

The Atlantic

REPORT ON DIVERSITY & INCLUSION

—
2021
—

One of the founding principles of *The Atlantic* was that we would be “of no party or clique.” It was a powerful political ideal, but it’s now also a personal ideal. We seek to be a place that welcomes everyone. No matter your background or identity, you should feel supported at *The Atlantic* and that this is a place where you belong. It’s only with this commitment that our culture can thrive and that we will be able to do our best work.

The Atlantic's Values

SPIRIT OF GENEROSITY

The Atlantic seeks in its ranks a spirit of generosity—a natural disposition in each colleague toward service and selfless conduct.

FORCE OF IDEAS

At the center of *The Atlantic* is a belief in the power of ideas. Our highest work is bringing rigor, insight, and honesty to their examination.

We endeavor to cultivate new ideas, challenge existing ones, and seek out those that otherwise might go unheard. We do this because ideas have consequences—the power to shape our lives, our work, and the world around us.

SENSE OF BELONGING

The Atlantic was founded in 1857 as a home for intellectual debate, but also in opposition to the great moral injustice of its time. More than a century and a half later, we continue to believe our purpose is larger than ourselves.

At its best, our culture reflects this calling. It is characterized by goodwill and a deep sense of mutual concern. Our goal is not consensus—on the contrary, our best work may be born of spirited exchange and a diversity of views. What brings us together is a commitment to the mission of *The Atlantic*, to our readers, and to one another.

Our Commitment to Diversity, Equity & Inclusion

Through our editorial work, we are dedicated to the principle of equality and the undoing of racism and injustice in our country. Within our community, we are committed to living out the values we seek to promote.

As a workplace, we commit to fostering diversity, inclusion, growth, and a generous disposition toward all. We seek to create an inclusive environment in which all staff experience a genuine sense of belonging.

We endeavor to challenge ourselves, our teams, and our company to eliminate and reduce the impact of systemic racism within our walls. As part of this commitment,

we release annually a report showing gender and race metrics across our company. We also conduct an annual pay-equity review in concert with the annual raise process to identify and eliminate pay disparities based on factors unrelated to performance. In 2021, we introduced Compensation Tiers, which group roles within each department into similar titles and functions and disclose the minimum salary level associated with each level. The Compensation Tiers better enable managers to evaluate individual compensation relative to other employees with similar functions and titles when setting pay and raises, helping our effort to reduce and eliminate pay disparities unrelated to performance.

Our Data

The 2021 report represents a reset. We have updated our reporting to reflect the evolving structure of *The Atlantic*, including our separation from our former parent company, Atlantic Media, and the spinout of the agency Long Dash (formerly Atlantic 57). These changes reduce the salience of comparisons across annual reports. The charts that follow capture *The Atlantic* as of 2021 and will be our new baseline for trended data views in future reports. (Prior reports remain accessible in our pressroom.) Starting

with 2020, we have set June 30 as the date for snapshot comparisons. (Prior to 2020, it was December 31.)

As in years past, we’ve broken our staff into groups based on function, and those groupings have changed in 2021: ***The Atlantic* Overall**, which includes all staff of *The Atlantic*; **Editorial**; **Business**, which includes Sales, Marketing, Atlantic Re:think, AtlanticLIVE, and the Corporate team; and Audience, Product, Engineering, Growth, and IT (**A-PEG-IT**).

We have further divided each group to provide greater granularity across bands: All Staff, which for the first time includes Corporate staff (who previously were employees of our former parent company, Atlantic Media) and excludes Long Dash staff; Senior Staff, which is composed of managers and, in certain divisions, senior individual

contributors; and Executive Staff, the most-senior leadership across the organization. In the majority of cases, the executive data set represents a very small number of people.

A final note: Our data set is based on self-identification provided by employees at the time they are hired, as mandated by federal guidelines. We are mindful that the federally mandated data do not include every measure of identity (e.g., sexual orientation, gender identity, socioeconomic status, faith). Nevertheless, this data set provides the best measure of our progress in diversifying our staff to date. Percentages may not sum to 100 because of rounding.

In Summary

The data show that our new hires are a diverse group and that we must continue to focus on inclusion and career development to achieve our goals at the senior and executive levels.

People who identify as women comprise 59 percent of the staff overall, 51 percent of A-PEG-IT staff, 70 percent of the Business staff, and 57 percent of the Editorial staff in mid-year 2021. As of mid-year, 56 percent of all

staff hired in 2021 identify as women. When viewed by department, new hires (over the last 12 months) who identify as women comprise 46 percent of A-PEG-IT, 69 percent of Business, and 54 percent of Edit.

Staff who identify as people of color comprise 28 percent of the staff overall in mid-year 2021. Staff who identify as people of color comprise 39 percent of the A-PEG-IT staff, 21 percent of the Business staff, and 26 percent of the Editorial staff. As of mid-year, 56 percent of all staff hired over the last 12 months identify as people of color. When viewed by department, those new hires who identify as people of color comprise 61 percent of A-PEG-IT, 54 percent of Business, and 54 percent of Edit. The charts that follow present a more detailed breakdown of racial diversity by division and seniority. At an all-staff level, 11 percent of the staff self-identifies as Asian, 8 percent as Black or

African American, and 5 percent as Hispanic or Latino. About 3 percent of staffers identify as two or more races.

Within executive leadership, people who identify as women comprise 67 percent of executive leadership overall, 71 percent on the Editorial side, 55 percent on the Business side, and 100 percent on the A-PEG-IT team. People of color comprise 24 percent of executive leadership overall, 29 percent of Editorial leadership, 18 percent of Business leadership, and 33 percent of A-PEG-IT leadership.

We are committed to increasing diversity at both the staff and leadership levels through hiring, retention, professional development, and promotion. We will continuously evaluate our diversity, equity, and inclusion (DEI) efforts and look for ways to improve trends in all facets of DEI, particularly at the leadership levels.

Efforts in Place

The Atlantic has taken a number of steps to advance diversity, equity, and inclusion within our community. In 2020, we formed a DEI Committee composed of staff members from each department to review company policies and recommend a DEI Action Plan to executive leadership. The DEI Action Plan was released to staff in May 2021, and we’ve been working on implementation in the months since.

The DEI Action Plan is comprehensive, focusing on five key pillars: 1) building and instituting an annual recruitment strategy, 2) building a centralized onboarding program, 3) expanding programs to support staff development and advancement, 4) revamping the review process, and 5) collecting and learning from data. Following the release of the DEI Action Plan, our Talent and Culture team has focused on implementation.

Efforts in Place (Continued)

The most substantial change to date has been the relaunch of our year-end review process, which now includes a manager-feedback survey, self-reviews, peer reviews, manager reviews with job expectations for the upcoming year, and a Career Committee process intended to improve fairness and equity by mitigating bias in reviews and promotion. Another exciting development on the Editorial side has been the creation of a semester-long curriculum for journalism students at Morgan State University, a historically Black college in Baltimore, the first of hopefully many deeper partnerships across the organization. Separately, we have enhanced our professional development program with the goal of providing more opportunity for our staff to explore career development in ways that help their individual and team goals. We have also supplemented the recruiting process at *The Atlantic* consistent with the recommendations in the DEI Action Plan, culminating in the recent release of a new company-wide Recruiting Guide

and the launch of *The Atlantic*'s new careers site, highlighting the important work our Talent and Culture team is leading.

In addition to our DEI Action Plan, our internal Leadership Lab provides a comprehensive manager onboarding and training program to develop an inclusive management philosophy and best practices in giving feedback, communication, navigating change, and more. After that initial training, managers participate in monthly cohorts for ongoing development. All staff also engage in a DEI series, as well as harassment and discrimination training. In addition to resources available through the Leadership Lab, we support seven Employee Resource Groups—Asian and Pacific Islander, Black, Latinx, LGBTQ+, Mental Health, Parents, and Women—and two staff-led groups that focus separately on allyship and on staff who identify as part of the disability community.

