THE STATE OF DIVERSITY, INCLUSION AND EQUITY IN THE CANADIAN MAGAZINE INDUSTRY: SURVEY REPORT

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Submitted by

Aliya Jamal

Zenobia Jamal

Zenev and Associates, Diversity and Inclusion Consultants

Acknowledgements

The Alberta Magazine Publishers Association (AMPA) sustains a healthy magazine industry by serving the people who publish, create, print and distribute a uniquely Albertan view of the world. We're a classroom, a forum, a newsletter, an advocate and a united voice for magazine publishers in this province. We support Alberta magazines through promotion, advancement and practical programs that foster professional development and industry growth. albertamagazines.com

AMPA is situated on Treaty 7 territory, home of the Kainai, Piikani, Siksika, Tsuut'ina, Stoney Nakoda Nations and the Métis Nation, Region 3.

Founded in 1993, the Magazine Association of BC is a member-driven, not-for-profit organization which believes in the interconnected cultural and economic value of a vital British Columbia magazine publishing industry. MagsBC works to foster an environment where new magazines are nurtured, established magazines are supported and magazine staff are able to develop their skills.

We acknowledge that the Magazine Association of BC carries out its work on the unceded territory of the Coast Salish Peoples, including the territories of the xʷməθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh) First Nations. magsbc.com

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1. INTRODUCTION

The Alberta Magazine Publishers Association (AMPA) and the Magazine Association of BC (MagsBC) partnered to administer a Canada-wide survey on equity, diversity and inclusion (EDI) in the magazine industry.

AMPA and MagsBC would like to support its membership and the magazine industry to be more diverse, inclusive and equitable. Recent events in the US, Canada and around the world have highlighted issues of marginalization and inequity in many societies and sectors and there has been a renewed effort to understand the root causes of marginalization and to address inequities. The marginalization of Indigenous, Black and other racialized communities is being highlighted and is of particular concern. This current context provides a timely moment for the magazine publishing industry to examine the state of diversity and inclusion within the industry and to determine how it can address issues of marginalization and work towards more equitable outcomes.

The goal of the survey was to gather information on (i) how diverse and inclusive magazine organizations and the magazine industry are, (ii) the challenges that magazine organizations face in becoming more diverse, inclusive and equitable, and (iii) the strategies that organizations have implemented to become more diverse, inclusive and equitable and to ensure that content represents diverse voices and perspectives.

The survey was conducted in English and French with magazine publishing companies and individuals across Canada including owners, publishers, staff, contractors and freelancers.

> "For years, I have thought that the magazine industry needed to do some self-reflection in this area. So, I congratulate you for taking this first step at looking at the issues of diversity, equity and inclusion. It will be interesting to see what the industry's next steps on the path will be."
>
> *-Survey respondent*

1. METHODS

To design the survey, we first conducted a brief literature review on diversity in the magazine industry in Canada. The findings of the literature review were used to determine the key elements of the survey and to develop survey questions. The draft survey was shared with a few magazine industry professionals and their feedback was used to refine the questions.

The final survey contained two main sections. Section A, Organizational Profile, was completed by heads of magazine organizations or people responding on their behalf. This section included questions about the location of the organization's head office, type and genres of magazines published by the organization and the number of staff, contractor and volunteer positions. 153 people completed this section.

Section B, Questions for Individuals, was completed by all respondents – heads of organizations or people responding on their behalf as well as individuals working in the magazine industry. This section included questions about respondents' demographic profile, their work role and jobs and their perceptions of diversity, inclusion and equity in their organization(s) and in the magazine industry.

The survey included both quantitative and qualitative (open-ended) questions and was offered in English and French. The survey questions are included in Appendix 1.

The survey was distributed by sending emails to members of magazine associations, including it in magazine association newsletters and posting on websites and social media platforms. The following organizations distributed the survey:

- Alberta Magazine Publishers Association (AMPA) members and contacts (approximately 2400)
- Magazine Association of BC (MagsBC) members and contacts (approximately 1000)
- Association Québécoise des Éditeurs de Magazines (AQEM) members (approximately 80)
- Magazines Canada (577 members)
- Canadian magazine industry associations (40) and professionals (approximately 100)

The survey was launched on January 20, 2021 and was kept open till March 1, 2021. A total of 378 people responded to the survey. The survey was widely circulated; however the challenges that the COVID-19 pandemic created for the magazine industry may have affected the response rate.

Table 1: Number of survey respondents

Respondent	English	French	Total
Head of organization	108	8	116
Responding on behalf of the head of organization	35	2	37
Individual	216	9	225
Total responses	**359**	**19**	**378**

The results of the survey were compiled and analyzed to develop the key findings shared in this report.

Definitions for the purposes of the survey:

Diversity is defined as a broad range of differences such as age, gender, sexual orientation, disability, ethnicity, etc.

Equity is a principle and process that promotes just conditions for all persons to fully participate in society. It recognizes that while all people have the right to be treated equally, not all experience equal access to the same resources, opportunities or benefits. Achieving equity is not simply about treating individuals or groups equally but may require specific measures to ensure fairness. (Adapted from Canada Council for the Arts Equity Policy.)

Equity-seeking groups are those that experience barriers to equal access, opportunities and resources due to historical or current disadvantages or discrimination (e.g. Indigenous people, people of colour, 2SLGBTQQIA+ persons, women, persons with disabilities, etc.).

Inclusion involves ensuring that equity-seeking groups have equitable opportunities and are treated with respect and dignity.

2. RESPONDENT PROFILE

This section includes a summary of respondents' profiles.

Table 2: Role of survey respondents

Role of survey respondent	% of respondents*
The head of a Canadian publishing organization	31%
Responding on behalf of the head of the organization	10%
Individual	60%

*Percentages have been rounded

In the rest of the report and for data analysis, heads and those responding on behalf of heads of organizations were categorized as and are referred to as heads.

2.1. Organizational Profile

Location
For the most part, the organizations that responded to the survey were located in BC, Alberta and Ontario and in larger urban communities.

Figure 1: Location of head office of organization
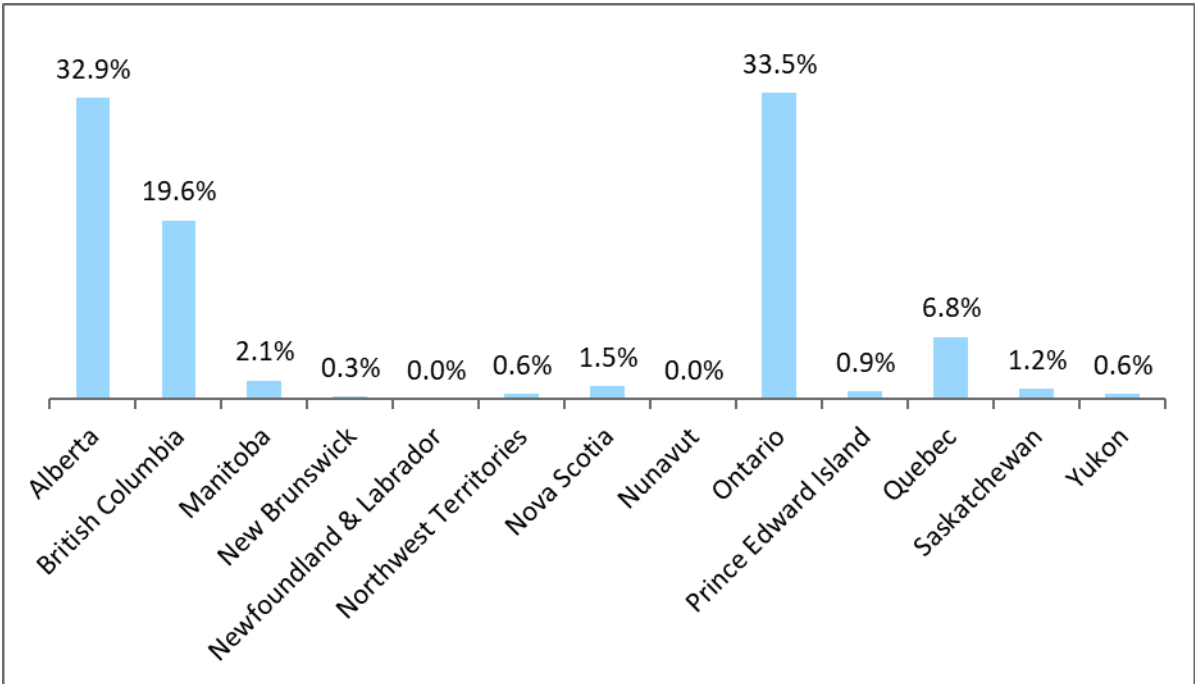
Table 3: Size of community where head office is located

Population	% of respondents
100,000+	76%
30,000 - 100,000	6%
1,000 - 30,000	11%
Less than 1,000	7%

Language

The vast majority of organizations published in English, some in French and a few in other languages.

Table 4: Languages published in

Language	% of respondents
English	80.1%
French	11.8%
Tagalog (Pilipino)	3.7%
Cantonese	1.9%
Mandarin	0.6%
Punjabi	0.6%
Spanish	0.6%
Other	0.6%

Organization size

Organizations of a range of sizes responded, although just under half were small, with fewer than 25 paid and/or unpaid positions.

Table 5: Paid full-time positions

Number of positions	% of organizations in range
0	28%
1-10	57%
11-20	8%
21-100	6%
100+	1%

Table 6: Paid part-time positions

Number of positions	% of organizations in range
0	40%
1-10	59%
11-20	1%

Table 7: Typical number of contractors, freelancers or interns in a one-year period

Number of positions	% of organizations in range
0	8%
1-10	66%
11-100	23%
100+	4%

*Percentages have been rounded

Table 8: Typical number of volunteers in a one-year period

Number of positions	% of organizations in range
0	43%
1-10	39%
11-100	18%

To allow us to examine whether survey responses differed by the size of the organization, we categorized each organization as small, medium or large based on the number of people working for the organization. To do this, we summed the total number of paid full-time, paid part-time, contractor/freelancer/intern and volunteer positions.

Table 9: Organization size

Size of organization	Total number of positions	Number of organizations in range
Small	1 - 25	46%
Medium	26 - 50	29%
Large	51+	25%

2.2. Individual Demographic Profile

Location

Similar to the organizational profile, most individual respondents were located in BC, Alberta or Ontario.

Figure 2: Individuals – Province or territory
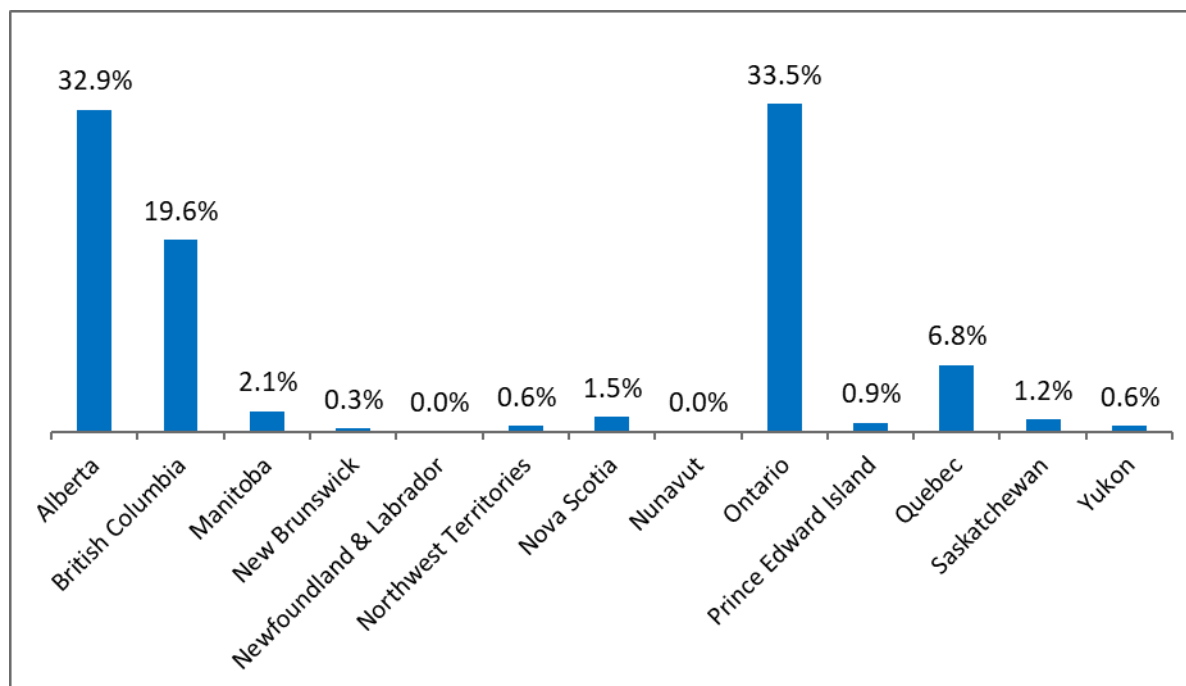
Gender and sexual orientation

63% of respondents were women, 32% were men and 2% were genderqueer or non-binary. 70% of respondents identified as heterosexual and 21% identified as a sexual minority (asexual, bisexual, gay, lesbian or queer).

Table 10: Gender

Gender	% of respondents
Woman	63%
Man	32%
Gender queer or non-binary	2%
Prefer not to answer	2%
A gender not listed here	1%

Table 11: Sexual orientation

Sexual orientation	% of respondents
Heterosexual/straight	70%
Prefer not to answer	10%
Bisexual	7%
Gay	5%
Queer	4%
An orientation not listed here	2%
Asexual	2%
Lesbian	2%

Age and disability

People of a range of ages responded to the survey. 7% of respondents identified as having a disability.

