changes necessary for improving DEI at The Globe. The committee members act as advisors to the leadership team and have an important role in ensuring that our diversity work remains a priority. Many of their initiatives are included in this report. In June of 2022, a decision was made to merge some of the committees that had similar mandates to better accomplish their shared initiatives.

EDITORIAL: CONTENT AND VOICES

GOAL: Our editorial content will better represent Canada in all that we do, through the journalists we employ and our choice of stories. These stories are critical to attracting new audiences and help us lead the media industry in supporting diversity and inclusion.

TALENT AND WORKPLACE CULTURE

GOAL: To create an equitable and inclusive work environment for all staff, and to improve the diversity of new hires and promotions.

NOTE: Due to the synergies between the two, Talent and Workplace Culture has merged with the Employment Equity Committee.

AUDIENCE DIVERSIFICATION AND COMMERCIALIZATION

GOAL: To increase penetration and engagement within targeted segments, including those with higher diversity components.

NOTE: Members of this team have joined the New to Canada working group that is part of our new 3-year planning process.

VENDOR AND BUSINESS PARTNERS

GOAL: To ensure diverse businesses are afforded the opportunity to participate in the competitive bidding and contracting process, and to make deliberate choices to do business with vendors that share The Globe's values of creating a diverse and inclusive workplace.

EMPLOYMENT EQUITY

GOAL: To use the information from the 2020 Employment Equity survey to identify under-represented groups, and to prepare and implement a plan to remove employment barriers and achieve equitable representation. For more information on Employment Equity, see "Trends," p.4.



TRENDS

The Globe conducted its first Employment Equity Survey in summer of 2020. The Employment Equity survey is now incorporated into the new hire orientation process. Employment Equity data is collected when new employees start their employment, and the data is housed in our Human Resources Information System (HRIS). Employees can review and update their data at any time. This data provides an overview of our employee representation under the four designated groups as identified by the Employment Equity Act: Women, Indigenous Peoples*, Persons with Disabilities and Visible Minorities**.

It is important to note that the Employment Equity Act uses a mix of national, provincial and local regional data as comparators. Where possible, The Globe uses the numbers from the Census Metropolitan Area (CMA) of Toronto, as this is where much of our hiring occurs. The CMA data includes a more diverse workforce than the national level for Visible Minorities, so we are holding ourselves to a higher standard than is required by the Act. Persons with Disabilities are compared at the national level – working age adults 25 to 64 (2017 Canadian Survey on Disability) because CMA data is not available.

On December 31 of each year, we pull our Employment Equity data for the four designated groups. The following tables detail the representation of Globe and Mail employees on this date for each Employment Equity group. Data is shown from an overall company perspective, by department and by position level.

EMPLOYEE REPRESENTATION AS OF DECEMBER 31, 2022

CATEGORY	THE GLOBE			EDITORIAL			REVENUE			DIGITAL, DATA			SOPHI			OTHER AREAS***		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
WOMEN	51%	51%	51%	47%	46%	45%	59%	59%	59%	34%	39%	36%	38%	34%	22%	72%	74%	78%
INDIGENOUS PEOPLES	1%	1%	1%	2%	2%	2%	1%	1%	1%	0%	0%	0%	0%	0%	0%	1%	1%	1%
PERSONS WITH DISABILITIES	4%	4%	4%	6%	5%	5%	4%	3%	4%	2%	4%	3%	0%	0%	0%	5%	5%	5%
VISIBLE MINORITIES	30%	29%	24%	18%	16%	13%	27%	23%	17%	51%	54%	47%	56%	60%	52%	33%	34%	34%

*Unless the context requires the use of the term Aboriginal peoples as it appears in the Employment Equity Act or as part of a proper name, The Globe uses the term Indigenous Peoples.

**The Employment Equity Act requires The Globe to ask about people who self-identify as a “visible minority”. The Canadian census, to which employment equity data is compared, uses similar language. Thus, in order to compare Globe data with national data, we are required to use this term. However, we acknowledge that this term may be offensive to some and may also not reflect the reality of the numerical concept of “minority” at the local level, where people of colour may in fact be in the statistical majority.

