## CONTENTS

<table>
<thead>
<tr>
<th>Introduction</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 A note from the CEO</td>
<td>9 Governance and transparency</td>
</tr>
<tr>
<td>4 Our diversity and inclusion action plan</td>
<td>10 Culture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data</th>
<th>Talent</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 2020 snapshot</td>
<td>12 Recruitment</td>
</tr>
<tr>
<td>7 Trends</td>
<td>13 Talent</td>
</tr>
<tr>
<td>8 Gender and ethnicity pay gap</td>
<td>15 Partnerships</td>
</tr>
</tbody>
</table>
The FT Group is committed to becoming a more diverse organisation and promoting inclusion as both an employer and a publisher. Our vision for the workplace is one in which people with different perspectives are heard and valued, traditional barriers are removed, and all employees feel they can be themselves at work.

Thanks to our vibrant employee-led networks, leadership teams and many other individuals across the organisation, our efforts are making a difference. We have made tangible progress in areas like gender diversity, where we continue to see more women in senior roles and a reduction in our gender pay gap. We have work to do in relation to racial diversity and other areas of under-representation.

The tragic events that unfolded in 2020, initiated by the killing of George Floyd in the US, served as a powerful call to action. We must do more to recognise and confront the challenges that hold minority and disadvantaged communities back, both in and out of the workplace. As a trusted source of news and information for the global business community, we also have a duty to use our influence to push for meaningful change.

By addressing under-representation in ways that are measurable and accountable, the FT will become a stronger and more inclusive company. And by reflecting our global readership more fully, our 133-year-old brand will remain relevant.

Building an inclusive culture starts with transparency, so this first annual report also includes data on the composition of our workforce. We will continue to publish and expand on this information annually.

John Ridding
FT Group CEO
The FT Group is a global organisation with 2,300 employees and offices in more than 35 cities, including London, New York, Hong Kong, Sofia, Manila and Tokyo. Around 1,400 employees, or 60 per cent of the total workforce, are based in the UK. Our people come from all different backgrounds, cultures and walks of life and are united by a mission to deliver world-class information, news and services to our audiences.

In 2019, we launched a three-year action plan to advance diversity and inclusion within the organisation. The action plan prioritises activities across five strategic areas:

- Bolstering governance, transparency and data
- Building an inclusive culture
- Adopting inclusive recruitment practices and processes
- Developing and retaining talent
- Strengthening our partnerships externally

We also set workforce goals for 2022 to address specific areas of under-representation, benchmarked against UK Labour market statistics and what we know about our demographic composition. These goals include:

- Gender parity across our senior leadership teams
- 22 per cent of the workforce identifies as an ethnic minority
- 10 per cent of the workforce considers themselves to have a disability
- 10 per cent of the workforce identifies as LGBTQ
- A commitment to continue to monitor and measure progress on socio-economic diversity workforce data

We further established a global diversity and inclusion taskforce to oversee and accelerate progress across our five strategic pillars. These efforts are supported and driven by FT employees, most notably through the employee-led networks and a dedicated newsroom working group on racial and ethnic diversity. All senior management leaders also have personal objectives to promote inclusion and increase diversity within their teams.

This first annual report gives an update on the actions we took in 2020 to build a more diverse and inclusive workforce. It does not include all of the activities we undertook as an organisation to promote diversity and inclusion outside of the workplace, such as editorial content or events on relevant topics. If you would like information on any activities not covered in this report, please get in touch at communications@ft.com.
As part of our commitment to be more transparent about where we are now, this report includes information on our workforce composition, including breakout data for our leadership and editorial teams. This data is accurate as of 31 December 2020.

We rely on employees to share their personal information with us due to different data collection regulations in the regions where we work. For areas where we do not yet have a complete dataset, such as ethnicity and sexual orientation, we note the percentage of employees who have supplied their data for a particular demographic, and the percentage of employees who identify as part of an under-represented group within that population. The data for ethnic minority representation pertains only to employees based in the UK and US, or about 71 per cent of our global workforce.