Table 12: Age range

Age range	% of respondents
2-34	27%
35-39	36%
50-64	27%
65+	9%
Prefer not to answer	1%

Table 13: Living with a disability

Living with a disability	% of respondents
Yes	7%
No	91%
Prefer not to answer	2%

Racial/ethnic group

The vast majority of respondents (79%) were White and the proportions of Black, Indigenous and other people of colour ranged from 1-8%.

Table 14: Racial/ethnic group

Racial/ethnic group	% of respondents
White	79%
East/Southeast Asian	8%
Black	6%
South Asian	4%
Latina/Latino/Latinx	4%
Indigenous	3%
Prefer not to answer	3%
Middle Eastern and North African	2%
A racial/ethnic group not specified	1%

Note: Respondents were permitted to choose more than one racial/ethnic group so percentages add to more than 100%. See Appendix 2 for descriptions of the racial/ethnic groups.

Based on these demographics, most of the people who responded to this survey were not from equity-seeking groups, with the exception of women, who made up two-thirds of respondents.

Education

Most people had some form of postsecondary as their highest level of education, most often a bachelor's (44%), master's (23.6%) or another kind of postsecondary certificate/diploma (17.1%).

Figure 3: Highest level of education

Category	Percentage
No certificate, diploma or degree	0.3%
High school diploma or equivalent	5.9%
Postsecondary certificate or diploma	17.1%
Apprenticeship or trades certificate or diploma	1.8%
Bachelor's degree	44.0%
Master's degree	23.6%
Doctorate degree	4.1%
Prefer not to answer	1.5%
Other	1.8%
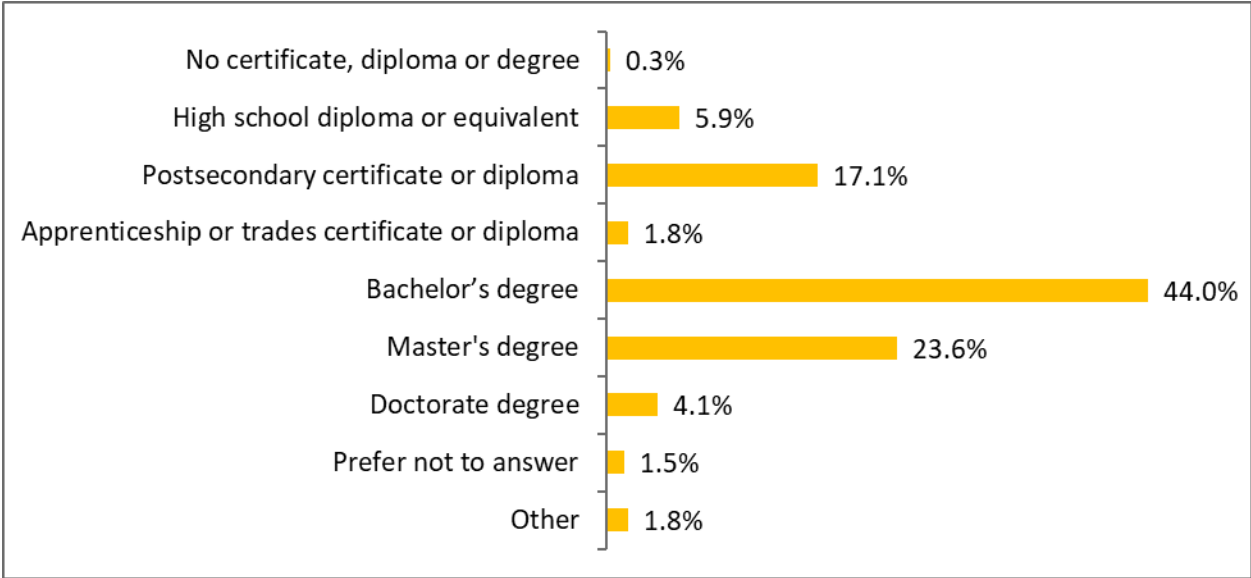
Role in industry

41% of people who responded to the survey were staff, 30% were publishers, 29% were contractors or freelancers, 23% currently played the role of owners, 8% were volunteers and 2% were interns.

Figure 4: Current role in organization/magazine industry

Role	Percentage
Staff	41%
Publisher	30%
Contractor / Independent freelancer	29%
Owner	23%
Other	10%
Volunteer	8%
Paid intern	2%
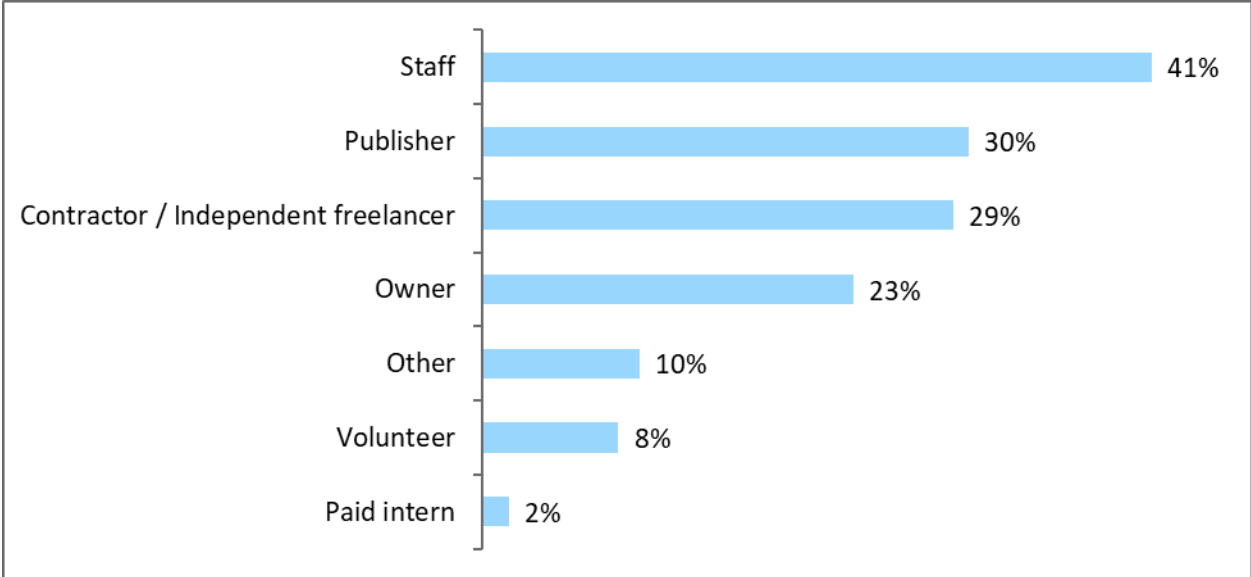
Note: Respondents were permitted to select more than one role so percentages add to more than 100%.

See Appendix 3 for other roles provided by respondents that did not fit into the categories reported above.

Work role

The most common work role among respondents was editor (45%), although others worked as journalists (32%), publishers (30%), in marketing/promotions (30%) or social media (27%).

Figure 5: Work roles

Work role	Percentage
Editor	45%
Journalist	32%
Marketing / promotions	30%
Publisher	30%
Social media	27%
Proofreader	25%
Advertising sales	24%
Managing editor	24%
Copyeditor	23%
Writer	20%
Sponsorships / partnerships	20%
Website developer / support	18%
Accountant / bookkeeper / financial manager	17%
Owner	17%
Administrative assistant / support	17%
Circulation / distribution production manager	16%
Event organizer	16%
Art director	14%
Human resources	14%
Human resources (recruitment)	14%
Photographer	13%
Member engagement	13%
Graphic designer	12%
Other	9%
Podcaster	5%
Editorial assistant	5%
Videographer	3%

Note: Respondents were permitted to select more than one work role so percentages add to more than 100%.

See Appendix 3 for other work roles provided by respondents that did not fit into the categories reported above.

Number of magazines worked for

80% of contractors/freelancers who responded to the survey worked for 1-5 magazines per year, 15% worked for 6-10 magazines and 5% worked for more than 10 magazines. 92% of volunteers volunteered for 1-5 magazines per year and 8% volunteered for 6-10 magazines.

B2B/B2C

Two-thirds of organizations published in the B2C category and one-third in B2B.

Genre

The five most common magazine genres in which respondents worked included: lifestyle (43%), arts/literary (41%), business (27%), food/drink (26%) and travel/tourism (25%).

Figure 6: Editorial genres

What is/are the editorial genre(s) of the magazines you work, contract or freelance for?

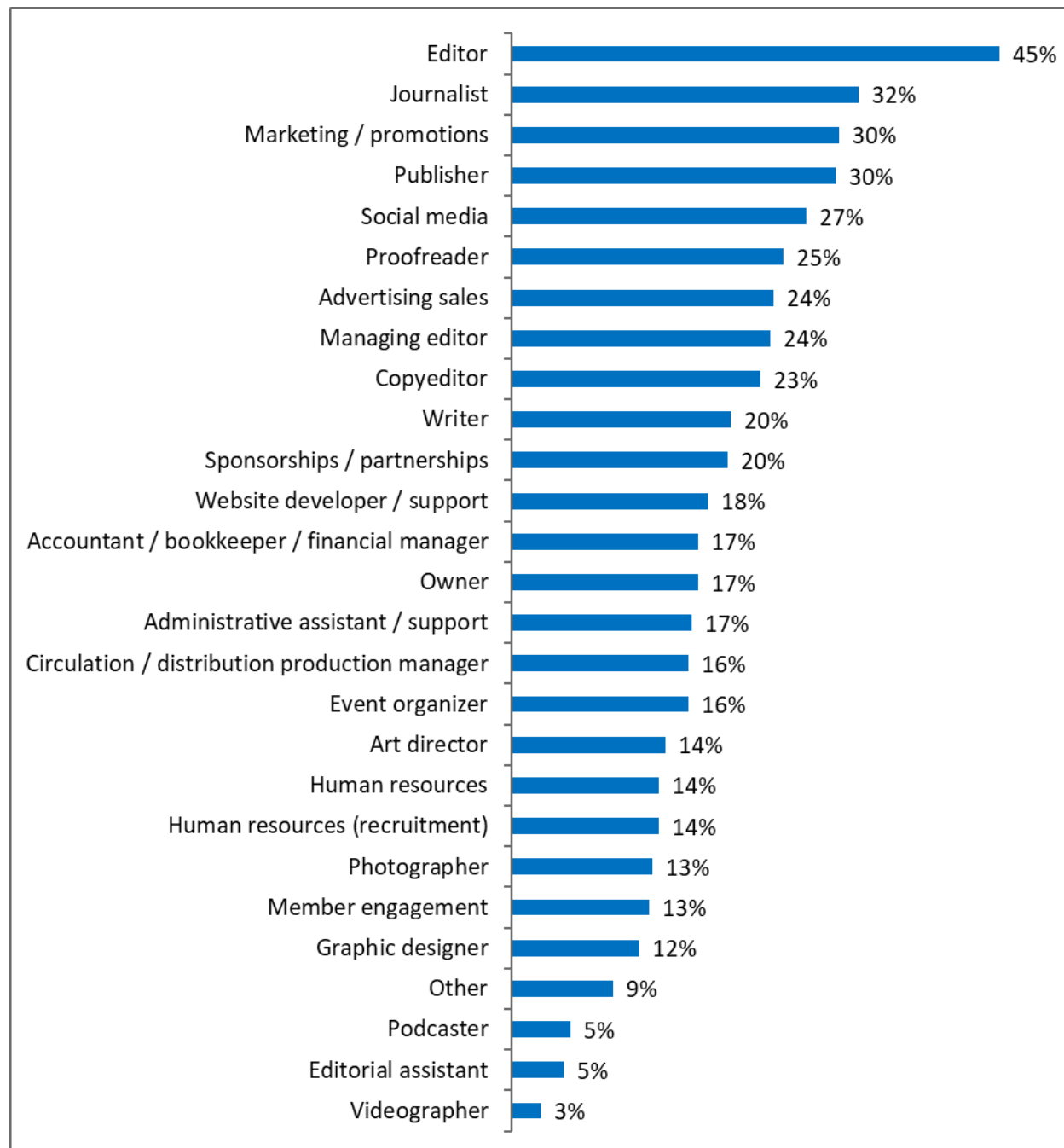| Genre	Percentage
Lifestyle	43%
Arts / Literary	41%
Business	27%
Food / Drink	26%
Travel / Tourism	25%
City / Regional	23%
Social / Political	18%
Health / Fitness	15%
Education	13%
Other	12%
Family	11%
Alumni / Post Secondary	10%
Sports / Recreation	10%
Hobby	8%
Farming	8%
Ethnocultural	6%
2SLGBTQQIA+	6%
Association / Club / House Organization	5%
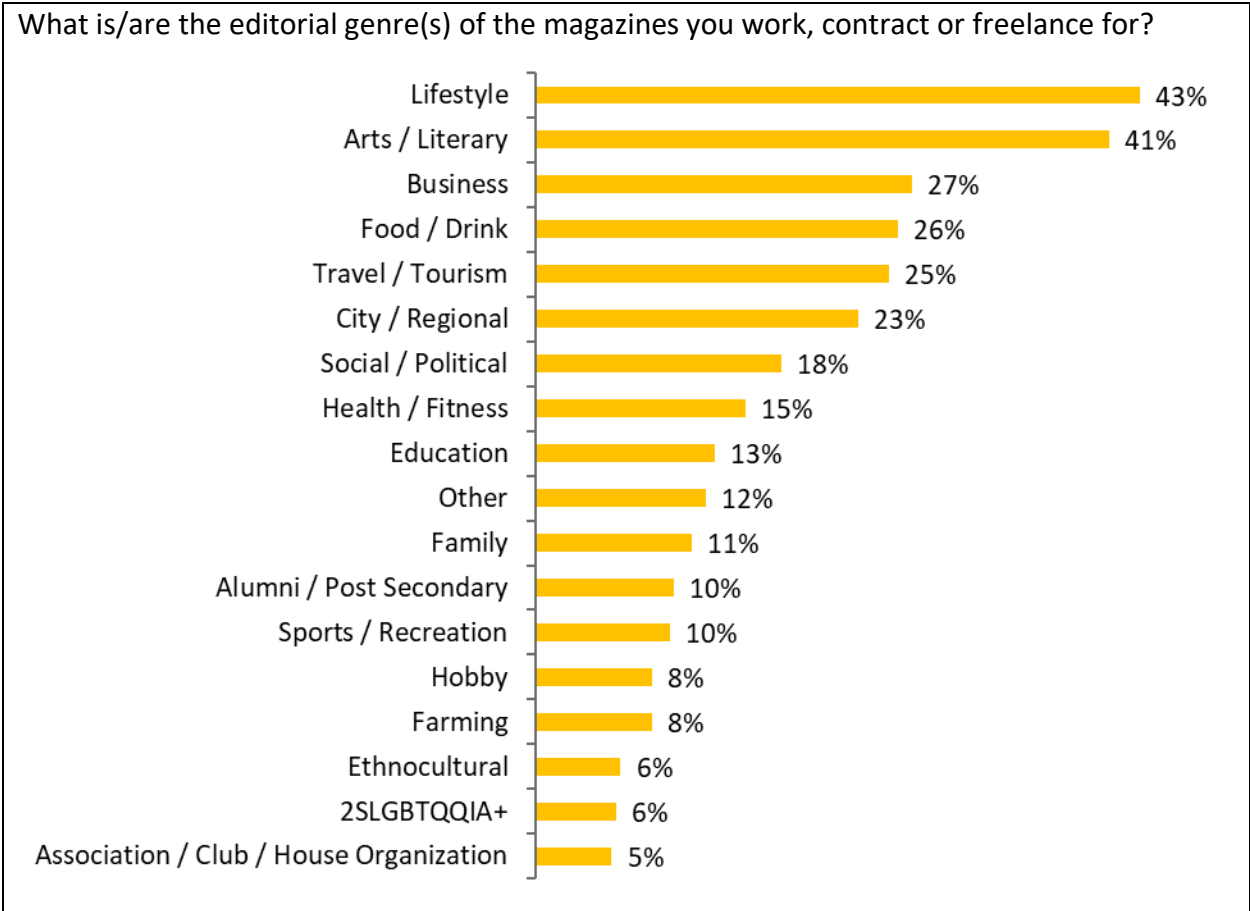
Note: Respondents were permitted to select more than one genre so percentages add to more than 100%.