***Conference Centre, Executive, Finance, HR, Legal & Procurement, Marketing, Operations, Production.



TRENDS

CURRENT REPRESENTATION SENIOR MANAGERS+			
	2022	2021	2020
WOMEN	50%	49%	49%
INDIGENOUS PEOPLES	2%	2%	2%
PERSONS WITH DISABILITIES	0%	0%	2%
VISIBLE MINORITIES	24%	26%	16%

+Senior Managers represent those who hold Director, VP and Senior Executive titles

CURRENT REPRESENTATION OTHER MANAGERS			
	2022	2021	2020
WOMEN	44%	50%	49%
INDIGENOUS PEOPLES	0%	0%	0%
PERSONS WITH DISABILITIES	7%	5%	4%
VISIBLE MINORITIES	28%	26%	23%

CURRENT REPRESENTATION INDIVIDUAL CONTRIBUTORS			
	2022	2021	2020
WOMEN	53%	49%	51%
INDIGENOUS PEOPLES	1%	1%	1%
PERSONS WITH DISABILITIES	4%	4%	4%
VISIBLE MINORITIES	31%	30%	24%

REPRESENTATION CMA (TORONTO)	
WOMEN	52%
INDIGENOUS PEOPLES	1%
PERSONS WITH DISABILITIES	20%++
VISIBLE MINORITIES	56%

++Census CMA data not available. This is national data from the 2017 Canadian survey for disabilities. See p.4.

WOMEN

The Globe's representation of women at 51% overall is consistent with previous years and external workplace availability. Our representation of women at the VP and Director-levels remains at 50%, which is consistent with the labour force. We continue to strive to hire more women in all positions, especially in the areas of Digital, Data and IT.

INDIGENOUS PEOPLES

Our number of Indigenous employees remains at 1%. While consistent with Toronto Census data, we recognize the value of hiring more Indigenous employees and we are committed to our efforts in this area.

PERSONS WITH DISABILITIES

The representation of individuals at The Globe who identify as a person with a disability remains at 4%. This remains below the workforce availability in Toronto and is an area we will continue to focus on to ensure we are attracting and hiring people with disabilities.

VISIBLE MINORITIES

Representation of visible minorities continues to increase at The Globe; however, further efforts are required to bring this number in line with the workforce availability within the Toronto CMA.

These numbers indicate that while we have made some improvements, we need to continue taking meaningful steps to drive diverse representation at all levels of the organization while fostering a culture where our employees feel comfortable self-identifying and being their authentic selves at work.



CULTURE & PARTNERSHIPS

Meaningful change at all levels requires more than policy updates or new programs. It needs to be backed by a corporate culture that truly values diversity, equity and inclusion. While shifting culture is a long-term commitment, The Globe is setting out the building blocks for change.

CULTURE

- Our Diversity, Equity and Inclusion Council is comprised of volunteers from across the organization. The council has been divided into committees that are dedicated to advancing diversity, equity and inclusion in their area of focus. (For full details on the committees, refer to p.3.)
- In 2022, we established our first LGBTQ2+ affinity group led and run by employee volunteers.
- Diversity, equity and inclusion is part of every manager's performance review.
- We have a peer-recognition award for Diversity, Equity and Inclusion Leadership at the Globes, our annual staff appreciation awards.
- Diversity of new hires is measured and communicated quarterly as part of our Balanced Scorecard.
- Our exit interview process includes questions relating to diversity, equity and inclusion.
- We solicit staff feedback on diversity, equity and inclusion initiatives through our biennial engagement survey.

PARTNERSHIPS

- The Globe is a partner of CCDI (Canadian Centre for Diversity and Inclusion) and promotes their webinars and events to staff on a monthly basis.
- The Globe is also a Proud Partner with Pride at Work, promoting their monthly education sessions.
- The Globe is a member of Ontario Disability Employment Network (ODEN), helping to support us with employee training and our talent acquisition of people with disabilities.
- In 2022, The Globe joined the Leadership Circle for Indigenous Inclusion through Indigenous Works to better support our efforts and learnings around Indigenous diversity, equity and inclusion.
- The Globe is a signatory of the BlackNorth Initiative (BNI) CEO Pledge. BNI's mission is to end anti-Black systemic racism throughout all aspects of our lives by utilizing a business-first mindset.
- Our partnership with the Canadian Association of Black Journalists (CABJ) helps to advance the work of Black journalists and media professionals not just at The Globe, but across Canada.
- The Globe values our partnership with the Black Business Professional Association (BBPA). With the help of the BBPA, The Globe has increased representation and participation of the Black business community in our Report on Business Magazine's ranking/awards program. This partnership extends to The Globe hosting the annual Harry Jerome Awards announcements, mentorship opportunities, small business roundtables and other networking opportunities.



TRAINING & DEVELOPMENT

- The Globe offers a number of courses each month under various topics of diversity, equity and inclusion. These are open to all employees.
- To honour Black History Month 2022, all staff were invited to attend a keynote session from Rosemary Sadlier, a noted speaker on Black History, racism and women's issues.
- The Globe undertakes succession planning on an annual basis where particular thought and consideration is put into training and mentoring high-potential employees from under-represented groups through individualized development plans.
- In our annual Emerging Leaders training program, we commit to ensuring that at least 50% of our participants are from underrepresented groups.
- In 2022, we sponsored three employees to undertake the THRIVE leadership program through Pride at Work. This consists of a 3-month program designed to develop the next generation of queer and trans business leaders.
- The Globe participated in The BlackNorth Initiative's premier golf tournament in 2022, bringing together Black-identifying employees with our senior leadership team for a day of networking and relationship building.
- 2022 also had us run a trial job shadowing program to give BIPOC employees exposure and experience with more senior positions in the organization. The trial will roll out to more departments in the upcoming year.