The Work Ahead

In 2022, we will introduce a new comprehensive, company-wide onboarding program and new processes for collecting and analyzing additional metrics that support DEI. Editorially, a working group is developing a definition of *diversity* to guide our journalistic work, and the creation of a more robust system for byline analysis is under way.

Moving forward, we must continue to sustain—and expand upon—these initiatives to fully realize our commitments to diversity, equity, and inclusion. We seek to provide all staff with opportunities to learn and grow alongside us, as we individually and collectively aspire to live out our core values. To inform this learning and growth, the Talent and Culture team and the DEI Committee have worked in partnership to collect new exit survey and employee engagement data, to build on focus-group data also collected this year. As we learn from the initiatives launched in 2020 and 2021, we will hold ourselves and one another accountable to re-creating and maintaining *The Atlantic* as a destination workplace where everyone can bring their full selves and do their best work.

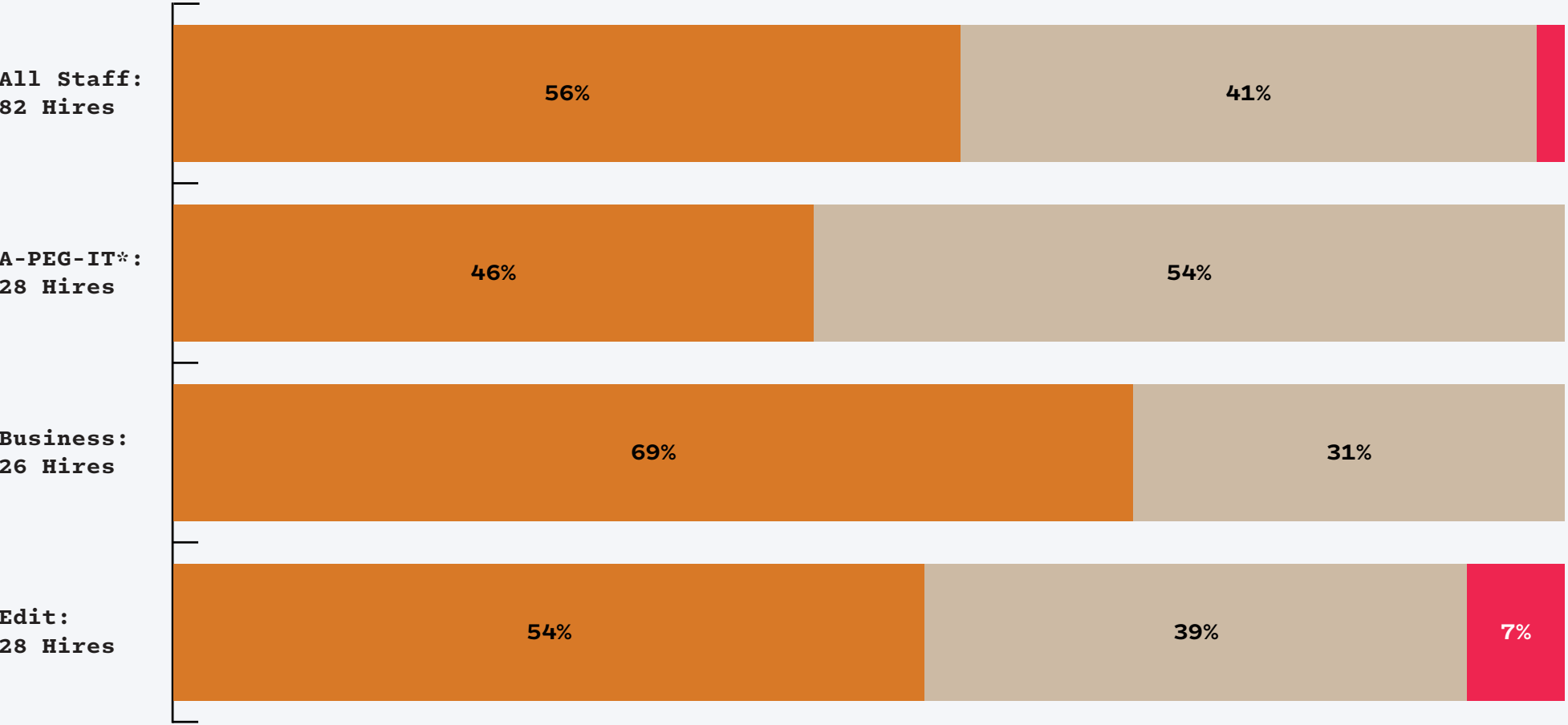
New Hires in 2021

- Female
- Male
- Did not Disclose

* Audience, Product, Engineering, Growth, IT

GENDER —

New Hires in 2021



New Hires in 2021

● People of Color

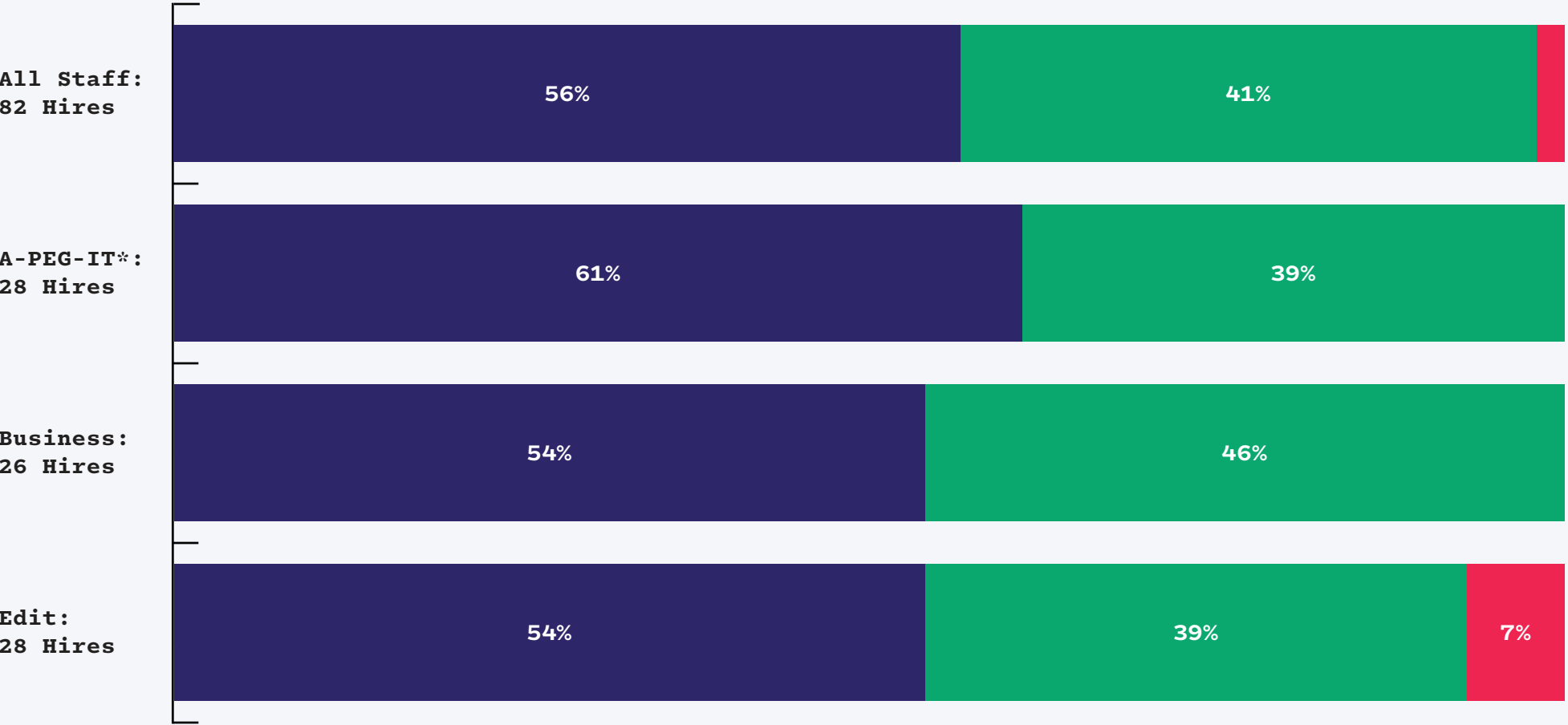
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* Audience, Product, Engineering, Growth, IT