See Appendix 3 for other genres provided by respondents that did not fit into the categories reported above.

Language

Almost all respondents spoke English in work settings (98.2%), although some spoke French (19.3%) and smaller proportions spoke other languages.

Figure 7: Languages spoken in work settings
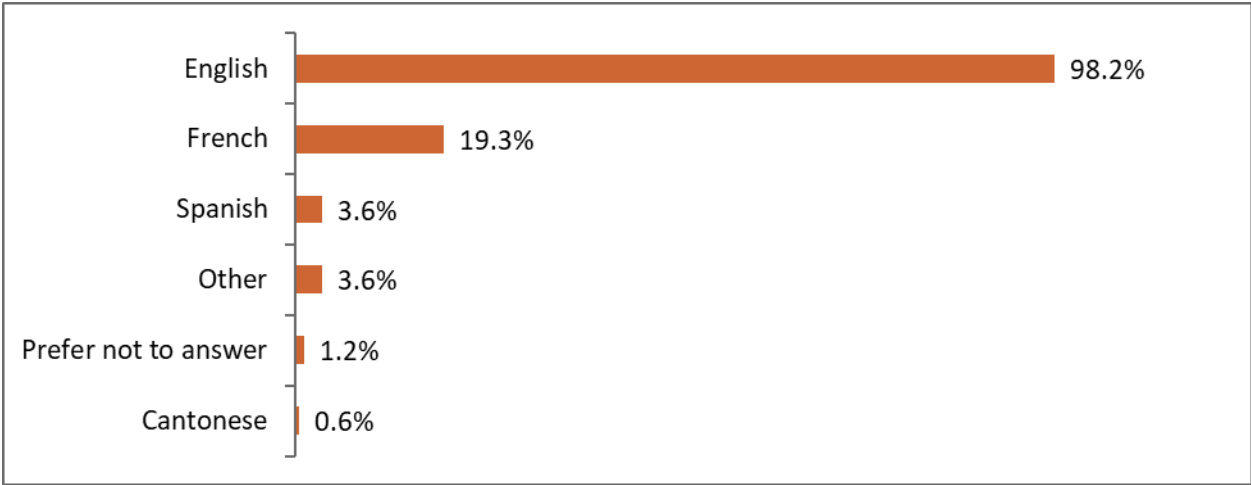
3. THE STATE OF EDI IN THE MAGAZINE INDUSTRY

This section reports on the quantitative and qualitative findings of the survey. For each topic, we report quantitative and qualitative data together to give a richer picture. In general, we have reported on quantitative findings for all respondents together, but in some cases, we have noted where people's responses differed according to their organizational or individual demographic characteristics.

Quotes have been edited for clarity, brevity and to protect respondents' anonymity. Some percentages in charts and tables have been rounded and may not total to 100%.

3.1. Perceptions of EDI in the Magazine Industry

### *Inclusion and equity in the magazine industry*

To get an overall picture of how inclusive and equitable respondents perceived the Canadian magazine industry to be, the survey asked respondents to agree or disagree with the statement: "The magazine industry in Canada is inclusive and equitable." 28% of respondents agreed with the statement, 45% disagreed and 27% were not sure.

Figure 8: Inclusion and equity in the magazine industry

The magazine industry in Canada is inclusive and equitable:

- Strongly agree — 5%
- Agree — 23%
- Disagree — 28%
- Strongly disagree — 17%
- Not sure — 27%
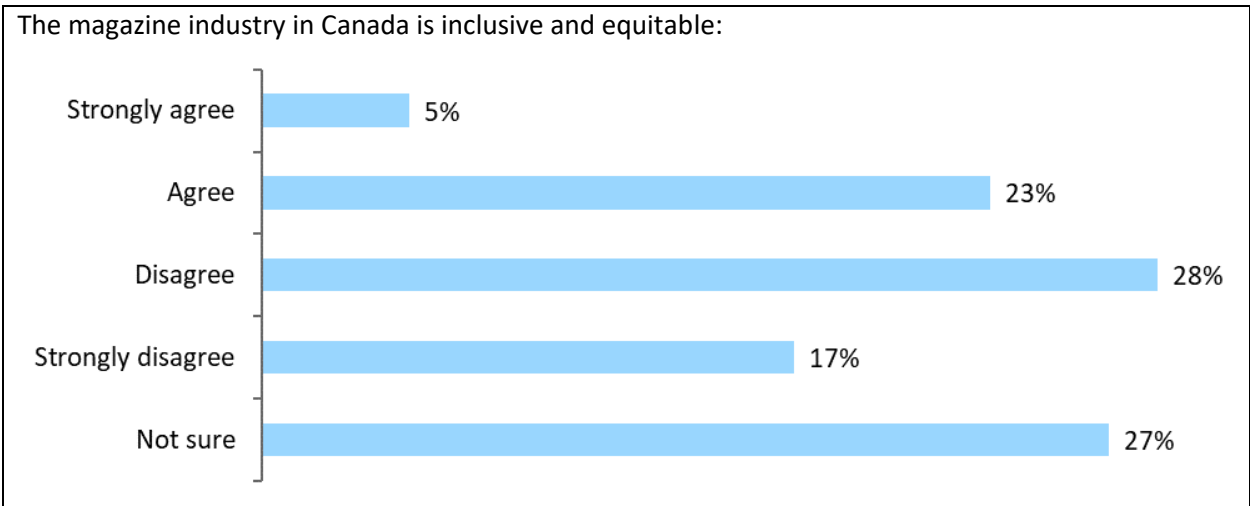
People's perspectives on this question differed according to individual demographic factors. Generally, fewer people from equity-seeking groups (ESGs) felt the industry was inclusive and equitable. Men were more likely to agree with the statement than women, who were more likely to agree than genderqueer and non-binary people. Black respondents and respondents with a disability were less likely to agree. Organization size also affected perceptions; the smaller an organization was, the more likely a respondent was to think that the industry is inclusive and equitable.

Gaps and barriers

Most people who responded to the survey felt that it is important for the magazine industry to strive to be equitable, diverse and inclusive but that there are numerous shortcomings and gaps that need to be addressed. Some told us that "equity, inclusion and diversity are areas that have long been overlooked in the magazine industry" and that there is no excuse to continue practices that are inequitable and exclusionary. Some respondents discussed how the magazine industry participates in reproducing social and cultural exclusion, discrimination and oppression and asserted that "media has a special responsibility in tearing down the systemic inequities it has helped perpetuate."

Factors to consider

Respondents cautioned that doing work on EDI is complex. Given that exclusion, discrimination and oppression are the result of long-standing historical and current forces, EDI-related change requires committed action over time: "We have a <u>lot</u> of work to do. And we need not just our White allies to help us, but we need

> "Diversification efforts aren't just for the benefit of marginalized or underrepresented groups...they bring better, fuller coverage to ALL readers!"

them to become <u>active</u> co-resisters of the institutional racism that exists everywhere in Canada." Actions taken must be more than cosmetic; they must address the deep structural components of an organization.

Throughout the survey, respondents mentioned their experiences or observations of exclusion and inequity based on various social categories. The categories that were mentioned most frequently were race/ethnicity, Indigeneity, gender, disability and sexual orientation. However, others also mentioned age, mental health, class, and parental status as additional categories that should be considered in any EDI work undertaken in the magazine industry. A few respondents mentioned the need to clarify what exactly EDI refers to.

3.2. Organizational Commitment and Action

Level of organizational commitment and action

Organizational commitment is an important cornerstone of efforts to promote EDI within organizations and across an industry. Although 82% of respondents agreed that diversity and inclusion were important to the organizations they worked for, only 70% felt that their organizations demonstrated a commitment to EDI. Additionally, 70% said that their organizations had taken concrete steps to promote EDI. 47% of respondents said that their organizations faced barriers to EDI while 34% said they did not.

Perspectives on organizational commitment differed according to a respondent's position in an organization. Heads of organizations were much more likely than individual respondents to say that their organization demonstrates a commitment to EDI and has taken concrete steps to promote it. Individuals were also more likely to be unsure if their organization was committed

to EDI. Large and medium sized organizations were more likely than small organizations to have taken concrete steps to promote EDI, but also more likely to report that they faced barriers.

Figure 9: EDI in organizations

Diversity, inclusion and equity are important to my organization
| 40% | 42% | 7% | 3% | 8% |

My organization demonstrates a commitment to diversity, inclusion and equity on an ongoing basis
| 28% | 42% | 14% | 4% | 12% |

My organization has taken concrete steps to promote diversity, inclusion and equity
| 30% | 40% | 13% | 4% | 13% |

My organization has barriers to greater diversity, inclusion and equity
| 12% | 35% | 25% | 9% | 19% |

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Not sure

Committed and taking action

Four levels of organizational commitment could be seen in the survey responses. A number of respondents said that their organization was deeply committed to EDI and that this mandate guided all their actions and decisions. One respondent said, "We are a nonprofit magazine with an anti-oppression mandate, so these goals are intentional, integral and central to our business and editorial practices, hiring/volunteer decisions, and content." Organizations show that they are committed to EDI by publicly articulating that commitment, creating a concrete EDI action plan, engaging in a process of organizational redesign or setting yearly targets for diversifying staff, contributors or content.

Committed but progress is slow

A second group of respondents noted that their organizations were committed to working on addressing EDI and that industry-wide, "there seems to be an earnest push towards equity across the board." However, they reported that progress is slow and that more change is needed. Some of this second group said that their organization had, for example, articulated a commitment to EDI or made some small changes in their hiring or editorial practices but substantial gaps remained or structural shifts had not yet occurred. Others said that a commitment to EDI had impacted certain areas of the magazine but not others: "I think my organization wants to be inclusive and diverse and equitable... but those efforts typically show up in the magazine content only."

In some cases, particular staff (e.g. editors) have taken on or are given the responsibility to address EDI (e.g. by seeking out more diverse contributors) but when leadership does not value EDI or when it is not explicitly a priority for the organization, these individuals lack the necessary support and resources to make change and face resistance from other staff.

> "The executive leadership team has passed the onus on to individual editors like myself to try to hire diverse candidates, but we are given absolutely no resources or training to do so."

Committed but lack of action

Even when EDI is explicitly made a priority in an organization, sometimes this commitment is not followed by visible action or the allocation of resources to implement concrete strategies such as hiring people from ESGs or seeking out more diverse content. A few respondents cited a lack of training opportunities as evidence that their organization is not committed to EDI because it has not provided staff with the tools to promote it.

> "The organization says internally it is inclusive, says it is committed to it in practice, but has done little to back that up, leading me to believe that it is performative and therefore not important."

Lack of commitment and action

A fourth group of respondents noted that a complete lack of organizational commitment was preventing change. Some organizations have not prioritized EDI despite calls for change from within and outside the organization. A number described an organizational climate in which some individuals, most often from ESGs, are committed to EDI and try to make changes but face resistance: "I'm dealing specifically with old, White, cisgender, heterosexual men (I'm the only [a specific ESG] AND the only [another specific ESG] member of staff) and it can be hard to change the opinion of someone who has never felt discrimination in their lives, and who don't understand when they are participating in it."