We will continue to strive for 100 percent data completion rate across all aspects of diversity, including ones not published here, such as gender identity, disability and socio-economic background, and in all of the regions where we operate, so we can provide more information in the future.

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### 2020 SNAPSHOT

**ALL EMPLOYEES**

(2251 employees in this group)

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<tr>
<th>Demographic</th>
<th>Representation</th>
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<tr>
<td>Female (legal sex)**</td>
<td>100% of employees worldwide shared their legal sex data. Of that population, 52.4% are female.</td>
</tr>
<tr>
<td>Ethnic minority</td>
<td>85.3% of UK and US employees shared their ethnicity data. Of that population, 19.5% identify as an ethnic minority.</td>
</tr>
<tr>
<td>LGBQ</td>
<td>63% of employees worldwide shared their sexual orientation data. Of that population, 8% identify as having a non-heterosexual orientation.</td>
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*Data does not include employees who work for Longitude or Alpha Grid, which are part of the FT Group.

**The FT recognizes that legal sex is distinct from gender identity. This report presents female representation based on legal sex because we do not yet have enough data on gender identity. In 2021, we expect to have a more complete data set to be able to disclose the representation of men, women and nonbinary employees in our workforce based on gender identity.*

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### LEADERSHIP
(89 employees in this group)

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<th>Demographic</th>
<th>Representation</th>
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<tbody>
<tr>
<td>Female (legal sex)</td>
<td>100% of the global leadership team shared their legal sex data. Of that population, 53% are female.</td>
</tr>
<tr>
<td>Ethnic minority</td>
<td>92.4% of the UK and US leadership teams shared their ethnicity data. Of that population, 13.3% identify as an ethnic minority.</td>
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<tr>
<td>LGBQ</td>
<td>More data needed</td>
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### EDITORIAL**
(598 employees in this group)

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<th>Demographic</th>
<th>Representation</th>
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<tbody>
<tr>
<td>Female (legal sex)</td>
<td>100% of the global editorial team shared their legal sex data. Of that population, 46% are female.</td>
</tr>
<tr>
<td>Ethnic minority</td>
<td>80.6% of the UK and US editorial teams shared their ethnicity data. Of that population, 17.1% identify as an ethnic minority.</td>
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<td>LGBQ</td>
<td>More data needed</td>
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**Data does not include journalists who work for FT Specialist publications.
The charts here show trends in female (legal sex) representation at the leadership level over time, both company-wide and in the editorial team. Women make up 53 per cent of our leadership team, up from 37 per cent in 2017. In addition, more women than ever before are in leadership roles across the business, including in the FT management board, which has an even gender split, and in the editorial, product and technology teams, which have historically been less gender diverse.
Our gender pay gap, or the difference between the average hourly rate for all men and the average hourly rate for all women, has continued to shrink as more women take on senior roles across the FT. Our median gender pay gap decreased from 18.4 per cent to 15.9 per cent in 2020. The UK national average for the same time period was 15.5 per cent for all employees.

We have work to do on the overall numbers of women in the higher pay quartiles and the related bonus pay gap, where the historical under-representation of women in senior roles is more evident.

In 2020, we also shared our ethnicity pay gap for the first time, which stands at 9.6 per cent. This is due to the relatively low number of non-white senior leaders in the organisation, something we are addressing as a priority.

Our gender and ethnicity pay gap datasets represent the UK only. As a global organisation, we recognise the need to be transparent about pay in other major regions. We are working to measure and publish the equivalent gaps in other hubs which have their own unique pay formulae and data collection rules, starting with the US in 2021.
Establishing a global taskforce

We set up a global diversity and inclusion taskforce to oversee and accelerate progress across our five strategic areas of action. The taskforce includes:

- FT Group CEO
- Global Head of Diversity and Inclusion
- Global HR Director
- Chief Communications and Marketing Officer
- Deputy Managing Editor
- VP of the FT in the US
- Talent Acquisition Specialist in the US
- Members of the Next Generation Board, a group of emerging leaders from across the FT.