RACE / ETHNICITY —

New Hires in 2021

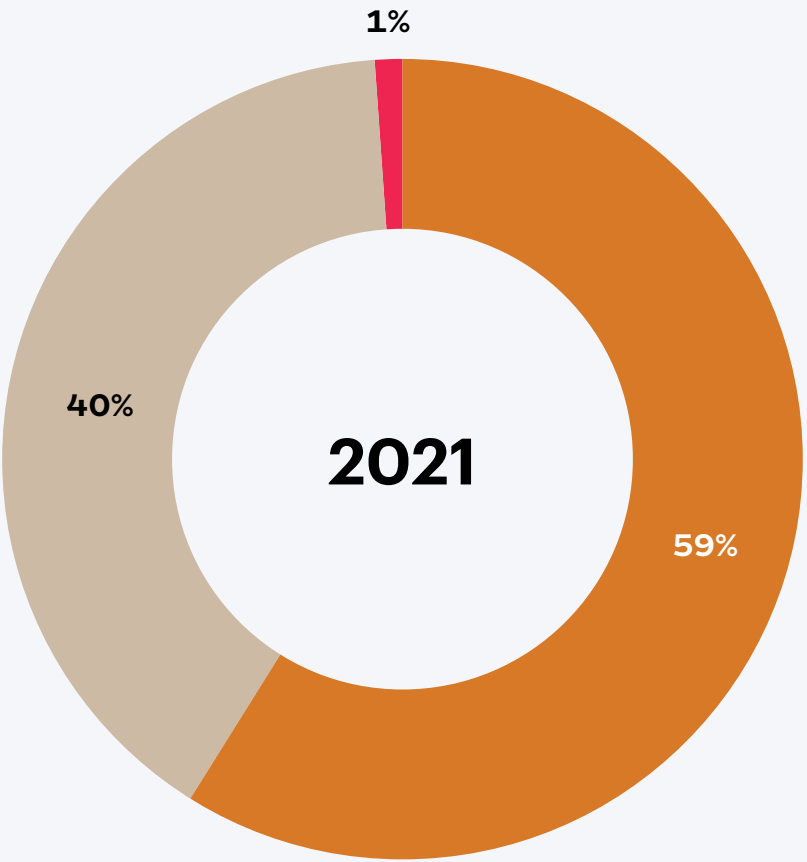


Overall Staff

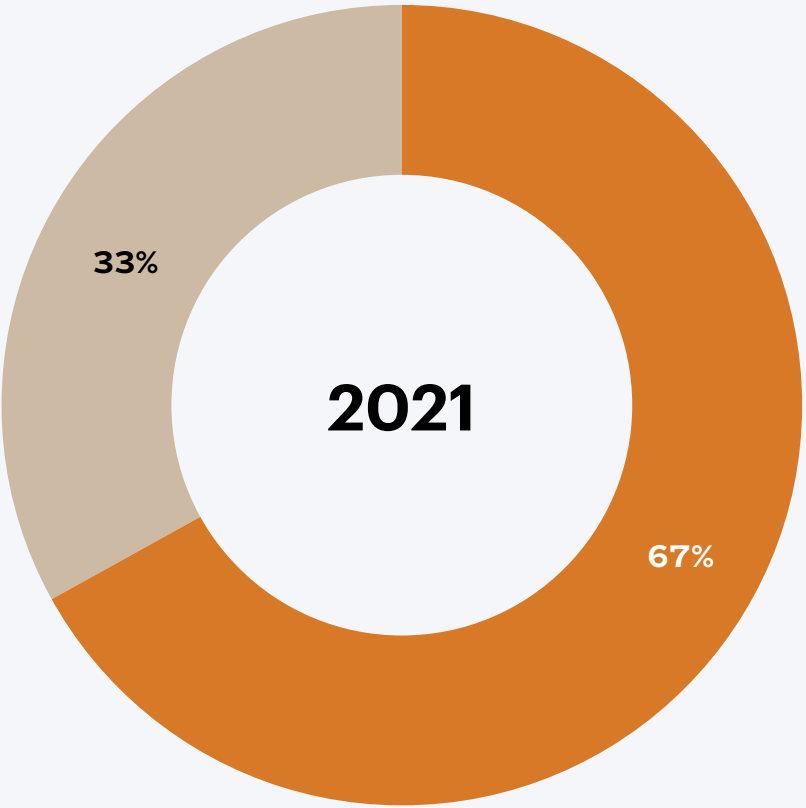
- Female
- Male
- Did not Disclose

GENDER —

All Staff



Executive Staff

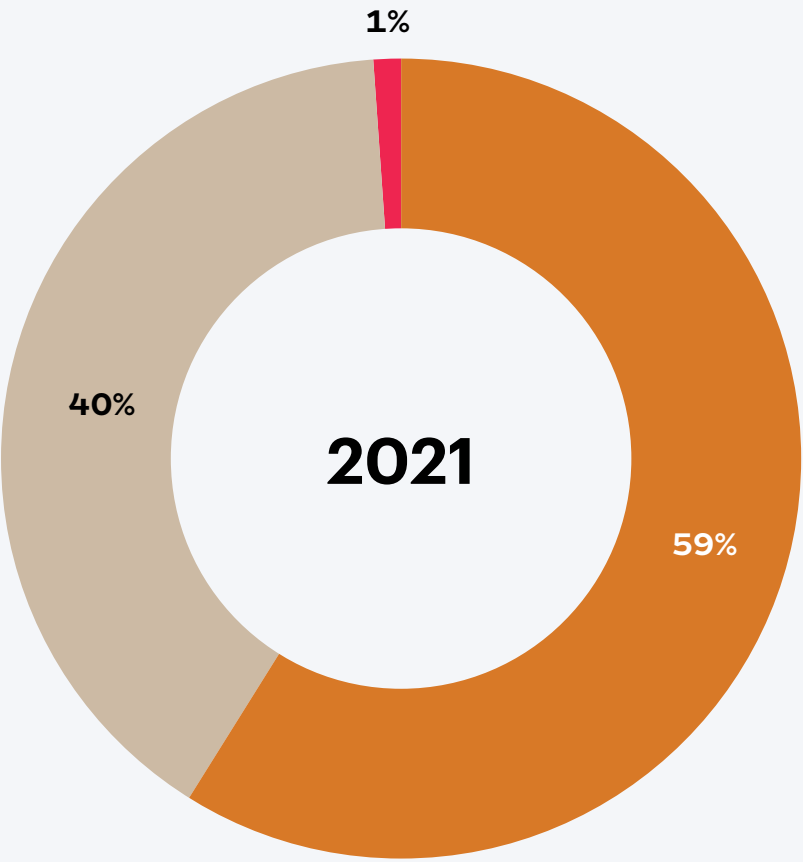


Overall Staff

- Female
- Male
- Did not Disclose

GENDER —

Senior Staff



Overall Staff

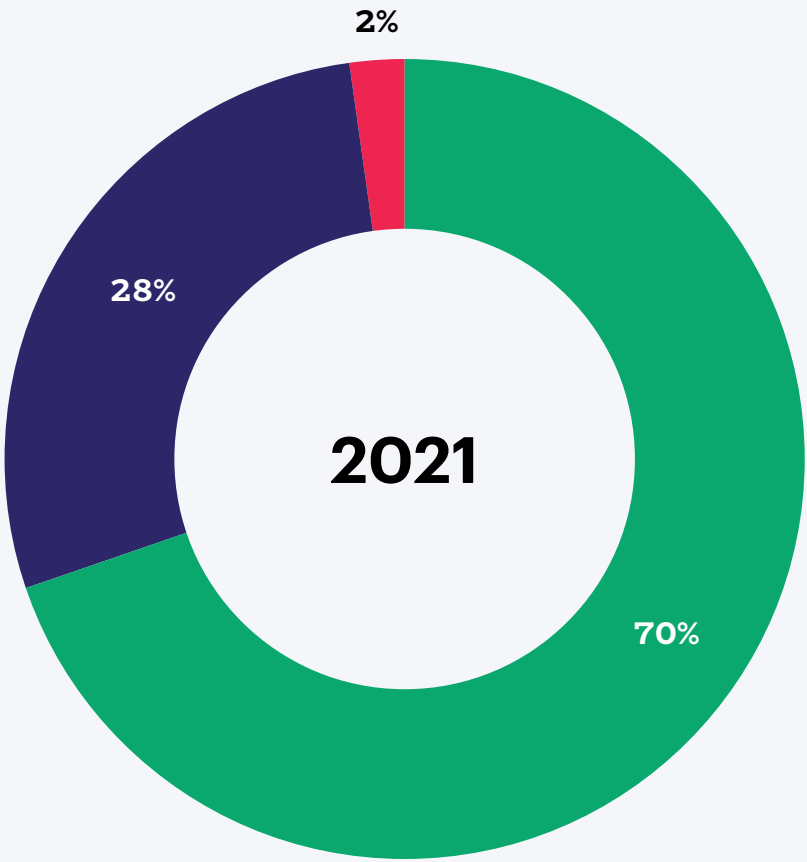
● People of Color

● White

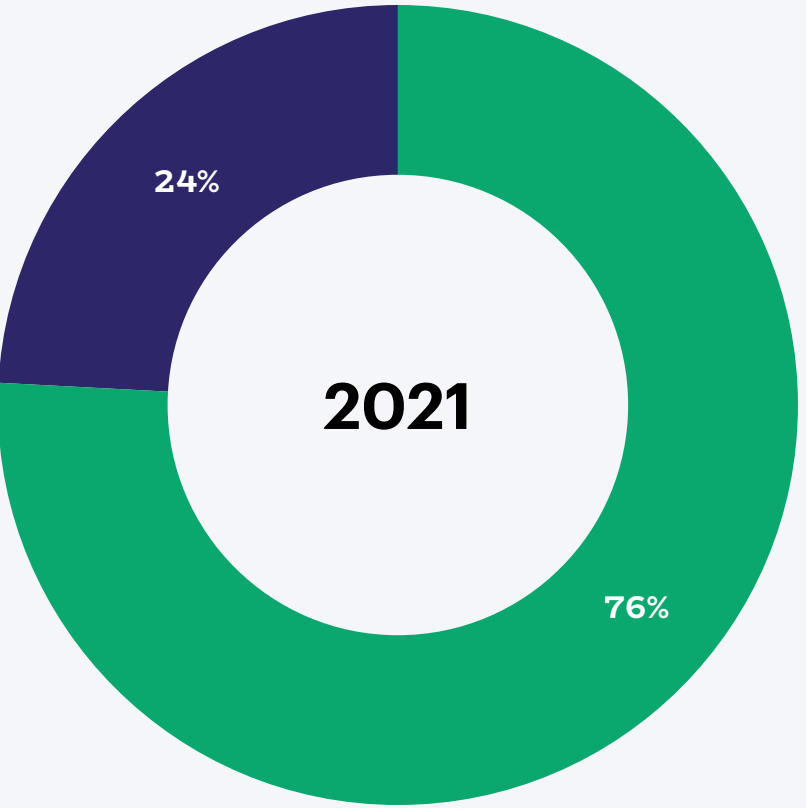
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RACE / ETHNICITY —