Many respondents connected the lack of commitment to EDI to the identities of people in leadership. As one remarked, "Senior management is a condescending, antiquated old boys club" who have little understanding of or investment in EDI and who often resist attempts to promote it.

> "I hope something changes soon, but I don't have a lot of faith that with the leadership in media that's currently in place things will get better before the whole industry tanks."

Some respondents were pessimistic that despite ongoing talk about EDI in the magazine industry, true systemic change will not happen, especially under current leadership.

3.3. Representation and Recruitment

Importance of diversity and representation

Across the survey, people had the most to say about who works in the magazine industry. Respondents told us that they saw an equitable, diverse and inclusive workforce as key to promoting EDI in their magazine and across the industry.

The vast majority of respondents agreed that it was important for magazine organizations to hire staff and contractors from ESGs (90%) and to work with freelancers from ESGs (89%). One talked about the benefits of diversifying the workforce by saying, "Organizations benefit from hearing diverse voices, and balancing the editorial stance by putting people of different backgrounds on the team. It will no doubt help to attract more readers, too."

> "The thing that has been the most significant for us is to have editorial board and staff members who come from diverse backgrounds and have a desire to have the magazine better reflect the society in which it publishes. Direct and immediate change came from this."

Figure 10: Importance of hiring and working with individuals from ESGs
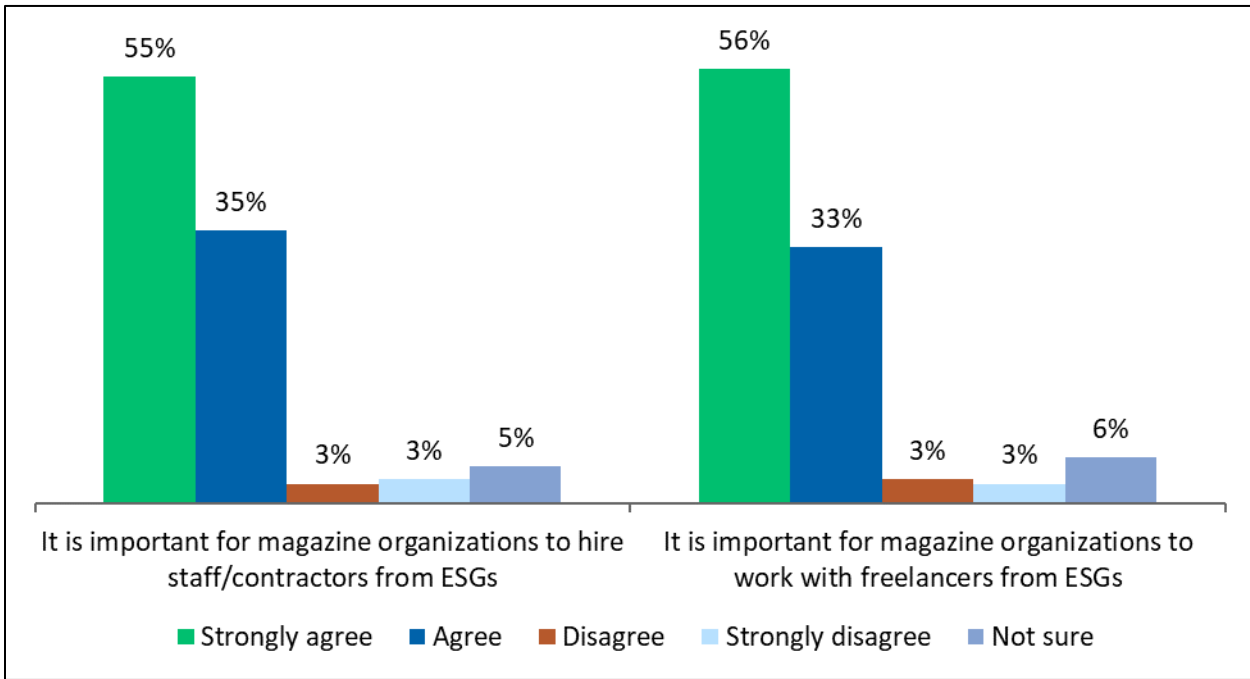
Current state of diversity and representation

However, when asked whether people who work in the magazine industry currently reflect the diversity of society, 56% of respondents disagreed, 26% agreed, and 17% were not sure. Again, responses differed by individual characteristics, with respondents from ESGs or those with less decision-making authority in an organization more likely to think the workforce is not representative. Specifically, respondents who were Black, people of colour or sexual minorities

were more likely to disagree that the industry reflects the diversity of society, and men and people over 50 were more likely to agree. Heads of organizations agreed with the statement more often than individuals, and publishers and owners agreed more often than staff and freelancers.

Figure 11: Representation in the magazine industry

People who work in the magazine industry in Canada reflect the diversity of society:

Strongly agree	4%
Agree	22%
Disagree	34%
Strongly disagree	22%
Not sure	17%
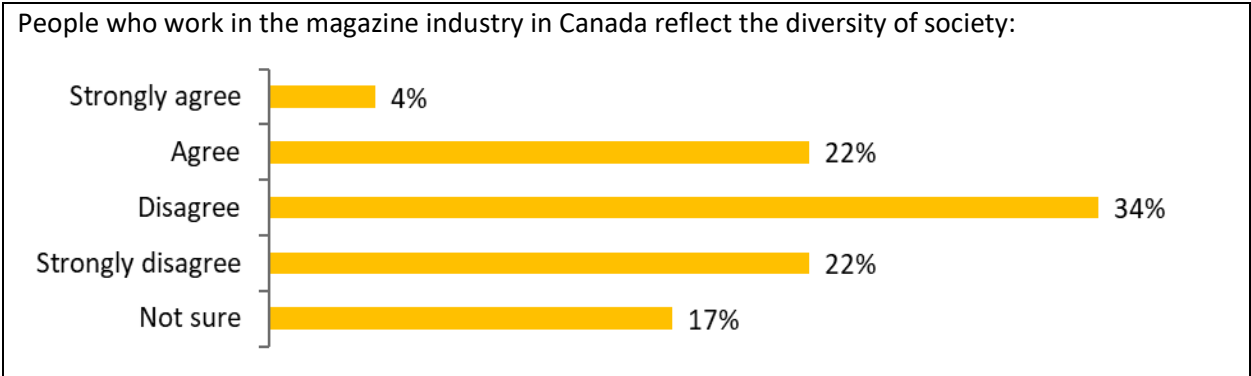
Some respondents told us that the industry and their own organizations were very representative of the diversity of society, either because everyone is welcomed regardless of their background or because specific efforts are made to promote EDI. In the words of one respondent, "I am proud to belong to a company that gives everyone a chance regardless of their sexual orientation or ethnicity."

However, others told us that the industry is very homogenous. Challenging these patterns requires intentional effort to bring more people from ESGs into the workforce.

> "There is no excuse for any publication to have an all-White staff. That is no longer acceptable and consumers should not support publications who do not have a transparent diversity/inclusion/equity mandate."

Barriers to entry

Respondents described a range of factors that get in the way of EDI in representation and recruitment. A number discussed the barriers ESGs face to entering the industry. One told us, "I once attended [a] panel on publishing jobs in Canada in which all panelists agreed that they would 'never suggest the publishing industry to their daughters.' The sense was that this was an underpaid, interesting job if you're a cis man, but would be an uphill battle for women." A few respondents told us that the media industry is distrusted and perceived as hostile.
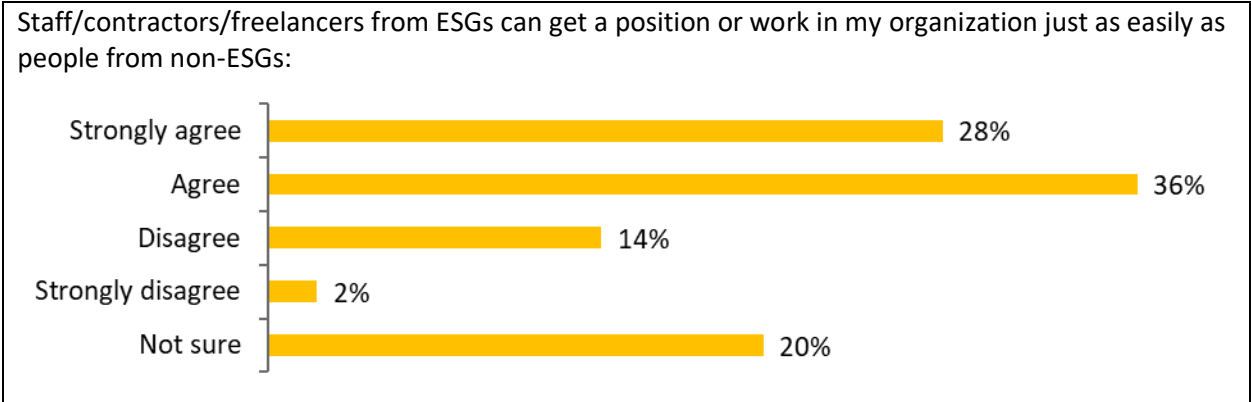
> "There needs to be better messaging around how to get into the magazine industry. There is a perception that the magazine world is only accessible by select groups of people."

Recruitment of people from ESGs

64% of respondents said that staff, contractors and freelancers from ESGs could get a position in their organization just as easily as people from non-ESGs. 16% disagreed with this statement and 20% were not sure.

However, freelancers were the most likely to disagree with the statement, followed by staff and then by owners and publishers, again indicating differences in perception according to position and role. Respondents from small organizations were more likely to think people from ESGs could get a position as easily as others.

Figure 12: Recruitment in the magazine industry

Staff/contractors/freelancers from ESGs can get a position or work in my organization just as easily as people from non-ESGs:

Strongly agree	28%
Agree	36%
Disagree	14%
Strongly disagree	2%
Not sure	20%

Bias and discrimination in hiring

A number of respondents described bias and discrimination in hiring, particularly along the lines of gender, race, and age. For example, respondents recounted workplace situations where "only White males got promotions and women weren't often hired due to 'potential pregnancies'" and experiences of "being rejected for full-time employment based upon my age." Even when people from certain ESGs are represented, others are excluded.

> "I worry that the 'diverse' people hired to produce journalism are from a well-off/well-educated/ westernized demographic and don't often cover underrepresented people further down the socioeconomic ladder."

Many of the comments about hiring and promotion described an entrenched culture in magazine organizations in which White men occupy leadership positions and most often or exclusively hire and promote other White men. This homogeneity is exacerbated when editors or managers look for writers or staff from

> "Design industry has a problem with gatekeeping by White males. Most agencies' 'About us' pages features a gallery of mainly White men."

among their personal networks – a common problem of nepotism and hiring "who you know" that limits the pool of potential talent and reinforces the tendency of the industry to be led by White people and men. This may be because "it is easier for people to hire previous colleagues

or their friends" than spend time and resources reaching out beyond the usual networks, but some respondents observed clear dynamics in which people responsible for hiring held unconscious bias or conscious resistance to hiring people different from them.

Inequitable opportunities for leadership

Even when people from ESGs manage to get into the industry it is difficult to get promoted into leadership and staff from ESGs are not intentionally supported to move into these positions. One of the survey questions asked whether people felt they had fair opportunities for advancement and promotion; 74% of all respondents felt they did. However, people's perspectives differed by age and race/ethnicity. The older someone was, the more likely they were to feel they were given fair opportunities for advancement and promotion, and White respondents felt this more than respondents who were Indigenous, Black or people of colour.

> "Editorial magazines are mainly White because upper level management are White and BIPOC [Black, Indigenous and people of colour] employees can get to middle management but never higher than that."

We heard that the more highly paid leadership positions in magazine organizations were mostly filled by White men. However, a number of respondents asserted that in order for the industry as a whole to become more equitable, diverse and inclusive, it is essential that people from ESGs be promoted into leadership so they are in a position to make important organizational change. People from ESGs in leadership serve as role models, encouraging other people from ESGs to enter the industry and pursue leadership roles.

> "New generation of diverse leadership needed. ESG members need to be in charge. Let them lead."

Challenges in recruiting people from ESGs

44% of respondents told us that their organizations face challenges when recruiting people from ESGs. Respondents from large and medium sized organizations were more likely to report facing challenges.

Figure 13: Recruiting people from ESGs

My organization makes an effort to recruit or work with staff/contractors/freelancers from ESGs

Strongly agree	Agree	Disagree	Strongly disagree	Not sure
22%	43%	14%	3%	18%

My organization faces challenges when recruiting people from ESGs

Strongly agree	Agree	Disagree	Strongly disagree	Not sure
9%	35%	22%	5%	28%

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Not sure
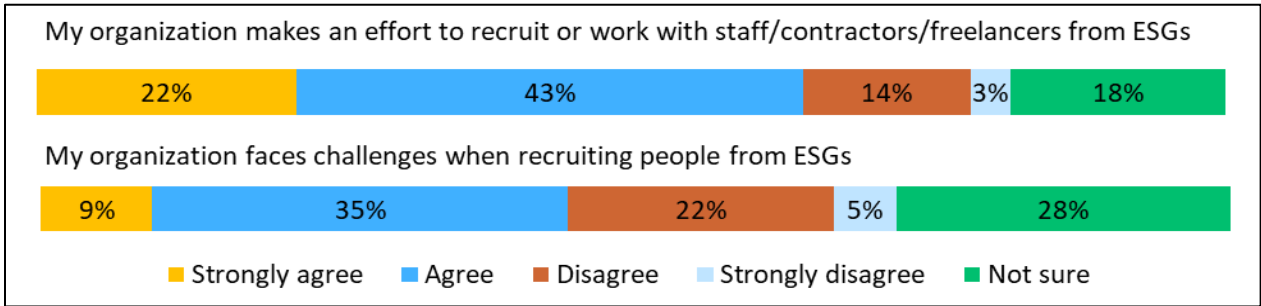
Lack of funding and positions

A lack of funds and low turnover in most magazine organizations means that there are few available positions so it's difficult to make room for new hires from ESGs, which perpetuates patterns of exclusion. The downturn in business due to COVID-19 has exacerbated this situation. Small magazines also have few leadership positions into which to promote people from ESGs:

> "Demand for publishing jobs exceeds the supply, and long time staff are insulated because there is often not enough money to hire new, young talent to shake things up."