PERFORMANCE ASSESSMENT

What gets measured gets done. Diversity, equity and inclusion contributions are considered as part of the performance assessment process for both people managers and individual contributors.

- People Managers (including directors and executives) are rated on the degree to which they create and support an inclusive culture within their team.
- Individual contributors are rated on the degree to which they show understanding, support and sensitivity to the needs and differences of others.



MENTAL HEALTH & WELLNESS

A healthy workplace supports diversity, equity and inclusion together with mental health and wellness. The pandemic heightened the issue of mental health as, for many, it contributed to increased anxiety, feelings of overwhelm and social isolation.

The Globe takes the mental health of its staff seriously and has implemented the following initiatives to support and encourage employee wellbeing.

- All employees were provided with three additional fully paid days off in FY2022. These 'Pandemic Relief Days' were given to help with the ongoing demands of balancing professional and personal responsibilities and to help address pandemic fatigue and burnout.
- In fall of 2022, The Globe moved to a hybrid work model that combines spending focused time working remotely and purposeful collaboration in the office setting. This was a direct result of employee feedback indicating that the majority would feel more productive and effective working within a hybrid model.
- Our Flexible Time Away (FTA) Program provides staff with an opportunity to take unpaid time off over and above the annual vacation allotment during the summer months. This is a voluntary program designed to support work/life balance.
- The Globe recognizes that some people may want to vary their working hours according to their specific needs. We continue to offer flexible work programs such as reduced work weeks, reduced workdays, flexible or modified hours to help staff manage personal obligations such as child and elder care.
- New in 2022, our Disconnect from Work Policy sets out the expectations around work-related communications to assist employees in disconnecting from work outside of their regular working hours.

Additional mental health and wellness initiatives include:

- Monthly training sessions on a variety of topics including mental health, physical health and nutrition.
- Weekly live virtual stretching sessions and access to low-cost Pilates sessions twice a week
- Celebration of Healthy Workplace Month in October by offering a number of engaging activities for staff
- Purchase of a stationary bike for our wellness room for use by all staff
- Installation of a large monitor in the wellness room for virtual exercise classes
- Employee discounts on items such as gym memberships and Bike Share Toronto
- In-office flu shot clinic
- On-site physiotherapy, chiropractic and massage
- Reimbursement for a variety of wellness activities including gym memberships, memberships on sport teams, and home fitness equipment under our Wellness Program
- Free and confidential access to our Employee and Family Assistance Program
- Extended mental health practitioner coverage under The Globe's benefit plan



RECRUITMENT

To achieve a truly diverse workforce that is representative of the communities in which we work, The Globe is committed to creating a more inclusive hiring process and has taken action to make it happen.

- Our recruitment policy and procedures are reviewed annually with an eye to inclusivity.
- The language in our job postings is reviewed regularly to reduce barriers and encourage applicants from under-represented groups.
- Managers are required to post jobs externally in locations that will reach diverse and under-represented candidates.
- From the start of the application process, all candidates are offered an opportunity to self-identify by gender-identity and as Indigenous, racialized or differently abled.
- Every interview shortlist must contain no fewer than two (or 40%) candidates from under-represented groups (at least half of whom must be Black, Indigenous and/or People of Colour [BIPOC]).

We are also working with several partners to actively recruit and widen our talent pipeline for future hires.

- All Globe and Mail job postings are posted to the career databases of Pride at Work and the Black Business and Professional Association.
- Our Revenue team has committed to taking on four paid summer interns in 2023 and will be targeting students from under-represented groups.
- Editorial's Summer Jobs Program welcomed 12 individuals in 2022. 67% of participants self-identified as a visible minority, 8% as Indigenous, 58% as women and 16% as a person with disability.
- Editorial's Academic Intern Program consisted of 15 students who joined us for the full academic year. 47% self-identified as women, 53% as visible minority, 20% as a person with disability and 13% as LGBTQ2+.
- We are engaged in a five-year partnership with Carleton University for the Indigenous and Racialized Journalist program, which offers paid placements in the Ottawa bureau to two students each year. In addition to the \$50,000 financial contribution to this partnership, The Globe placements offer portfolio-building experience, as well as invaluable mentorship and career guidance.
- The Globe continues to support Journalists for Human Rights and is a partner in their Afghan Journalist-in-Residence Project.
- The Globe continues to support Shared Bylines, a program that provides scholarships, mentorship and professional development resources for BIPOC students working towards careers in journalism.
- We committed 30% of the visual journalism freelance budget to BIPOC contributors.