All Staff



Executive Staff



Overall Staff

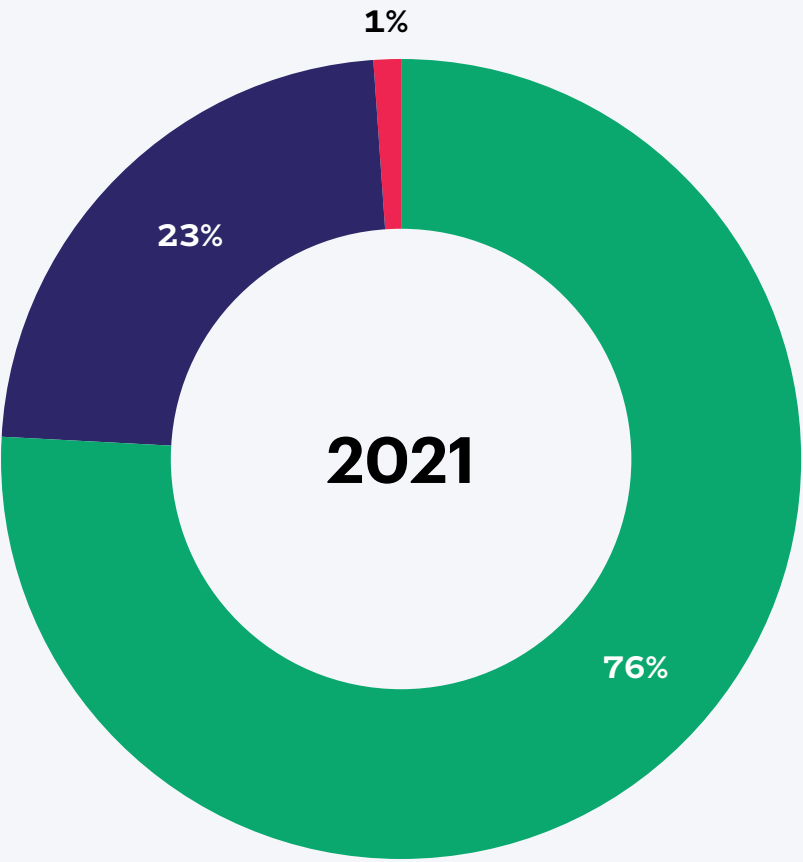
● People of Color

● White

● Did not Disclose

RACE / ETHNICITY —

Senior Staff

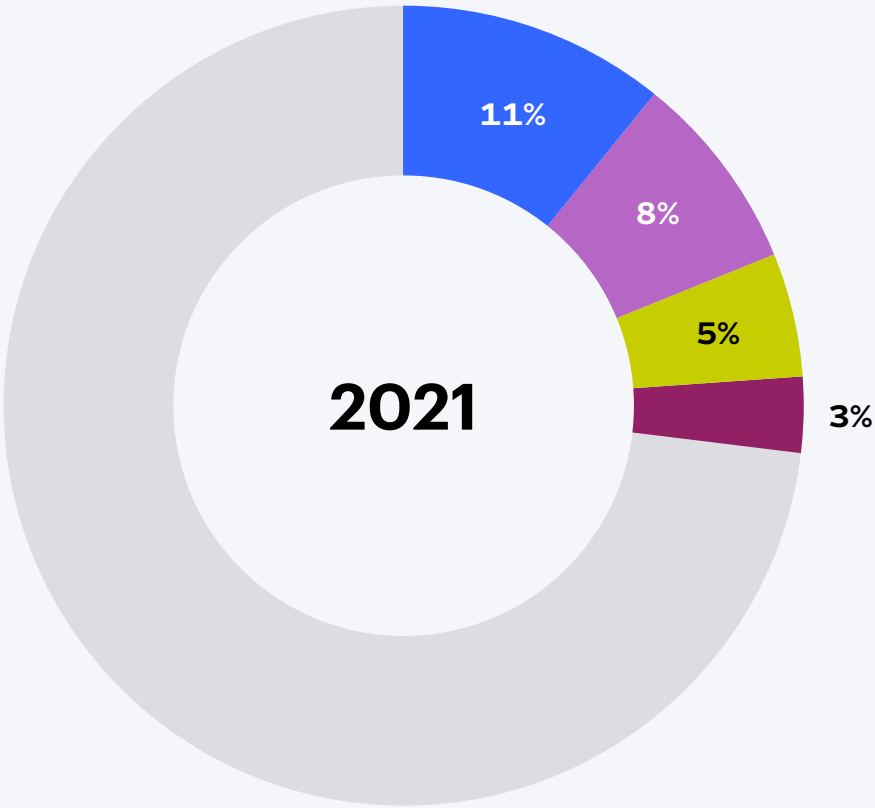


Overall Staff

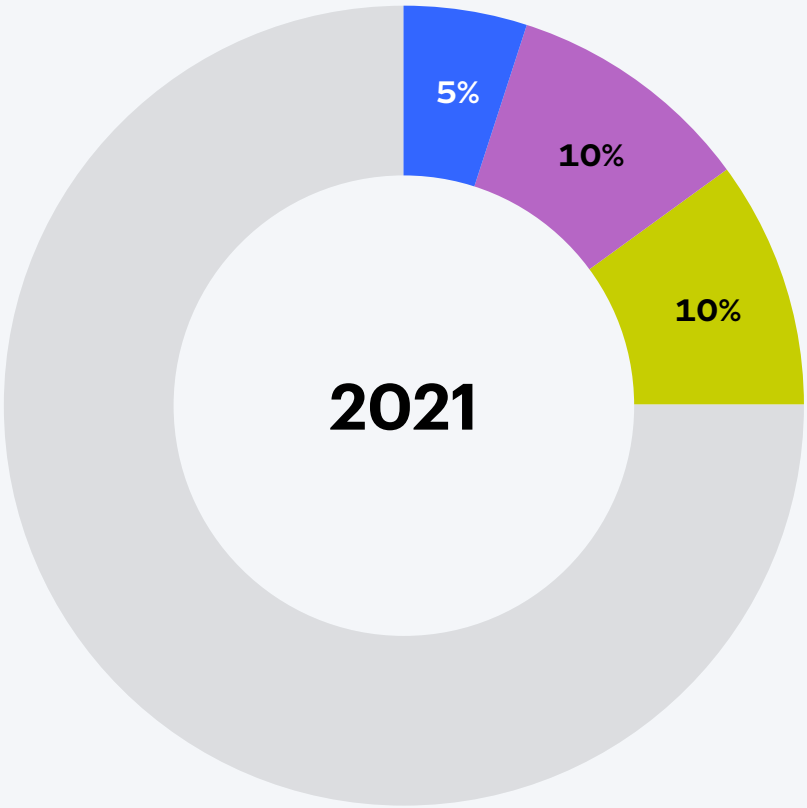
- Asian
- Black or African American
- Hispanic or Latino
- Native Islander
- Two or More Races

PEOPLE OF COLOR —

All Staff



Executive Staff

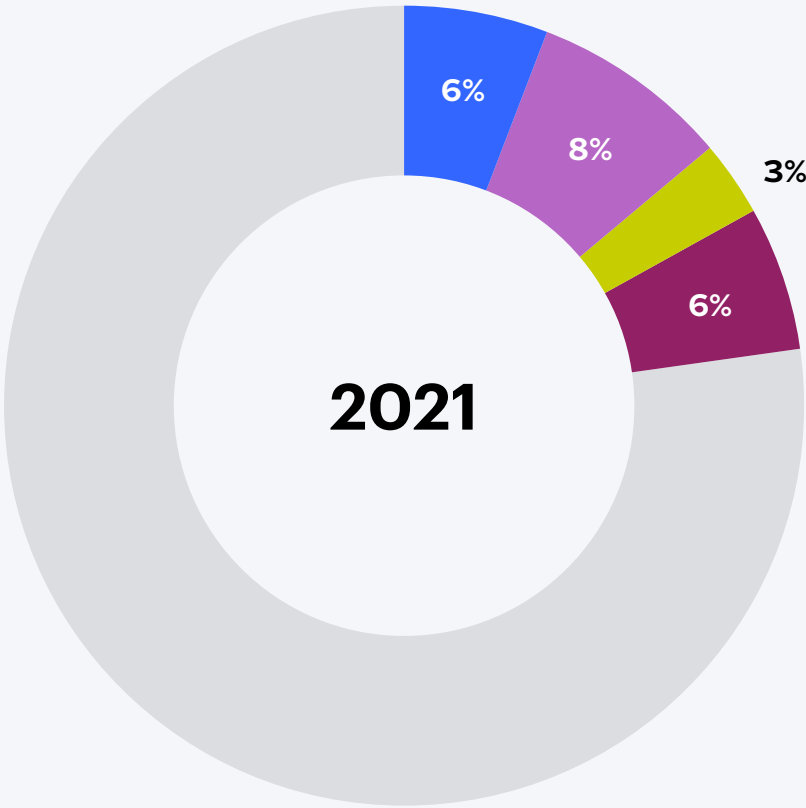


Overall Staff

- Asian
- Black or African American
- Hispanic or Latino
- Native Islander
- Two or More Races