"There are only a few well-paid managerial positions – and the other jobs are rather temporary, filled by young people at the beginning of their careers who will then look elsewhere. There is no long-term inclusion."

Low pay and precarious work

Many respondents were acutely aware of how the low-paying and precarious nature of work in the industry means that only people with substantial privilege – who are often White and middle-class – can afford to work in jobs where they are underpaid or put in unpaid time. A few discussed how this restricts who has access to the

> "I don't think anyone is actively trying to keep diversity out; rather, it comes down to who has the resources to put into a field which is, for so many, a passion project."

training opportunities necessary to enter the industry: only those with privilege can afford to take unpaid/low-paying freelance opportunities or internships early in their career. A number of respondents linked this to the magazine industry as a whole being underfunded, which means that there is not enough money to pay people well or to hire new talent from ESGs.

Lack of relationships with ESGs

Other respondents noted that it was hard to hire from ESGs because they don't know how to connect with candidates. This is in part because many organizations lack relationships with equity-seeking communities, relying instead on existing networks that are either homogenous or diverse along certain lines (e.g. gender) but not others (e.g. race). For example, one said, "I receive many opportunities to collaborate with White people, especially females, in the profession, but must actively recruit and seek out people of colour to work with."

Therefore, "when people do not know the magazine and opportunities to write for it exist, you have to seek out those people whom you think might be interested in writing or pitching ideas." However, organizations that want to do outreach with ESGs sometimes don't have the resources to do it.

> "As an editor of a small arts publication with limited resources and staff, it takes time to scout, contact, and start a dialogue with a new writer from an equity-seeking group."

Small talent pool

Respondents also told us that the industry needs a larger talent pool to draw from when magazines are hiring and looking for contributors. One told us, "We implemented an [affirmative action]-informed hiring procedure several years ago, but consistently come up against the fact that the pool is predominantly White, and the non-White (or otherwise marginalized) applicants are not qualified – or at least not competitive." This is harder for niche publications or magazines in homogenous rural communities, which are even less likely to find qualified staff from ESGs who can write knowledgeably about the content area.

Human resource policies

A few people noted that it is hard to intentionally hire for EDI because candidates do not self-identify as coming from an ESG. This is particularly challenging in publications that use an anonymous review process for submissions.

Where formal hiring processes do exist, they rarely prioritize EDI. However, sometimes there are no policies. Smaller magazines especially "often have no real HR department or policies in place, allowing publishers and upper management to overlook diversity and inclusion."

Some progress on recruitment to enhance EDI

Despite these barriers, a number of respondents proudly shared what their organizations are doing to build EDI in their workforce. 65% of respondents said their organizations make an intentional effort to work with people from ESGs and 17% said their organizations do not. Larger organizations were more likely to do this work than smaller ones.

Many have set and report regularly on targets for diversity among staff, contributors, volunteers and board members. Other organizations have taken time to assess "how certain aspects of our hiring processes can preclude hiring and promotion of people from equity seeking groups" and made changes to those processes.

> "We are currently in a process of actively trying to involve more people from equity-seeking groups in both our editorial advisory board and pool of writers."

People reflected on the need to diversify their organization's workforce in ways that are not tokenist but deep and genuine: "We're aware of the problem of tokenism, and are trying to 'build-in' the ethos of reaching out to diverse groups in any future recruitment … so we don't find ourselves in the position of trying to 'add diversity' after the fact."

A few noted that changing policies was key to ensuring sustained change over the long term. Respondents told us that their organizations – and the magazine industry as a whole – is making progress, but more needs to be done.

> "I'm realizing it takes concrete planning and follow-through to break out of the 'familiar circle' of the same-old people who we've worked with for decades."

3.4. Workplace Inclusion

Experiences of inclusion

The workplace environment is also a significant factor in an organization's ability to promote EDI. Respondents were asked about their own experiences of workplace inclusion and then asked how they think people from ESGs experience their workplace.

On average, across the questions, respondents rated workplace inclusion for ESGs lower than for themselves. While 85% said that they had a sense of belonging in their organization, 63% said that people from ESGs did. Although 85% said they feel safe voicing their concerns at work, only 62% thought that people from ESGs do. Or while 74% said that they are given fair opportunities for advancement and promotion, 51% said that people from ESGs are given the same. The differences were smaller for feeling welcomed and valued (89% for oneself vs. 80% for ESGs), being treated respectfully (91% for oneself vs. 81% for ESGs) and feeling comfortable bringing up incidents of inequity (75% for oneself vs. 64% for ESGs).

When we compared the responses by demographic factors, we found that people from ESGs generally feel as valued and respected as their non-ESG colleagues do. However, older and White people were more likely than younger, Indigenous, Black or people of colour to feel that they are given equitable opportunities for advancement and that they can bring up incidents of inequity without fear of negative consequences.

Some respondents (ranging from 14-28% depending on the statement) were not sure how people from ESGs experienced workplace inclusion in their organizations. In the open-ended responses people explained that it's difficult to know how staff experience inclusion because it's not often talked about, because staff work remotely, or because they could not remember specific incidents.
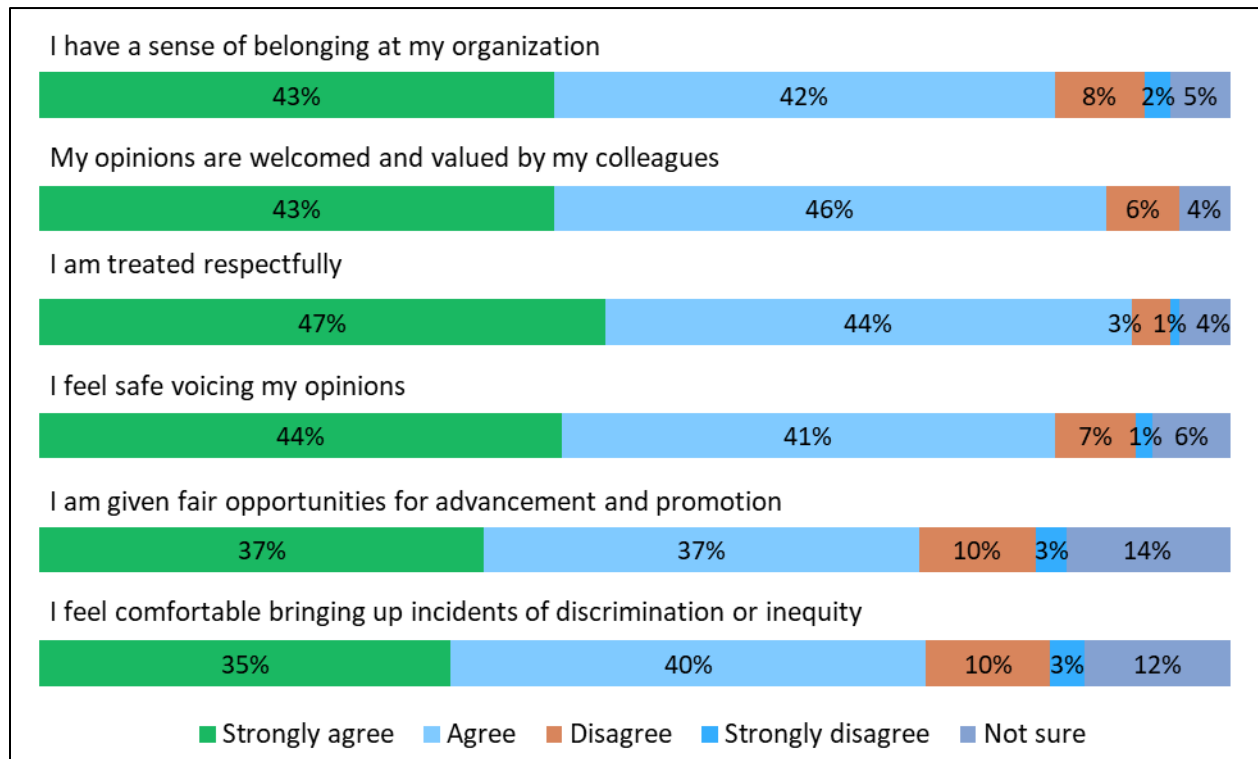
Figure 14: Workplace experiences

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
I have a sense of belonging at my organization	43%	42%	8%	2%	5%
My opinions are welcomed and valued by my colleagues	43%	46%	6%		4%
I am treated respectfully	47%	44%	3%	1%	4%
I feel safe voicing my opinions	44%	41%	7%	1%	6%
I am given fair opportunities for advancement and promotion	37%	37%	10%	3%	14%
I feel comfortable bringing up incidents of discrimination or inequity	35%	40%	10%	3%	12%

Legend: ■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Not sure

Figure 15: Perceptions of workplace experiences of ESGs

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
Staff/contractors/freelancers from ESGs have a sense of belonging at my organization	25%	38%	11%	2%	23%
Staff/contractors/freelancers from ESGs are welcomed and valued in my organization	34%	46%	5%	1%	14%
Staff/contractors/freelancers from ESGs are treated respectfully	36%	45%	3%	1%	15%
Staff/contractors/freelancers from ESGs feel safe voicing their opinions	27%	35%	11%	1%	26%
Staff/contractors/freelancers from ESGs are given equitable opportunities for advancement	17%	34%	17%	8%	24%
Staff/contractors/freelancers from ESGs can safely bring up incidents of discrimination or inequity	27%	37%	8%	3%	26%

Legend: ■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Not sure
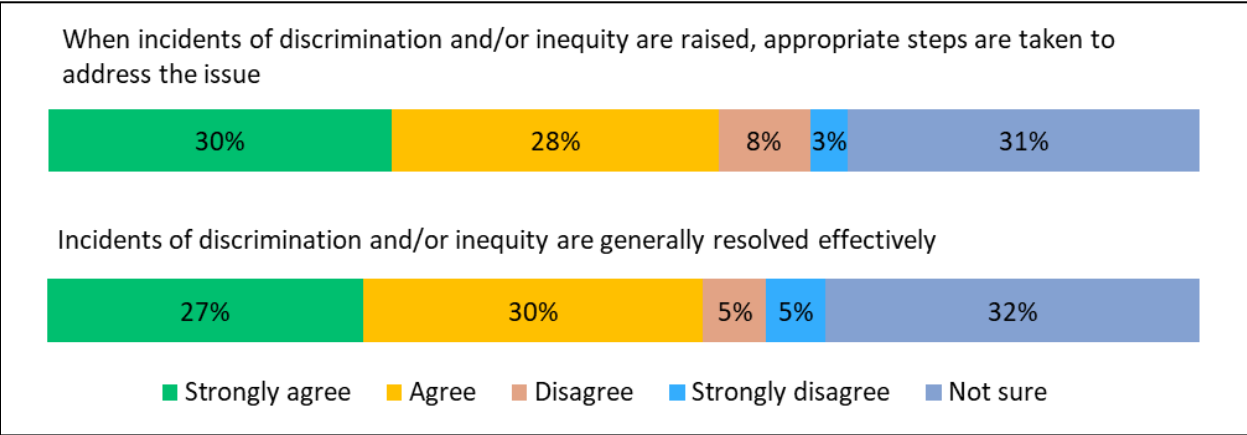
Barriers to inclusion

Around a quarter of respondents reported that they had experienced barriers to inclusion (28%) or discrimination (24%) in a past or current publishing-related workplace. These answers differed by gender and race/ethnicity: genderqueer and non-binary people and women were more likely than men, and Black respondents were more likely than other racial/ethnic groups, to report discrimination and barriers to inclusion.

In the open ended comments respondents described some of the experiences they have faced or witnessed in their organizations, from sexism, racism and transphobia to difficulties getting workplace accommodations. Others told us about their credentials and qualifications being devalued, experiencing their workplaces as toxic and abusive, or having to leave their jobs. Others said that specific barriers prevent members of certain ESGs from working with their organizations. One told us, "Our biggest barriers at the moment are ensuring accessibility for Deaf/disabled volunteers/contributors."

Responses to incidents

When incidents of discrimination happen, 58% of respondents agreed that appropriate steps are taken to address the issue and 57% said that they are generally resolved effectively. Older respondents were more likely to think this was true, as were men. However, approximately 30% of respondents were not sure if this was the case, pointing to a need for more transparent processes for dealing with exclusion and discrimination in magazine organizations.

Figure 16: Resolution of incidents of discrimination

When incidents of discrimination and/or inequity are raised, appropriate steps are taken to address the issue

| 30% | 28% | 8% | 3% | 31% |

Incidents of discrimination and/or inequity are generally resolved effectively

| 27% | 30% | 5% | 5% | 32% |

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Not sure

Expectations to be a spokesperson

51% of respondents said that people from ESGs are not expected to speak on behalf of their group(s) in the workplace but 25% said that this does occur. This was particularly salient around issues of EDI. One respondent cautioned, "We cannot simply just rely on BIPOC to shoulder the entire weight of this problem – we didn't create this problem, but we, BIPOC will help fix it."