STAFFING THE FUTURE

On the recommendation of our Content and Voices DE&I committee, we've hired a Head of Newsroom Development to focus on diversity, equity and inclusion initiatives across the newsroom. This role is responsible for implementing the recommendations of the Content and Voices DE&I team with the goal of ensuring our editorial content better represents Canada in all that we do, through the journalists we employ and our choice of stories. Her work on the recruitment front has included direct outreach to BIPOC candidates who may self-exclude from job postings shared through mainstream networks.



CONTENT MATTERS

The Globe and Mail is committed to telling stories from diverse points of view and shining a light on positive change.

For our Report on Business Magazine cover profile of tech leader AJ Fernandez Rivera, who came out as trans to her US\$50-billion-a-year company after two decades with the firm, The Globe's visuals team assigned Wynne Neilly – the queer and trans-identifying Canadian photographer also known for his Time magazine cover photo of actor Elliot Page – to shoot Fernandez Rivera.

Our weekly Amplify newsletter continues to strengthen its following. Launched in 2018 to address the need for woman-focused content, by 2021 it had attracted 15,000 subscribers and boasted an open rate of 45 per cent. (By contrast, the industry average open rate is just over 20 per cent.) Today, with more than 19,000 subscribers and an open rate of 58 per cent, Amplify showcases the work of both experienced and up-and-coming female journalists, including members of our annual Summer Jobs Program.

The Globe's diversity initiative Breaking the Habit returned in 2022. This six-week newsroom program challenges assignment editors and reporters to seek out and include at least one women or person from another underrepresented group in every story. Regular check-ins with staff celebrated great examples of this work and offered the chance for staff to share resources while pushing towards our goal of including Canadians in our news coverage in the same proportion as they exist in our communities' populations.

In collaboration with our Digital and Data Science teams, the newsroom has worked to ensure our website and app are accessible to our visually impaired audience members, including highly descriptive photo captions that are compatible with screen readers.



VISUAL REPRESENTATION

The Globe and Mail’s visual journalism team continues its commitment to reflecting Canada’s diversity. The team takes specific and intentional steps to ensure both our roster of freelance photographers and our coverage are aligned with those goals. The visuals team also creates and provides development opportunities to traditionally underrepresented groups. We’re proud to report ongoing progress towards our goals this year:

	WOMEN	BIPOC
2021-22	44%	24%
2020-21	40%	25%
2019-20	33%	13%

- To ensure we continue to improve the diversity of the freelance photographers we hire, we have tracked the makeup of our roster since 2019. We note that BIPOC representation has declined by a percentage point over last year and recommit to push towards further improvement in the year ahead.
- To help lower the barrier of entry for new photographers, the team offers a guide on how to work with our photo desk.
- The Globe supports the Room Up Front mentorship program for young photojournalists by serving as mentors, participating as speakers and assigning paid work to mentees. These are all ways in which we support and bring new talent into The Globe online and in print. (Read about a mentee’s career growth in “Chronicling History,” p.12)
- Our A1 photographs are tracked by Women Photograph, and we also do our own occasional audits of representation on A1, B1 and elsewhere in our coverage.
- When assigning outside of Canada, The Globe makes use of resources such as Women Photograph and Diversify Photo.



VISUAL REPRESENTATION

CHRONICLING HISTORY



GAVIN JOHN/THE GLOBE AND MAIL

On July 25, 2022, Pope Francis stood before a First Nations community in Alberta to deliver his historic apology to First Nations, Métis and Inuit peoples, which acknowledged the “catastrophic” effects of residential schools. He was then approached by Chief Wilton Littlechild, member of Ermineskin Cree Nation and survivor of the former Ermineskin Indian Residential School, who presented the Pope with a headdress.

It was a moment that many photographers rushed to capture, but none better than Gavin John, whose image (seen above) was picked up by news platforms around the world.

The image is significant to Gavin, and to The Globe, as a significant contribution to our ongoing coverage of the successes and failures of

reconciliation, and as a best-in-class example of why mentorship works.

Gavin was a mentee in the first cohort of Room Up Front (RUF) – the mentorship program co-founded by Solana Cain, a photo editor at The Globe, and other Canadian BIPOC journalists working to diversify photography in Canada.

Gavin is a member of the Métis nation of Alberta and has been a regular contributor to The Globe and Mail since his time at RUF. Our visuals team assigned him to cover the Alberta locations of the Papal visit, with Solana supporting him throughout.

Gavin was the only photographer to capture the moment when Chief Littlechild placed the gift upon Pope Francis’ head.