PEOPLE OF COLOR —

Senior Staff

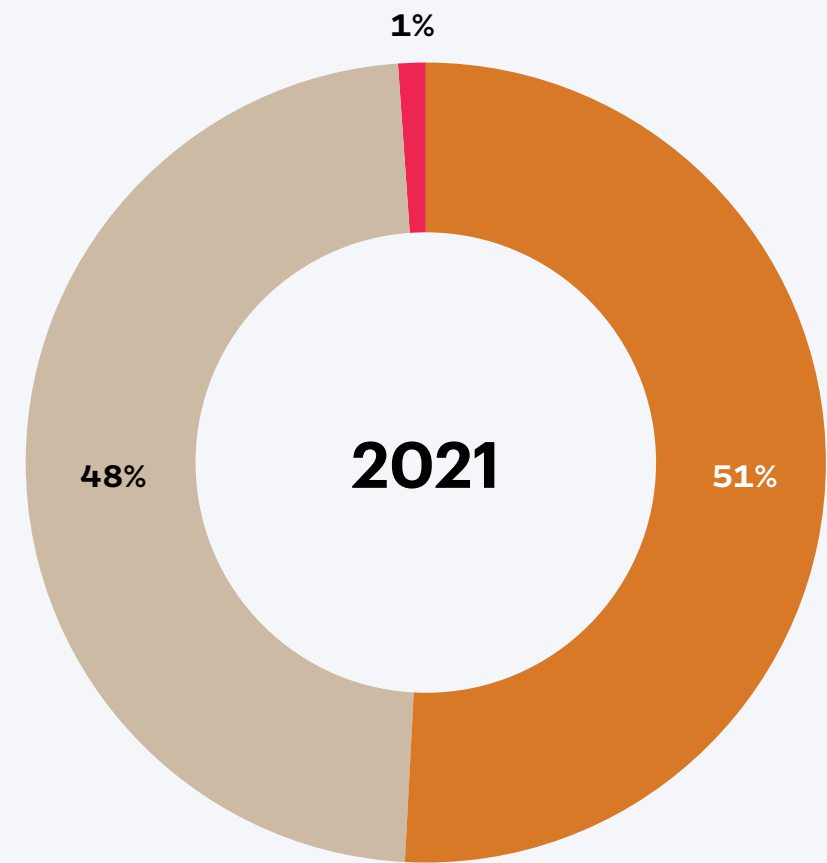


Audience,
Product,
Engineering,
Growth, IT

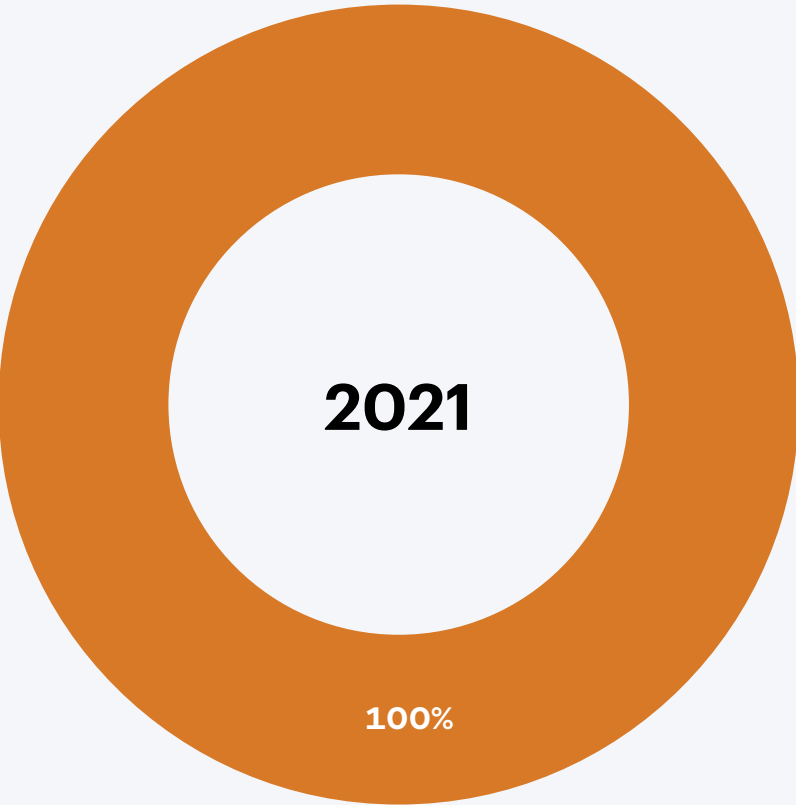
- Female
- Male
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GENDER —