No experience of discrimination

A number of respondents told us that they had never witnessed discrimination in their organizations: "What I will say is in my decades of experience in the industry I have yet to personally see anyone fired, mistreated, refused a job, paid less, paid more or any of that based upon their demographic. In my world, you are paid X-cents per word or X-dollars per hour, regardless who you are. But that is only MY experience, of course."
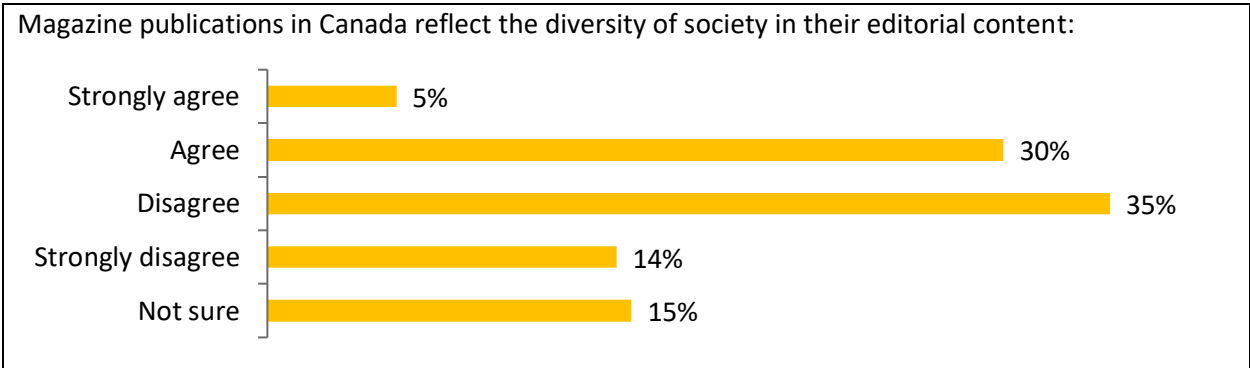
3.5. Magazine Content

Diversifying content is another key way that many magazine organizations are working towards EDI. Content might include articles, illustrations, photographs, audio or video, poetry or other editorial content.

Current state of content diversity

35% of respondents believed that the editorial content of Canadian publications currently reflects the diversity of society, while 49% did not. Answers differed by a number of demographic characteristics, with people from ESGs more likely to feel that content does not reflect the diversity of society. Black and people of colour were more likely than White respondents to say this. Men and older people were more likely to say that current content does reflect the diversity of Canadian society.
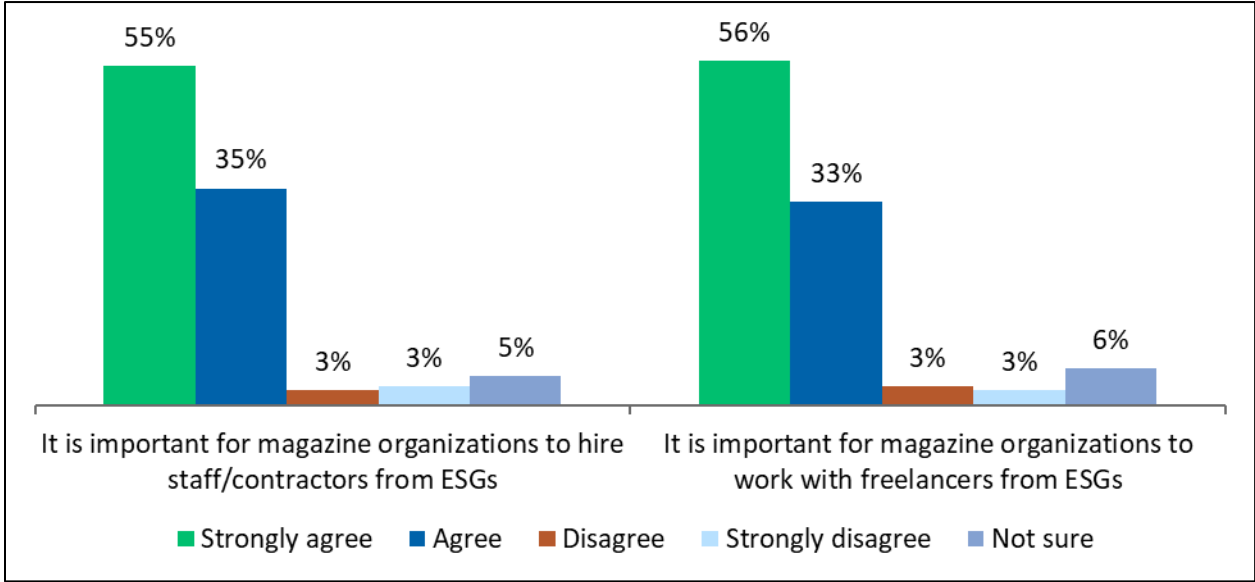
Figure 17: Diversity of magazine publications

Magazine publications in Canada reflect the diversity of society in their editorial content:

- Strongly agree: 5%
- Agree: 30%
- Disagree: 35%
- Strongly disagree: 14%
- Not sure: 15%

Importance of content diversity

91% of respondents agreed that it is important to ensure that magazine content reflects the interest of diverse readers and 88% agreed that magazines should be relevant to readers from ESGs.

Figure 18: Importance of hiring from ESGs

Chart showing:

It is important for magazine organizations to hire staff/contractors from ESGs
- Strongly agree: 55%
- Agree: 35%
- Disagree: 3%
- Strongly disagree: 3%
- Not sure: 5%

It is important for magazine organizations to work with freelancers from ESGs
- Strongly agree: 56%
- Agree: 33%
- Disagree: 3%
- Strongly disagree: 3%
- Not sure: 6%

Legend: Strongly agree | Agree | Disagree | Strongly disagree | Not sure
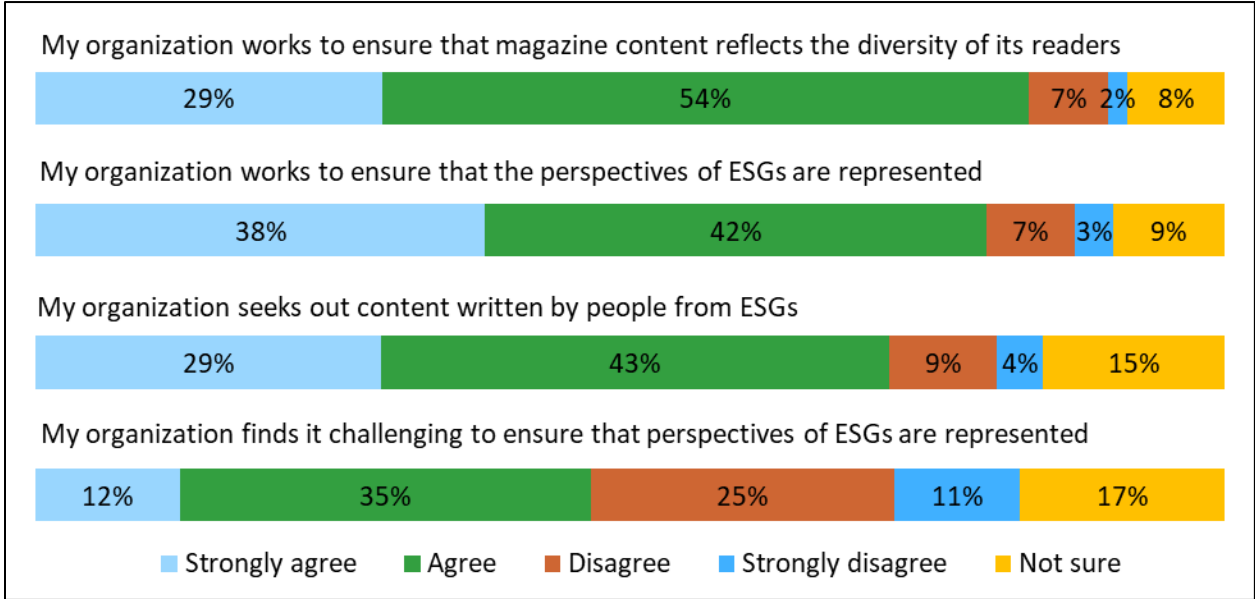
Efforts to diversify content

83% of people said that their organization works to ensure that magazine content reflects the diversity of its readers. 80% said that their organization works to ensure that the perspectives of ESGs are represented in content. This includes strategies like publishing more stories about people from ESGs or starting new magazines that focus on topics of interest to ESGs.

Many respondents told us that working with contributors from ESGs was their main strategy for diversifying content. 72% said that they seek out content written by people from ESGs, although larger organizations were also more likely to do this than smaller organizations.

For some organizations, trying to publish more content by people from ESGs involves merely making it clear that they welcome all writers and are committed to inclusion. For others it involves using concrete strategies to increase the diversity of their writers and measuring how well they are doing.

"Our first 3 issues averaged about 50% contributors from equity-seeking groups, and our most recent issue surpassed that standard, with more than 60% of contributors coming from racialized groups, with additional representation from other equity-seeking intersections."

Figure 19: Content diversity – organizational efforts

Content diversity – organizational efforts

My organization works to ensure that magazine content reflects the diversity of its readers: Strongly agree 29%, Agree 54%, Disagree 7%, Strongly disagree 2%, Not sure 8%

My organization works to ensure that the perspectives of ESGs are represented: Strongly agree 38%, Agree 42%, Disagree 7%, Strongly disagree 3%, Not sure 9%

My organization seeks out content written by people from ESGs: Strongly agree 29%, Agree 43%, Disagree 9%, Strongly disagree 4%, Not sure 15%

My organization finds it challenging to ensure that perspectives of ESGs are represented: Strongly agree 12%, Agree 35%, Disagree 25%, Strongly disagree 11%, Not sure 17%

Legend: ■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree ■ Not sure

Challenges of creating diverse content

47% of respondents reported that their organization has barriers that make it challenging to ensure the perspectives of ESGs are represented in content, although 36% said they faced no such barriers. Black respondents were more likely to report barriers than other racial/ethnic groups.

Some challenges involved the culture of the magazine industry – which is informed by society as a whole – that values certain kinds of mainstream stories and marginalizes those coming from ESGs. One respondent stated that media industries are distrusted by ESGs due to histories of cultural institutions being involved in exclusion and oppression, such as "Canada's history of using the arts as a form of colonial nation-building."

> "Media makers reinforce White supremacy by sharing a limited selection of voices and perspectives, and often writing for a White audience."

Others echoed earlier challenges about having a limited pool of writers from ESGs because they lack the funding needed to pay contributors well or don't know how to reach out to these writers.

Still others talked about attempting to diversify content but facing resistance from managers or staff: "I'm struggling to convince my organization to publish content with an Indigenous perspective because it's 'offensive and alienating' to the [cisgender heterosexual] White guys who own the company." Respondents who worked at niche publications had particular challenges, noting that because their readers are not diverse and not interested in diversity "there is active resistance to making room for diverse authors."

A few respondents who were not from ESGs wondered whether and how they might responsibly represent the stories of people from ESGs without exploiting or tokenising them.

Similar to comments about EDI in the workforce, some noted that despite change at the editorial and content level in their magazines, there is no top-down mandate for EDI work so the institutional structures, including who is in leadership, remain unchanged.

> "I also lack experience knowing how to properly represent diverse voices and do their stories justice, as though I'm the wrong person to be editing stories from people outside my own ethnic group. I want to do it 'right.'"

3.6. Industry-wide Issues

Respondents also named some cross-cutting issues that go beyond individual organizations and concern the industry as a whole.

Lack of industry funding

EDI issues exist against the stark backdrop of an industry struggling to stay alive: "Magazine journalism is a public service – it needs major support or it will die. It is already on its deathbed." We have discussed how a lack of funding is a barrier to increasing the representation of people from ESGs in the industry, but this challenge is more fundamental – as one person asked, "How do you improve diversity, inclusion and equity in an already dying magazine and journalism industry?" The COVID-19 pandemic exacerbated this; one respondent told us, "Because of COVID, we are not printing anymore, and we don't know any grants for us, we are dying!"

Magazines that are surviving find that "it's a challenge to prioritize diversity for many reasons. Most publishers are small, with small budgets and little time" to shift internal policies, change hiring practices and invest in new content producers. There is also "insufficient [external] funding for ethnic-cultural diversity initiatives."

The culture of the industry

Some respondents described the exclusionary culture of the magazine industry. The insularity of an industry made up of predominantly White organizations produces powerful in-groups that are resistant to change: "It is a tight knit community that does not do inclusion well."

Others discussed how the hierarchical nature of the industry combines with journalistic practices to exclude certain people: One respondent commented, "The traditions of journalism and to a certain extent magazine making are, I've realized, highly extractive in nature – extractive of information from sources … Extractivism (and with it false objectivity) as well as hierarchical structures – have further enforced barriers to ESGs and BIPOC peoples [Black, Indigenous and people of colour] and reinforced White and male power over many decades."

The industry also exists within a social context that shapes ideas and norms within organizations. Even when organizations make progress on EDI, they sometimes come up against external barriers like public attitudes that make their work even harder.

> "I don't think the arts can ever be expected to be truly diverse unless our country addresses broader systemic challenges like income inequality, Indigenous sovereignty, etc."

3.7. EDI is Not Relevant

A number of respondents told us that exclusion and discrimination is not a problem in the magazine industry in Canada and that focusing on EDI was either unimportant or offensive. Most of these comments pertained to the workforce or magazine content.

A focus on EDI will compromise quality

By and large, the most common concern about applying principles of EDI to hiring and promotion was that it would compromise quality. Many people emphasized the importance of hiring the most qualified person for a position regardless of their identities. A number said that by focusing solely on merit in hiring they have succeeded

> "I hire writers, sales people, production people based on their qualifications, not their gender, sexual preference or anything else. Qualifications matter most."

in having a diversity of people on staff so intentional efforts are not needed to achieve this. Others were concerned that focusing on identity in hiring decreases the quality of the magazine and the industry: "This notion of hiring based on variants that have nothing to do with talent is simply ludicrous and I feel it 'dumbs down' the industry." Instead, these respondents suggested, there should be more focus on increasing the supply of people from ESGs who are qualified to work for magazines.

