

Hi everyone,

Here is the detail and thinking behind the announcement that John just made. We need to change as a company. We need more diversity in the titles we publish, more committed positioning and marketing of these titles, more hiring and promotion of diverse staff, more inclusivity in the decision-making process, and more open dialogue throughout the organization. As John mentioned, we have been planning a new leadership structure, one that fundamentally changes the group of people at the table where key decisions are made concerning our company strategy and priorities. An organization that is more representative of the company we need to be for our employees, our authors, and our readers.

Today we are announcing the creation of the **Trade Management Committee**. This Committee will set the goals and objectives for the publishers, divisions, and departments that comprise US Trade and Shared Services. In order to ensure accountability, the Committee will track the progress of key initiatives, including diversity and inclusion across the company and in our publishing programs, and report on results.

The Committee will include 11 standing members and the two of us: **Guy Browning, Malati Chavali, Erin Coffey, Sonali Goel, Jenn Gonzalez, Helaine Ohi, Leslie Padgett, Dan Schwartz, Natasha Taylor, Jon Yaged** and a new head of Diversity and Inclusion who will report directly to Andrew. The group includes a mix of Publishing, Operational, and Human Resources representatives which will allow us to tackle the management of the company while ensuring increased diversity across functions. The group will include others on a project-by-project basis and will regularly solicit feedback and support from a broad cross-section of staff from throughout the organization.

Creating true systemic change that is successful and sustainable is difficult and will require company-wide effort. We have a lot to do, and we need to be more focused and determined to make this happen quickly. Working together, there is no doubt we can become the company we aspire to be.

Attached to this note are [a series of internal promotions](#) that will help us begin this important and necessary step forward.

Andrew and Don

This note was sent to all Trade and Shared Services employees.