All Staff



Executive Staff

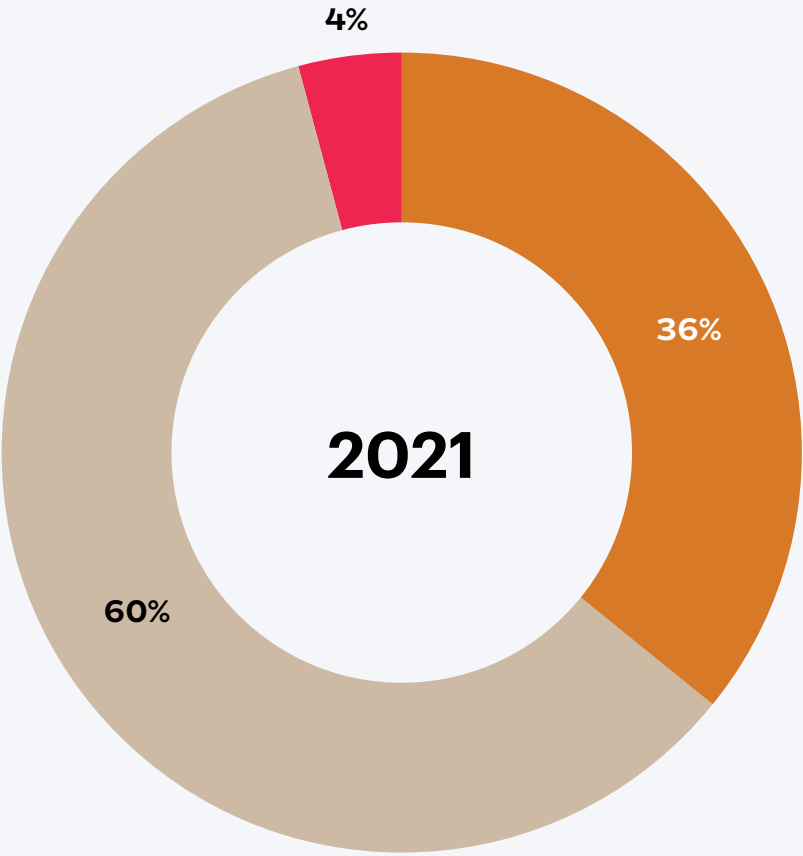


Audience,
Product,
Engineering,
Growth, IT

- Female
- Male
- Did not Disclose

GENDER —

Senior Staff



Audience,
Product,
Engineering,
Growth, IT

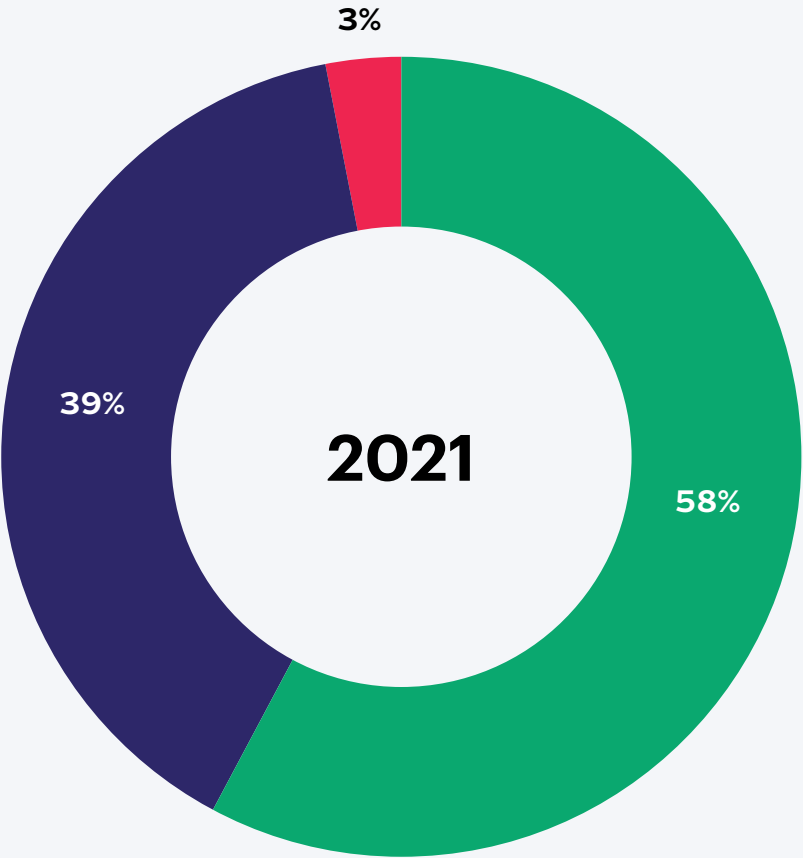
● People of Color

● White

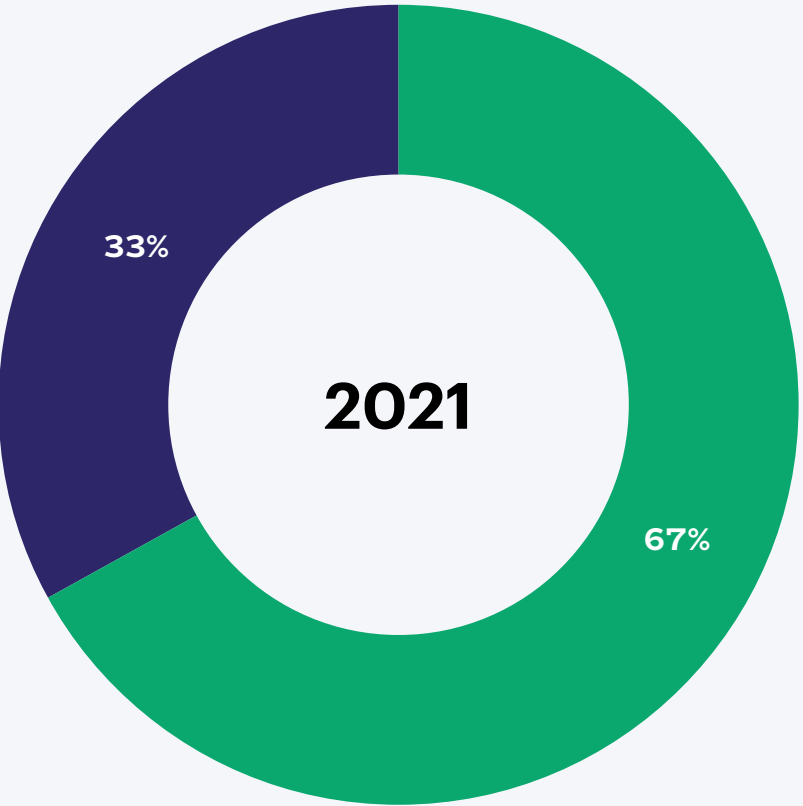
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RACE / ETHNICITY —

All Staff



Executive Staff



Audience,