Focusing on EDI is unfair

A few respondents commented on the idea of hiring solely on the basis of a candidate's membership in an ESG, calling it "reverse discrimination". A few people said that it is also offensive to people from ESGs, who would ostensibly want to be hired based only on their skills.

> "I do not agree in any capacity with the practice of hiring to fill quotas based on race, gender or ability, which is, unfortunately, where I believe the magazine industry is heading."

In terms of content, a few respondents expressed a tension between principles of EDI and objectivity, arguing that focusing on EDI in content production introduces bias into the story, to the detriment of journalistic integrity.

EDI is not relevant to niche publications

A number of respondents told us that EDI was not important or achievable in their niche publications. At the core of this perspective was the idea that magazines are above all responsible to their audiences. They asserted that niche magazines survive by being relevant to

a small group of people, and if this audience not diverse, staff and contributors don't need to be. One argued, "If I know that 97% of my readers are European White, what does it mean to 'reflect the diversity??' Does it mean that I should make sure that 1 in 30 articles have racialized/marginalized content? No."

For niche magazines, the talent pool of contributors is also likely to be homogenous, so hiring writers from ESGs or diversifying content is difficult. One suggested that receiving more pitches from people from ESGs would help: "It's frustrating when so few females and so, so, so few people of other cultures, races and so on pitch story ideas and submit photos but again, it's a special interest that I work in and sadly [our content area] remains very White."

4. SUGGESTED STRATEGIES FOR CHANGE

This section includes respondents' suggestions for promoting and enhancing equity, diversity and inclusion (EDI) in the magazine industry. Some strategies are drawn from stories that respondents shared about actions their organizations were taking and others are specific ideas that respondents had about how organizations and the industry could improve.

4.1. Organizational Commitment and Action

Secure organizational commitment
- ☐ Internally and/or publicly name that the organization has a past and present of exclusion and inequity. This may be uncomfortable but demonstrates an initial commitment to change and invites accountability for taking action.

- ☐ Increase awareness about the barriers to inclusion that exist in the organization, especially those that are invisible and seen as 'business as usual' or 'objective'.

- ☐ Pen a written commitment and action plan(s) to promote EDI in the organization. Incorporate action on EDI into regular planning cycles.

- ☐ Continue to publicly report on activities and outcomes to ensure ongoing accountability.

Build organizational infrastructure
- ☐ Assess the current policies and practices of the organization in relation to EDI. Hiring a specialized consultant to conduct an EDI audit can be helpful here.

- ☐ Create policies to support new practices around, for example, editorial content, hiring and promotion, or discrimination.

- ☐ Create an EDI committee or advisory board to guide the process or take responsibility for action.

- ☐ Engage in EDI training and education on topics such as: what EDI is, why it's important and how it benefits magazine organizations, barriers to EDI in the magazine industry, bias, cultural competency, EDI in hiring and promotion, and workplace safety for equity-seeking groups (ESGs). Staff, management and board members should all have access to education.

- ☐ Boards of directors should get involved in order to hold staff accountable for ensuring that EDI-related changes occur.

- ☐ Collect more data on EDI in the magazine industry, including on class and rural/urban inequities.

4.2. Representation and Recruitment

Improve human resources policies and practices

☐ Create an organization-wide plan of action for increasing EDI in hiring and promotion.

☐ Set targets or quotas for the number or percentage of staff from ESGs.

☐ Using EDI principles, create and/or improve policies and practices for: prioritizing EDI in hiring, doing outreach to contributors from ESGs, professional development and advancement for staff from ESGs and staff adherence to EDI-related policies.

☐ Build "awareness of how and why contributions from equity-seeking groups have been so limited to-date" and "[educate] about why it's important to represent people from equity-seeking groups in the workforce."

☐ Staff, managers and board members involved in hiring and promotion decisions should take regular training on topics such as: how to do outreach to ESGs, how to identify and limit biases in hiring, how to implement EDI-informed hiring processes, and how to support employees from ESGs.

☐ Be transparent about the hiring/pitch selection process on the organization's website. This combats the dynamic of needing to be an insider to know how to access opportunities.

☐ Respondents disagreed about whether candidates should be asked to disclose their identities in applications. Some suggested that hiring practices should be made anonymous to remove bias whereas others argued that it would help if they knew whether candidates were from an ESG.

☐ In hiring, consider membership in an ESG an asset and score candidates accordingly.

☐ Grant funding criteria should require organizations to hire more diverse staff.

Increase the supply of qualified people from ESGs

☐ Journalism schools should address EDI in admissions, scholarships and curriculum to increase the number of graduates from ESGs and ensure all students are educated about EDI. The wider industry should advocate for change within schools.

☐ Seek out and foster the talents of people from ESGs to encourage them to enter the industry and succeed in it.

☐ Provide information for people from ESGs on how to enter the industry. This could include guidance for potential contributors on how to pitch stories well and with confidence.

☐ Offer opportunities for people from ESGs to gain the specialized skills necessary to work in magazine publishing, such as journalism and writing for businesses, instead of only discipline-specific skills. This is particularly crucial for organizations that do not have the resources to train staff on the job.

☐ Given that many people from ESGs cannot afford to volunteer or work without pay to gain important early experience, offer fairly paid internships and job placements. Funding or incentives from the government might support this.

Connect organizations to potential staff and contributors

☐ Proactively reach out to ESGs and work to build trusting relationships before job or writing opportunities arise. Connect with writers' associations that represent ESGs and journalism schools. Publicize opportunities through these networks. Outreach may require creating a specific committee to advise on or do this work.

☐ If your organization has made explicit commitments to EDI, articulate those commitments where candidates can see them.

☐ Create more directories/databases of freelancers and candidates from ESGs. Databases might include profiles of writers that identify them as being from ESGs. One respondent noted: "these databases are becoming more common but still not always easy to find."

☐ Create job boards that people from ESGs can browse for job postings or lists of magazines that want to receive pitches from diverse contributors.

☐ Post job opportunities more widely, in places where people from ESGs will find them.

☐ Editors should go beyond their usual (often White) networks to find staff and writers and take the time to "develop a more inclusive freelance network." Take concrete steps to combat nepotism in the industry.

☐ A few respondents noted that they would like education about doing outreach, including how to build partnerships with communities and where to post jobs so that people from ESGs will see them.

Pay the workforce well

☐ Hire new people from ESGs to diversify the team. This is especially important for small publications, where teams are often small and limited in diversity.

☐ Increase salaries and freelancer fees so that all staff and contributors are paid fairly and well. This will help to attract people from ESGs to these positions and will allow editors to "hire freelancers based on who is missing, not who's the cheapest."

☐ Pay freelancers according to transparent and consistent pay structures.

☐ Eliminate equity pay gaps, such as those between women and men.

☐ Provide more permanent job opportunities instead of precarious contract positions and hire people from ESGs for these positions.

Diversify leadership

☐ Intentionally "hire, promote and put people from equity-seeking groups into leadership positions and allow them to change the organization's culture." This includes managers, senior leaders and board members.

☐ For organizations that already have a number of people from ESGs in lower level positions, offer mentorship and support to ensure that they move into leadership and decision-making positions. This can be achieved by intentionally fostering their talent and providing professional development opportunities.

☐ Specifically, respondents wanted to see more Indigenous, Black, people of colour and women in leadership to counteract the trend of management being almost exclusively White men.

☐ Wait for current staff and leadership – "the old guard" – to be replaced by younger people with different mindsets.

4.3. Workplace Inclusion

☐ Senior leaders and managers should articulate a commitment to EDI and model respect and empathy.

☐ Provide opportunities for staff to talk and learn about EDI.

☐ Create workplace policies that promote EDI and work to combat discrimination.

☐ Create systems of support for staff and contributors from ESGs so they can succeed in the workplace. Specifically, offer professional development and mentorship, as they may have had fewer opportunities for training prior to joining the organization.

☐ Hire multiple people from ESGs to ensure that people are not isolated in the workplace or expected to speak for their whole group. Pay attention to how staff and freelancers from ESGs experience the workplace and EDI-related initiatives, especially if they are the only person from their group.

☐ Invite input from members of ESGs and act on their advice and suggestions. Build opportunities for consultation with ESGs into planning processes.

☐ Don't overburden people from ESGs with responsibility for EDI work: "Workplaces need to stop relying on diverse employees to do all of the inclusion work. Everyone needs to contribute."

☐ Create a clear process and policies for reporting barriers to inclusion or incidents of discrimination. Ensure that the processes feel safe and people can use them without fear of reprisal.

☐ Allow for flexible work arrangements including working from home to support inclusion for disabled people and people with mental health issues, among others.

☐ Create associations for journalists from ESGs.

☐ Treat everyone with respect and value their contributions. Encourage diversity of thought, be open to opinions that challenge "business as usual" and address defensiveness when it arises.

4.4. Magazine Content

☐ Set targets for content written by or about people from ESGs.

☐ Pay well for editorial content written by people from ESGs.

☐ Niche magazines should be encouraged to expand their audiences and subject matter, perhaps by collaborating with other publications.

☐ "Do more features and stories on ESGs." Aside from the inherent benefits of having diverse content, this should lead to changes in who applies for jobs and submits writing.

4.5. Funding and Support for the Magazine Industry

Respondents suggested that the magazine industry needs more external support to allow EDI-related change initiatives to succeed.

☐ Support the magazine industry to stay afloat by providing funding.

☐ Create grants specifically for activities to promote EDI and projects led by people from ESGs.

☐ Include more people from ESGs on grants and awards committees.

☐ Support publishers from ESGs to start their own magazines and overcome the challenges they face in the industry.

5. CONCLUDING REMARKS

Although most survey respondents felt that it is important for the magazine industry to be equitable, diverse and inclusive and that a number of organizations are committed to this goal, many felt that EDI has not received sufficient attention, both within magazine organizations and in the industry as whole. For the most part, survey respondents felt that the magazine industry needs to take concerted action to enhance EDI and that organizational commitment to EDI needs to be followed by action. Some organizations have integrated EDI principles into all their work or are making slow progress, whereas others face significant challenges in addressing these issues. A small number of respondents felt that EDI is not relevant to their magazine or is getting too much attention in the industry.

For those who do value EDI, working towards a more diverse and representative workforce, in particular, working with staff and contributors from ESGs, emerged as a key priority. However, people from ESGs face considerable barriers to entering and succeeding in the industry. Leadership and decision-making are concentrated in the hands of White men, who often hire and promote other White men, reproducing inequitable power dynamics.

Experiences of workplace inclusion also vary. People who held leadership positions had more positive experiences than freelancers and staff and were more optimistic about their organizations' action on EDI. People from ESGs – especially BIPOC people, women, genderqueer and non-binary people, sexual minorities and younger people – often had more negative experiences in and perceptions of their own organizations and the industry.

Almost all respondents felt that magazine content should be relevant to diverse readers. Many organizations are working towards this goal, but more action is needed to address existing gaps and challenges of creating diverse content and reflecting the perspectives of diverse readers.

Although there does not seem to be a rich and widespread culture of EDI in the magazine industry in Canada, over time, concerted action and change in magazine organizations can shift industry norms to ensure that publications better represent Canadians and prioritize principles of equity and inclusion. Respondents provided numerous suggestions for promoting and enhancing EDI in the magazine industry, and these strategies could be used as a starting point to formulate concrete actions that will support and create sustainable change.

This survey provides a baseline measure of the current state of EDI in the magazine industry in Canada and could be repeated periodically to assess EDI-related progress.

Appendix 1 – Survey

The State of Diversity, Inclusion and Equity in the Magazine Industry: Survey

The Alberta Magazine Publishers Association (AMPA) and the Magazine Association of BC (MagsBC) are partnering to administer a Canada-wide survey on diversity, inclusion and equity in the magazine industry.

The goal of the survey is to gather information on:

(i) how diverse and inclusive magazine organizations and the magazine industry are

(ii) the challenges that magazine organizations face in becoming more diverse, inclusive and equitable

(iii) the strategies that organizations have implemented to become more diverse, inclusive and equitable and to ensure that content represents diverse voices and perspectives.

The results of the survey will be shared with industry and members of national and provincial magazine associations. Responses are anonymous and only aggregate data will be reported.

The survey is being conducted in English and French with magazine publishing companies and individuals across Canada including owners, publishers, staff, contractors and freelancers. Please share the survey link with your staff and colleagues in the magazine industry.

This survey can be completed in approximately 15 minutes. The survey will be open until February 19, 2021, and research results distributed by July. (The survey was subsequently extended to March 1, 2021).

If you have any questions about the survey or need assistance with completing it, please contact: Suzanne Trudel, Executive Director, Alberta Magazine Publishers Association at director@albertamagazines.com or 403-650-2771.

Thank you for participating. We appreciate your feedback!

This project has been made possible by the Government of Canada.

There are two sections in this survey.

Section A - Organizational Profile

Section A includes questions about your organization (where your organization is located, magazines published, etc.). It should be completed by the head of the organization or someone responding on their behalf.

Section B - Individual Questions

Section B can be completed by anyone who works or volunteers in the magazine industry in Canada. This includes staff, contractors, freelancers, interns, practicum students and volunteers.

1. Are you:

   ☐ The head of an organization
   ☐ Responding on behalf of the head of an organization
   ☐ Neither of these. Take me to the questions for individuals.

A. Organizational Profile

This section should only be completed by the head of a magazine publishing organization or by someone responding on their behalf.

2. Which province or territory is your organization located in?

   If you have more than one office, specify only where your organization's head office is located.

