

THE GLOBE AND MAIL

DIVERSITY, EQUITY AND INCLUSION ANNUAL REPORT

JULY 2020 TO JUNE 2021

TABLE OF CONTENTS

CEO MESSAGE	2
OUR PLAN	4
2020 SNAPSHOT	5
TRENDS	6
CULTURE AND TRAINING	7
MENTAL HEALTH	9
RECRUITMENT	11



CEO MESSAGE

As a media company, The Globe and Mail has a dual mandate to support diversity, equity and inclusion. Through our journalism, we focus attention on the stories that matter to Canadians, and the stories that should matter. We also have a responsibility to our staff to provide a workplace where everyone can flourish and be supported.

Over the last year, we've made a concerted effort to put programs and initiatives in place that broaden the viewpoints readers see in our stories, and to ensure our staff represent our communities. This inaugural diversity report will be our annual reckoning as we assess progress towards our diversity and inclusion goals, and what work we have left to do.

In 2020 and early 2021, we've had some successes. We now have a Diversity, Equity and Inclusion Council, looking at key areas of the business and what we can do to improve. We have implemented mandatory training for all staff and managers so that every person at The Globe has the necessary foundational knowledge. We have made changes to our recruitment and hiring practices to ensure all qualified applicants get a fair chance to apply and prove themselves.

Everyone should feel welcome, respected, and valued for the perspectives they bring to The Globe. We will continue to work hard to ensure this happens.

Phillip Crawley
Publisher and CEO
The Globe and Mail





CONTENT MATTERS

The Globe and Mail is committed to not just telling stories from diverse points of view, but also delving into the topics of diversity and inclusion in workplaces and communities across Canada. And this content is resonating with our readers: The featured piece from the Power Gap investigative series saw 82x more traffic than the average Globe article.

In May 2021, The Globe launched L6P to tell the story of a neighbourhood in Brampton,

Ontario, where racialized populations have been the hardest hit in the pandemic. The Globe is looking deeper into the story through a large-scale community examination that will run several months. Working with community journalists who live in Brampton or are connected to its predominantly South Asian population, stories will be translated into Gujarati, Punjabi, Urdu, and Hindi.



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 that is also embedded into our 3-year corporate strategic plan. A key aspect of the plan is that, for the first time, diversity, equity and inclusion goals have been integrated into performance reviews. Success or failure in meeting these goals will be viewed as important as hitting or missing budget targets.

The plan covers five areas:

EDITORIAL: DIVERSITY OF 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, helping us to become the industry's leader on diversity and inclusion.

TALENT AND WORKPLACE CULTURE

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

AUDIENCE DIVERSIFICATION AND COMMERCIALIZATION

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

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.

PERFORMANCE ASSESSMENT

What gets measured gets done. Diversity and inclusion contributions are now considered as part of performance assessment for people managers and individual contributors.

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



2020 SNAPSHOT

The Globe was able to get an accurate overview of its staffing for the four federally designated groups (Women, Aboriginal Peoples (we use the term Indigenous Peoples), Visible Minorities, and Persons with Disabilities) through an Employment Equity survey conducted in summer 2020.

Although the occupational terms used for the Employment Equity survey don't perfectly match Globe titles, the data provides us with some clear areas of focus. The representation of Women at The Globe is similar to that which is available in the external labour market in most job categories. The one exception is in the job category that includes roles such as IT support analysts and graphic designers where they are under-represented. Indigenous Peoples are under-represented in the Employment Equity category of "Professionals", which includes jobs such as content editors, reporters, data engineers, developers, financial analysts, etc. This is the largest job category at The Globe and includes jobs from across a number of departments (e.g., finance, editorial, digital, data science, IT, revenue). Visible Minorities are under-represented in senior leadership, sales and production roles. People with Disabilities are under-represented in most job categories and represent a significant opportunity for improvement.

It's important to note that the Employment Equity Act uses a mix of national, provincial and local regional data as comparators. We have decided to use the numbers from the Census Metropolitan Areas (CMA) such as the Greater Toronto Area, as this is where the majority of our hiring occurs. The CMA data includes a more diverse workforce than at a national level for Visible Minorities, so we are holding ourselves to a higher standard than is required in that area. Persons with Disabilities are compared at the national level, which is the only data available.



TRENDS

Since 2020 was the first year The Globe conducted a mandatory Employment Equity survey, we will be able to use that as a baseline comparison going forward. However, in 2018, The Globe conducted a voluntary equity survey, with over 60% of staff responding. This allows us to make general comparisons over time.