Product,
Engineering,
Growth, IT

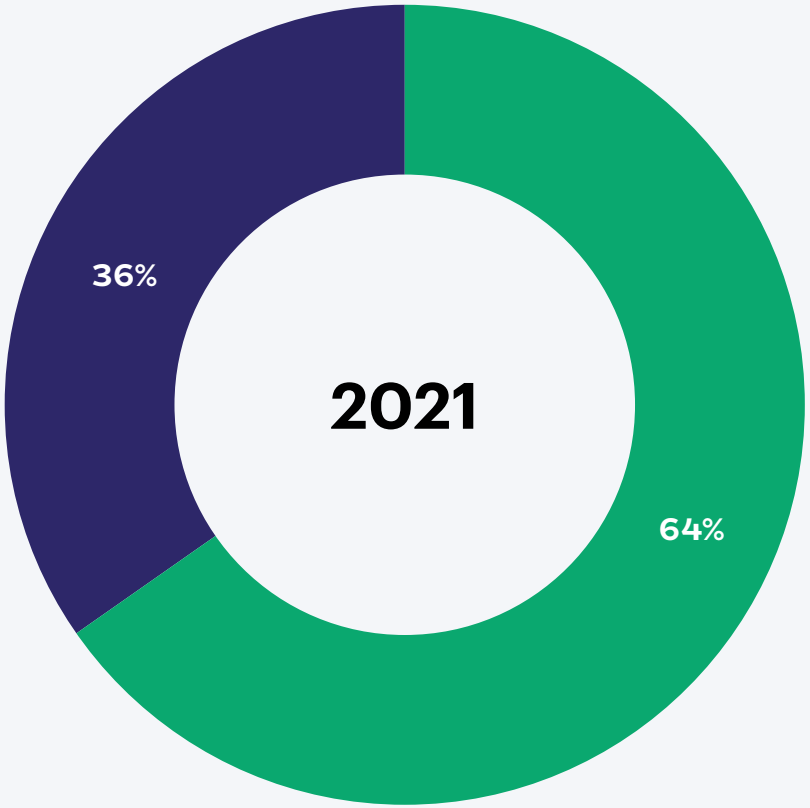
● People of Color

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RACE / ETHNICITY —

Senior Staff

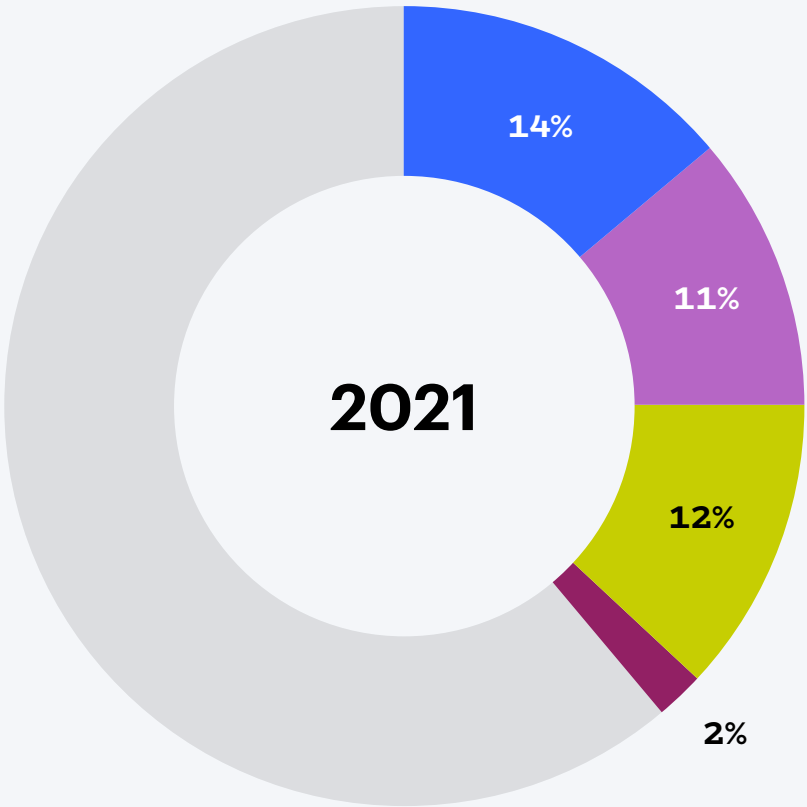


Audience,
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Growth, IT

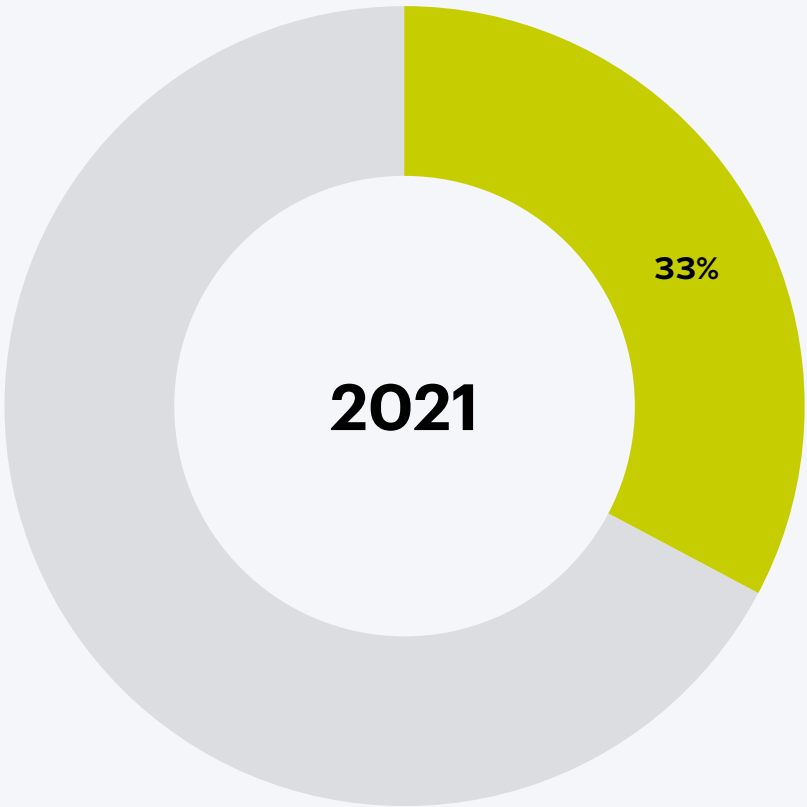
- Asian
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- Native Islander
- Two or More Races