   ☐ Alberta
   ☐ British Columbia
   ☐ Manitoba
   ☐ New Brunswick
   ☐ Newfoundland & Labrador
   ☐ Northwest Territories
   ☐ Nova Scotia
   ☐ Nunavut
   ☐ Ontario
   ☐ Prince Edward Island
   ☐ Quebec
   ☐ Saskatchewan
   ☐ Yukon

3. What type of geographical area is your organization's head office located in?

   ☐ Rural community
   ☐ Urban community (small population centre, with a population between 1,000 and 30,000)
   ☐ Urban community (medium population centre, with a population over 30,000 and under 100,000)
   ☐ Urban community (large population centre, with a population over 100,000)

4. The number of magazines you publish in each category:

   B2B _____   B2C _____

5. The editorial genres you publish, e.g. literary, farm, business, lifestyle, hobbies etc.:

_____

6. The language(s) you publish in:

Please select all that apply.

- ☐ English
- ☐ French
- ☐ Mandarin
- ☐ Cantonese
- ☐ Punjabi
- ☐ Spanish
- ☐ Tagalog (Pilipino)
- ☐ Other (please specify):

7. How many paid full-time staff positions does your organization have? _____

8. How many paid part-time staff positions does your organization have? _____

9. How many contractors/freelancers/paid interns does your organization typically employ in a one-year period? _____

10. How many people typically volunteer for your organization in a one-year period? _____

B. Questions for Individuals

Section B includes questions on the following:

B1. Your demographic profile

B2. Your work roles and jobs

B3. Diversity, inclusion and equity in the magazine industry

B4. Diversity, inclusion and equity in your organization

B1. Your Demographic Profile

11. Please indicate your age range:

- ☐ Under 20
- ☐ 20 - 34
- ☐ 35 - 49
- ☐ 50 - 64
- ☐ 65+
- ☐ Prefer not to answer

12. I identify my gender as:

- ☐ Woman
- ☐ Man
- ☐ Transgender woman
- ☐ Transgender man
- ☐ Two-spirit
- ☐ Gender queer or non-binary
- ☐ A gender not listed here (please specify): _____
- ☐ Prefer not to answer

13. I identify my sexual orientation as:

- ☐ Asexual
- ☐ Bisexual
- ☐ Gay
- ☐ Heterosexual/straight
- ☐ Lesbian
- ☐ Queer
- ☐ Two-Spirit
- ☐ An orientation not listed here (please specify): _____
- ☐ Prefer not to answer

14. Which racial/ethnic group(s) do you identify with?

You can select more than one option.

☐	Indigenous	First Nations (Status, Non-status or Treaty), Métis, or Inuk (Inuit)
☐	Black	African, Afro-Caribbean, African Canadian descent
☐	East/Southeast Asian	Chinese, Korean, Japanese, Taiwanese descent or Filipino, Vietnamese, Cambodian, Thai, Indonesian, other Southeast Asian descent
☐	Latina/Latino/Latinx	Latin American, Hispanic descent
☐	Middle Eastern and North African	Arab, Persian, West Asian descent (e.g., Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish)
☐	South Asian	East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean descent
☐	White	European descent
☐	Prefer not to answer	
☐	A racial/ethnic group not specified here (please specify): _____	

15. Do you self-identify as a person living with a disability?

Disabilities can include a long-term or recurring physical, speech, cognitive, sensory, psychiatric or learning impairment.

☐ Yes
☐ No
☐ Prefer not to answer

16. What is your highest level of education?

☐ No certificate, diploma or degree
☐ High school diploma (or equivalent)
☐ Postsecondary certificate or diploma
☐ Apprenticeship or trades certificate or diploma
☐ Bachelor's degree
☐ Master's degree
☐ Doctorate degree
☐ Prefer not to answer
☐ Other (please specify)

17. What is your educational background in? *(e.g. journalism, design, business, creative writing, etc.).*

_____

18. What language(s) do you speak and/or write in work settings?

Select all that apply.

☐ English
☐ French
☐ Mandarin
☐ Cantonese
☐ Punjabi
☐ Spanish
☐ Tagalog (Pilipino)
☐ Other (please specify): _____

19. Which province or territory are you located in?

☐ Alberta
☐ British Columbia
☐ Manitoba
☐ New Brunswick
☐ Newfoundland & Labrador
☐ Northwest Territories
☐ Nova Scotia
☐ Nunavut
☐ Ontario
☐ Prince Edward Island
☐ Quebec
☐ Saskatchewan

☐ Yukon

20. What is/are the editorial genre(s) of the magazines you work, contract or freelance for?

Select all that apply

☐ 2SLGBTQQIA
☐ Alumni / Post Secondary
☐ Arts / Literary
☐ Association / Club / House Organization
☐ Business
☐ City / Regional
☐ Education
☐ Ethnocultural (serves a specific cultural or racial community, or a linguistic group other than English or French)
☐ Family
☐ Farming
☐ Food / Drink
☐ Health / Fitness
☐ Hobby
☐ Lifestyle
☐ Social / Political
☐ Sports / Recreation
☐ Travel / Tourism
☐ Other (please specify): _____

B2. Your Work Roles and Jobs

21. What is your current role in your organization or in the magazine publishing industry?

Select all the roles that apply to you:

☐ Owner
☐ Publisher
☐ Staff
☐ Contractor / Independent freelancer
☐ Paid intern
☐ Volunteer (unpaid position e.g. a member of an editorial board, a practicum student, etc.)

22. What work do you do?

Select all that apply:

☐ Accountant / bookkeeper / financial manager
☐ Administrative assistant / support
☐ Advertising sales
☐ Art director
☐ Circulation / distribution production manager

- ☐ Copyeditor
- ☐ Editor
- ☐ Editorial assistant
- ☐ Event organizer
- ☐ Graphic designer
- ☐ Human resources
- ☐ Human resources – responsible for recruitment
- ☐ Journalist
- ☐ Managing editor
- ☐ Marketing / promotions
- ☐ Member engagement
- ☐ Owner
- ☐ Photographer
- ☐ Podcaster
- ☐ Proof reader
- ☐ Publisher
- ☐ Social media
- ☐ Sponsorships / partnerships
- ☐ Videographer
- ☐ Website developer / support
- ☐ Writer (e.g. fiction, poetry)
- ☐ Other (please specify):_____

23. If you are a contractor/independent freelancer, how many magazines do you typically contract with and/or freelance for in a 1-year period?

- ☐ 1-5 magazine
- ☐ 6-10 magazines
- ☐ More than 10 magazines

24. If you are a volunteer, how many magazines do you typically volunteer for in a one-year period?

- ☐ 1-5 magazine
- ☐ 6-10 magazines
- ☐ More than 10 magazines

B3. Your Perception of Diversity, Inclusion and Equity in the Magazine Industry

> *Definitions for the purposes of this survey:*
>
> ***Diversity*** *is defined as a broad range of differences such as age, gender, religion, sexual orientation, disability, ethnicity, etc.*
>
> ***Equity*** *is a principle and process that promotes just conditions for all persons to fully participate in society. It recognizes that while all people have the right to be treated equally, not all experience equal access to the same resources, opportunities or benefits. Achieving equity is not simply about treating individuals or groups equally but may require specific measures to ensure fairness. (Adapted from Canada Council for the Arts Equity Policy)*
>
> ***Equity-seeking groups*** *are those that experience barriers to equal access, opportunities and resources due to historical or current disadvantages or discrimination (e.g. Indigenous people, people of color, 2SLGBTQQIA persons, women, persons with disabilities, etc.)*
>
> ***Inclusion*** *involves ensuring that equity seeking groups have equitable opportunities and are treated with respect and dignity.*

25. People who work in the magazine industry in Canada reflect the diversity of society.

  ☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

26. Magazine publications in Canada reflect the diversity of society in their editorial content.

  ☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

27. The magazine industry in Canada is inclusive and equitable.

  ☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

28. It is important for magazine organizations to:

  a. Ensure that magazine content reflects the interests and concerns of diverse readers
  b. Be relevant to readers from equity-seeking groups
  c. Hire staff/contractors from equity-seeking groups
  d. Work with freelancers from equity-seeking groups

For each question:

  ☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

29. Do you have any additional comments about your organization's commitment to diversity, inclusion and equity? _____

B4. Your Perception of Diversity, Inclusion and Equity in your Organization

Please answer the following questions about your organization.

Freelancers, if you work for more than one organization, please answer based on the organization with which you are most familiar, otherwise select 'Not Sure'

Organizational Commitment and Action

30. Diversity, inclusion and equity are important to my organization.

☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

31. My organization demonstrates a commitment to diversity, inclusion and equity on an ongoing basis (e.g. mentioned in the organization's strategic plan, on its website or company materials, by leadership, etc.).

☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

32. My organization has taken concrete steps to promote diversity, inclusion and equity.

☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

33. My organization has barriers to greater diversity, inclusion and equity.

☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

34. Do you have any additional comments about your organization's commitment to diversity, inclusion and equity? _____

Recruitment of Staff/Contractors/Freelancers from Equity-Seeking Groups

35. My organization makes an effort to recruit or work with staff/contractors/freelancers from equity-seeking groups.

☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

36. Staff/contractors/freelancers from equity-seeking groups can get a position or work in my organization just as easily as people from non equity-seeking groups.

☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

37. My organization faces challenges when recruiting people from equity-seeking groups.

☐ Strongly agree   ☐ Agree   ☐ Disagree   ☐ Strongly disagree   ☐ Not sure

38. What would help your organization recruit more staff/contractors/freelancers from equity-seeking groups? _____

39. Do you have any additional comments about workplace inclusion? _____

Workplace Inclusion

40. Please answer the following question based on your workplace experiences:

   a. I have a sense of belonging at my organization
   b. My opinions are welcomed and valued by my colleagues
   c. I am treated respectfully
   d. I feel safe voicing my opinion
   e. I am given fair opportunities for advancement and promotion
   f. I feel comfortable bringing up incidents of discrimination or inequity, without fear of reprisal or other negative consequences
   g. When incidents of discrimination and/or inequity are raised, appropriate steps are taken to address the issue
   h. Incidents of discrimination and/or inequity are generally resolved effectively

For each question:
☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Not sure

41. Have you experienced any barriers to inclusion in a publishing-related workplace?

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Not sure

42. Have you experienced discrimination at a publishing-related workplace?

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Not sure

43. How could publishing organizations address these or other barriers to inclusion?

_____

44. Do you have any additional comments about workplace inclusion?

_____

Workplace Inclusion for Equity-Seeking Groups

Please answer the following question based on your perception of the experiences of people from equity-seeking groups in your organization.

45. Staff/contractors/freelancers from equity-seeking groups:

   a. Have a sense of belonging at my organization
   b. Are welcomed and valued in my organization
   c. Are treated respectfully
   d. Feel safe voicing their opinions
   e. Are not expected to speak or give input on behalf of their group(s)
   f. Are given equitable opportunities for promotion and advancement
   g. Can safely bring up incidents of discrimination or inequity, without fear of reprisal or other negative consequences

(For each question)

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Not sure

46. Do you have any additional comments about workplace inclusion for equity-seeking groups?

Magazine Content

Content may include articles, illustrations, photographs, audio or video, poetry or other editorial content.

47. My organization works to ensure that the perspectives of equity-seeking groups are represented in magazine content.

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Not sure

48. My organization has barriers that make it challenging to seek out and ensure that the perspectives of equity-seeking groups are represented in magazine content.

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Not sure

49. My organization seeks out content written by people from equity-seeking groups.

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Not sure

50. My organization works to ensure that magazine content reflects the diversity of its readers.

☐ Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Not sure

51. Do you have any additional comments related to diversity of magazine content?

_____

Final Comments or Thoughts

52. Please provide any other comments or thoughts about diversity, inclusion and equity at your organization or in the magazine industry in general.

_____

Appendix 2 – Description of Racial/Ethnic Groups

Racial/ethnic group	Description
White	European descent
East/Southeast Asian	Chinese, Korean, Japanese, Taiwanese descent or Filipino, Vietnamese, Cambodian, Thai, Indonesian, other Southeast Asian descent
Black	African, Afro-Caribbean, African Canadian descent
South Asian	East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean descent
Latina/Latino/Latinx	Latin American, Hispanic descent
Indigenous	First Nations (Status, Non-status or Treaty), Métis, or Inuk (Inuit)
Middle Eastern and North African	Arab, Persian, West Asian descent (e.g., Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish)

Appendix 3 – Additional Genres and Roles

Other roles in organization/magazine industry

Other roles		
Account executive	Executive management	President
Associate publisher	Fact checker	President of board of directors
Columnist	Hairstylist	Retired editor
Consultant (2)	Instructor	Sales
Editor (3)	Managing director of services to publishers	Writer
Editor-in-chief	Managing editor, editor-in-chief	Writer, advertising, distribution
Executive director (4)	Photographer	

Other types of work roles

Other types of work		
Board of Directors	Food stylist	Makeup artist (2)
Book reviews	Fundraising, other charitable programs (awards, education)	Photoshoot producer
CEO	Grant writer	Principal
Content	Hairstylist (2)	Production coordinator
Corporate functions	Illustrator (3)	Publisher
C-suite corporate management	Instructor	Reader for intake
Executive direction of foundation	Intern duties include fact-checking and content writing	Senior management
Fact check	Magazine consultant	Talent manager

Other genres in which respondents work, contract or freelance

Other genres		
Agriculture	Faith/religion (2)	Magazine distributor
Beauty, women's interest, home decor, health	Fashion & beauty (3)	Museum / historical
Community	General interest (2)	News (2)
Condominium and high-rise living and management	General sustainability	Real estate
Defence and security	History (2)	Scientific medical journal
Eco green environment and political	Home building & renovation	Trade
Entertainment (2)	Kids	Visual health
Environment (5)	Law	