CATEGORY	THE GLOBE			EDITORIAL			REVENUE			DIGITAL, DATA & IT			SUPPORT AREAS			TORONTO
	2018	2020	2021	2018	2020	2021	2018	2020	2021	2018	2020	2021	2018	2020	2021	
INDIGENOUS PEOPLES	2%	1%	1%	1%	1%	2%	2%	1%	2%	0%	0%	0%	N/A	1%	1%	1%
FEMALES	54%	50%	50%	50%	42%	43%	62%	64%	59%	26%	34%	37%	N/A	72%	73%	51%
VISIBLE MINORITIES	23%	24%	26%	15%	12%	14%	16%	17%	20%	39%	46%	51%	N/A	39%	30%	51%
PERSONS WITH DISABILITIES	6%	4%	4%	7%	6%	5%	10%	3%	4%	2%	3%	3%	N/A	6%	4%	14% *

* Data for Canada as Toronto data N/A

VISUAL REPRESENTATION

The Globe's visual team is committed to diversifying our coverage and providing opportunities to traditionally under-represented groups. This year, the team has:

- Continued to track the makeup of our freelance roster to ensure that we are improving the diversity of the photographers we hire. Overall, our latest numbers show that our roster is about 40% women, 25% BIPOC. (Up from approximately 33% and 13%, respectively, in 2019.)
- To help lower the barrier of entry for new photographers, the team created a guide on how to work with our photo desk.

- The Globe supports the ROOMUpFront mentorship program for young photojournalists by serving as mentors, participating as speakers, and offering assignments to mentees as a way to bring new talent into The Globe online and in print.
- 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.



CULTURE & TRAINING

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

CULTURE

- Initiating the Diversity, Equity and Inclusion Council, comprised of volunteers from across the organization. The Council divided into teams who are working on advancing diversity and inclusion in their area.
- Diversity, equity and inclusion were added to managers' performance management plans.
- We added a peer-recognized award for Diversity, Equity and Inclusion leadership in the Globeys, our annual staff appreciation awards.
- Diversity of new hires is measured and communicated quarterly as part of our Balanced Scorecard.
- We added questions relating to diversity, equity and inclusion to Exit Interview forms for departing staff.
- We solicited staff feedback on diversity and inclusion initiatives through our engagement survey.

TRAINING

- We held mandatory inclusivity sessions for employees and offered additional, voluntary workshops, including anti-racism and a speaker from the Ontario Black History Society who discussed the role of newspapers in Black history in Canada.
- All people managers attended three mandatory sessions specific to Inclusive Leadership.

PARTNERSHIPS

- The Globe continued its partnership with CCDI (Canadian Centre for Diversity and Inclusion) and promoted their webinars and events to all staff.
- In spring 2021, The Globe took part in the Canadian Association for Journalists (CAJ) first annual diversity survey of Canadian newsrooms.
- The Globe joined Pride at Work to support our efforts for LGBTQ+ diversity and inclusion.
- Publisher and CEO Phillip Crawley signed the BlackNorth Initiative CEO pledge on behalf of the company.





CHANGEMAKERS

In 2021, there is growing sentiment among many that business should not return to “business as usual.” The most significant challenges of the day will require innovators with fresh ideas and workable solutions. That’s why we used the March 2021 issue of Report on Business magazine to showcase the work of 50 emerging business leaders who are dedicated to doing things differently. Nearly 60% of the Changemakers are BIPOC and/or LGBTQ+, and 50% identify as women and 4% are non-binary.



MENTAL HEALTH

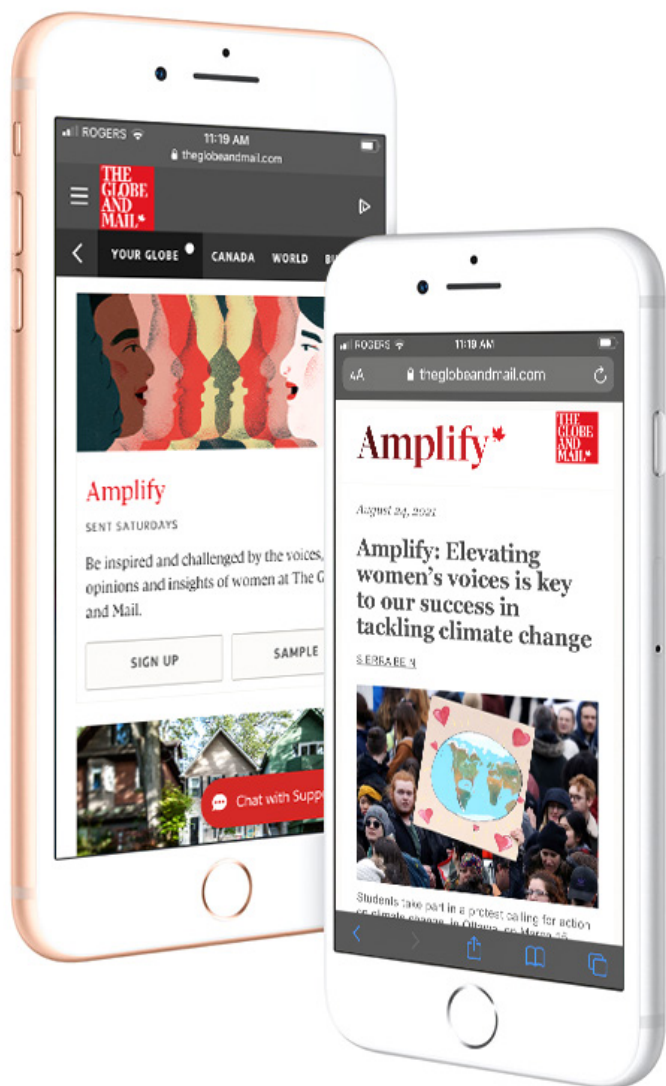
Diversity and inclusion includes supporting staff through family, remote working, and mental health challenges. The pandemic has made this particularly important, so The Globe took action to help staff cope with the pressures of this year.