The taskforce has a remit to:

- **Champion the diversity and inclusion agenda:** bring visibility to diversity issues, ensure their prominence in business goals and keep the FT up to speed with best practice
- **Promote accountability:** review strategy and goals, monitor data and share performance outcomes with staff
- **Drive change:** address barriers to success and direct focus and investment as needed

In addition, the chairs of the employee networks and other diversity champions join group meetings quarterly.
Launching the Next Generation Board
The Next Generation Board (NGB) is a group of 12 emerging leaders who represent different business areas and interests across the FT. Each NGB member is paired with a member of the FT management team to provide reverse mentoring and exchange feedback and ideas.

One of the principle aims of the NGB is to offer diverse groups within the FT more opportunities to participate in shaping company culture and policy. In 2020, the NGB hosted a series of employee listening sessions for staff to hear about one another’s experiences and perspectives, and shared general insights from these sessions with the FT management team. The NGB also successfully introduced a company-wide leave allowance to recognise time spent on employee network initiatives. Previously, this time commitment was voluntary.

Supporting our employee networks
Across all of our offices and regions, FT employees continue to drive awareness of inclusion and diversity in the workplace. Seven employee-run networks, including Proud FT, FT Embrace, FT Women, FT Families, FT Sustainability, FT Mental Health and FT Access, play an integral role in connecting individuals and providing a sense of community and culture. The networks receive their own budget so they can organise staff events and bring in speakers to raise awareness of topical issues. In 2020, these events included Mental Health Week, UK Black History Month, Pride, Trans Awareness Week, International Women’s Day, and Hispanic Heritage Month.

Driving inclusive leadership
All people managers, senior leaders and the FT management board completed inclusive leadership training in 2020 to better recognise and practice key inclusive leadership competencies, and to incorporate diversity and inclusion into day-to-day people management.

Promoting flexible working
We continue to evolve and promote flexible working arrangements and upskill managers to support a flexible workforce. In response to the Covid-19 pandemic, the FT management board also agreed to support remote and flexible working to a much greater extent than in the past, with our offices reimagined as spaces for collaboration, group work and networking.

Discussing race in the workplace
Following the tragic killing of George Floyd in the US, we organised a series of interactive events for employees to talk about race in the workplace, and to learn about the persistent challenges that black and other ethnic minority groups face at work. More than 250 employees attended roundtable discussions, while 600 joined a live discussion on what it means to be an anti-racism ally.
The race roundtable session was refreshingly open and transparent. I didn’t expect such challenging and bold exercises and conversations.

I feel more comfortable now approaching the topic of race. I hope this is the first of many conversations to help me better understand the issues that my colleagues are facing, and also gain confidence talking about them.
Improving our recruitment practices

Our recruitment principles are designed to help standardise the interview process and reduce bias. In 2020, we updated the checklist for hiring managers to include diverse shortlists, mandatory scorecards to assess candidates in a fair and consistent manner, and initiatives such as blind CV trials. When hiring at manager level or above, candidates are also evaluated on previous exposure to diversity initiatives as part of the decision-making process.

Investing in young talent

We offer internships, work experience, apprenticeships and workshops for young people through our early careers programme. By working with 23 partner organisations in the UK and US (see the ‘Partnerships’ section for details) we are able to reach more diverse and under-represented areas of society. In 2020, 188 individuals participated in early career opportunities with the FT. We also run the FT Talent Challenge, which brings together students and early career professionals to work on FT business cases and take part in a global competition.

Recruiting journalists from diverse backgrounds

Hiring more ethnic minority journalists is a key priority for the newsroom. In 2020, FT editor Roula Khalaf commissioned the Sir Lenny Henry Centre for Media Diversity to improve representation in the newsroom and measure the size and needs of the FT’s ethnic minority audience. We also created a new reporter role in the US to cover the financial, social and policy barriers limiting equal participation in society by minority communities.