- All people managers attended a mandatory session facilitated by the Centre for Addiction and Mental Health (CAMH) about how to identify and support team members through mental health challenges.
- Continual mental health and wellness sessions for employees are held monthly on topics from developing resilience to stretching.
- Continue to offer flexible work programs such as reduced work weeks, reduced workdays, flexible hours to help staff manage personal obligations such as child and elder care.
- Expanded the Wellness Program to include reimbursement for home fitness equipment.
- Increased mental health practitioner coverage under The Globe's benefit plan.
- Provided a dedicated EFAP (employee and family assistance program) counsellor who was available for employees to discuss any issues.

GLOBE CONTENT STUDIO

Diversity is a key principle of the Studio team. The team works hard to help clients understand that homogenous storytelling isn't just a missed opportunity; it can negatively affect reception of the content, and brand perception. The Studio factors in diverse representation from the very start of each project to including BIPOC talent in pitches and hiring BIPOC creative talent, so we have the right people telling the best stories. For example, the Time for Change special report amplified the voices of Black leaders, with BIPOC writers.





AMPLIFY

In 2018, editorial staff saw an opportunity to raise the voices of women at The Globe. Over the last three years, the Amplify newsletter has grown to a subscriber base of 15,000 with an open rate of 45% (significantly higher than industry average of around 22%). Newsletters are written by women at The Globe, with popular topics ranging from miscarriage, the housing market, and love. Amplify demonstrates the power of a targeted newsletter that focuses on the needs and interests of a specific community. One reader wrote, “Thanks for sending this enlightening and inspiring newsletter.”



RECRUITMENT

To achieve a truly diverse workforce that is representative of the communities in which we work, systemic change must take place. As of 2020 we have changed our hiring and recruitment practices.

- Revised the recruitment policy and procedures to be more inclusive.
- The language in our job postings is now more inclusive to reduce barriers to candidates applying and to encourage candidates from under-represented groups.
- Managers are to post externally in locations that will reach diverse and under-represented candidates.
- Search firms must be told to provide a diverse slate of candidates.
- Every interview shortlist must contain no fewer than two (or 40%) candidates from under-represented groups (at least half of which must be BIPOC).

We're also trying to widen our talent pipeline to train a new generation of journalists and to open opportunities.

- Partnered with Carleton University for the Indigenous and Racialized Journalists program and offered two students 8-month placements in the Ottawa bureau.
- Placed two Indigenous reporters through the Journalists for Human Rights' Indigenous Reporters Program.
- We committed 30% of the freelance budget to BIPOC journalists.

INDIGENOUS REPORTERS PROGRAM

Joy SpearChief-Morris is an Indigenous Black Canadian writer, athlete, and advocate. Joy is also a member of Team Canada (track) and is training full-time in hopes of qualifying for the Tokyo Olympics.

Roxann Shapwaykeesic was most recently a trainee in JHR's Indigenous Reporters Program and runs her own studio doing website design. Roxann worked in Fukuoka, Japan for two years as a senior graphic designer.

GLOBE AND MAIL FUND FOR RACIALIZED STUDENTS

Leila El Shennawy and Erika Ibrahim, inaugural recipients of the Globe and Mail Fund for Racialized Students, a collaboration with the School of Journalism and Communication at Carleton University. The fund provides mentorship opportunities for Indigenous and Racialized students for the next five years by providing two third or fourth year students per academic year with a stipend, the opportunity to work with reporters in the Ottawa bureau, participate in Globe training sessions, assist Globe reporters with reporting assignments, and write stories that could be considered for publication.