The Maisie Hylton fellowship, established in 2019, continues to provide two six-month placements at the FT to young journalists from ethnic minority backgrounds. We will be launching further recruitment initiatives for the newsroom in 2021, and hiring a talent acquisition manager to help embed recruitment principles into the hiring processes.

Launching News School

The FT, in partnership with Brooklyn Brothers, launched and delivered News School, a nightly education, mentoring and work experience programme designed to give young people from a variety of backgrounds an opportunity to learn about the news, media and associated creative industries. The programme culminated in a virtual graduate showcase event. Each student was paired with an industry mentor and took part in a work experience placement.
Supporting women’s career development

The FT offers a number of programmes designed to support and promote female talent across the business through mentoring, networking and skills development. These programmes include:

- **The 30% Club**, a cross-company mentoring scheme which aims to attract and retain high-performing women in leadership roles. 35 employees have taken part as mentees since 2017.

- **Make Your Mark**, which offers best practice training on voice, communication, presentation, creativity, leadership and impact in the workplace. 95 employees have participated in this programme since 2017, including 12 individuals who joined our first virtual programme in 2020.

- **FT Women in Business Forum**, a 12-month networking programme for mid-career women which provides access to thought-provoking speakers and the opportunity to meet other women at a similar level in various industries. 54 employees have participated since 2017.

Developing a sponsorship framework for ethnic minority employees

Following the success of the women’s career development programme, we are developing a sponsorship framework in 2021 for black and other ethnic minority employees.
I feel empowered and have pushed myself to reflect and identify how and what I need to change.

Cross-company mentoring opens up opportunities to connect with people you wouldn’t necessarily engage with. It’s been absolutely fantastic.
Building a diverse talent pipeline

We work with 23 partner organisations who support us with community outreach and talent for our early careers programme. These organisations include schools, colleges, universities, charities, foundations and specialist recruitment agencies. Current partners include:

Big Brothers Big Sisters of America (US)
Career Ready (UK)
City Gateway (UK)
Creative Access (UK)
Creative Careers (UK)
Disability Rights UK
eMentor (USA)
ERIC (UK)
Exceptional Individuals (UK)
Evenbreak (UK)
Leonard Cheshire (UK)
Mencap (UK)
National Council for the Training of Journalists (UK)
Peabody Trust (UK)
PENCIL (USA)
Princes Trust (UK)
Taylor Bennett Foundation (UK)

Increasing the representation of diverse voices in the FT

The FT has participated in the BBC’s 50:50 Equality Project since 2019. The 50:50 project is a voluntary tracking system aimed at helping editorial teams increase the representation of women in their stories. In 2020, 15 FT teams took part, up from six in 2019. We are expanding the initiative in 2021 to include desks outside of the UK and to widen the project beyond gender representation.

Putting disability inclusion on the agenda

In 2020, we joined the Valuable 500, a global CEO community aimed at putting disability inclusion on the corporate agenda. We also participated in the Royal National Institute of Blind People (RNIB) #WorldUpsideDown campaign, which highlighted the issues that many blind and partially sighted people experienced during the Covid-19 pandemic.

Supporting the future of our industry

The FT sponsors a number of organisations that work to secure a more diverse future for the news industry. These include:

• Career Ready, a social mobility charity which works with employers, schools, and volunteers to support young people across the UK.
• Creative Access, a social enterprise which supports people from under-represented backgrounds into creative careers.
• ERIC, which supports young diverse talent to discover opportunities that excite them. The FT sponsored the new ERIC app, an informal space for ‘Gen Z’ to learn about themselves and their career options.
• Journalism Diversity Fund, which awards bursaries to individuals from diverse backgrounds without the financial means to attend National Council for the Training of Journalists (NCTJ) accredited courses in the UK. In 2020, the FT sponsored the NCTJ Careers Guide, which was sent to 3,700 state schools.
• Student View, a charity which runs pop-up newsrooms in UK state schools. FT journalists volunteer to take part in newsroom sessions in schools across London.