PEOPLE OF COLOR —

All Staff



Executive Staff

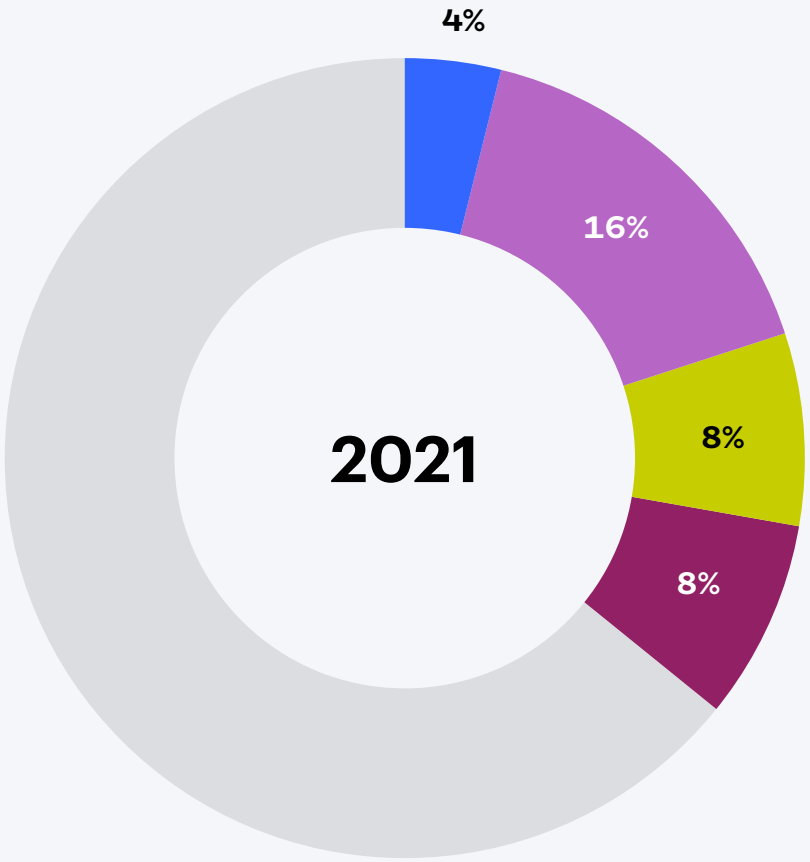


Audience,
Product,
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PEOPLE OF COLOR —

Senior Staff

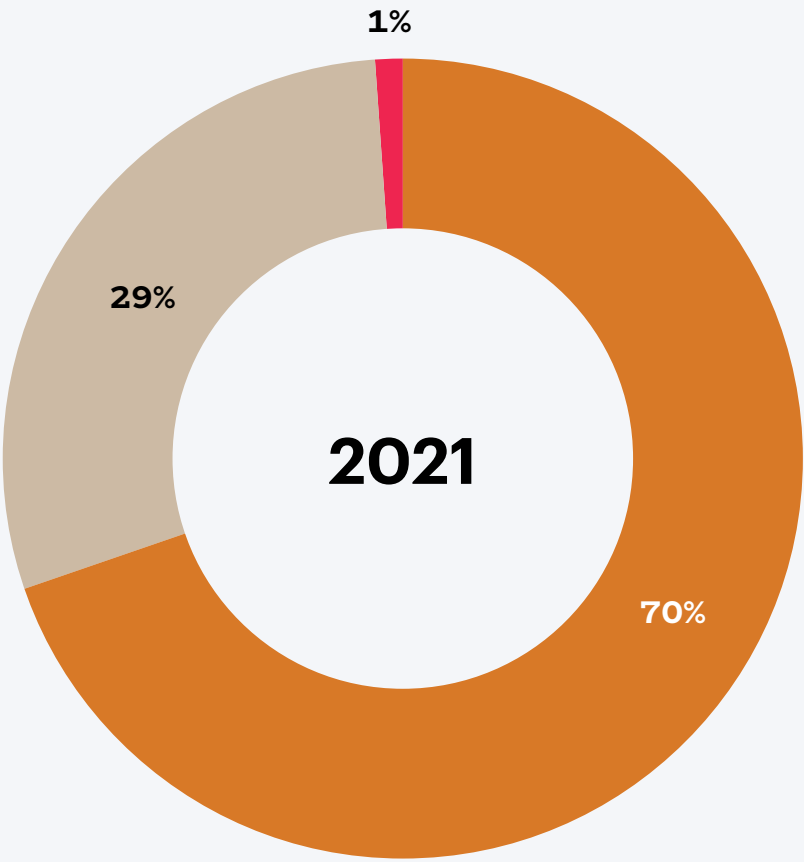


Business

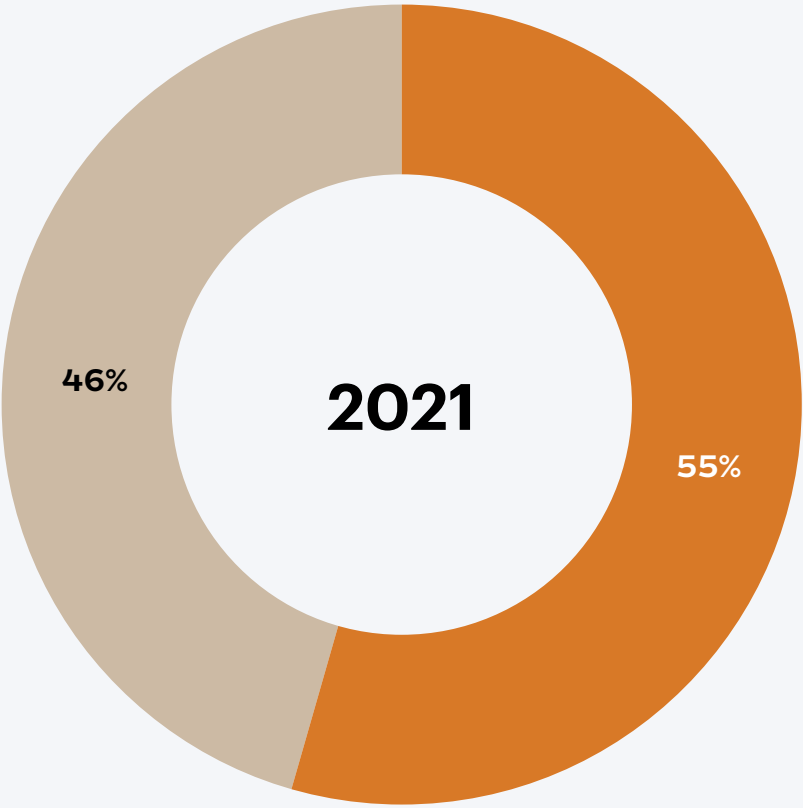
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GENDER —

All Staff



Executive Staff

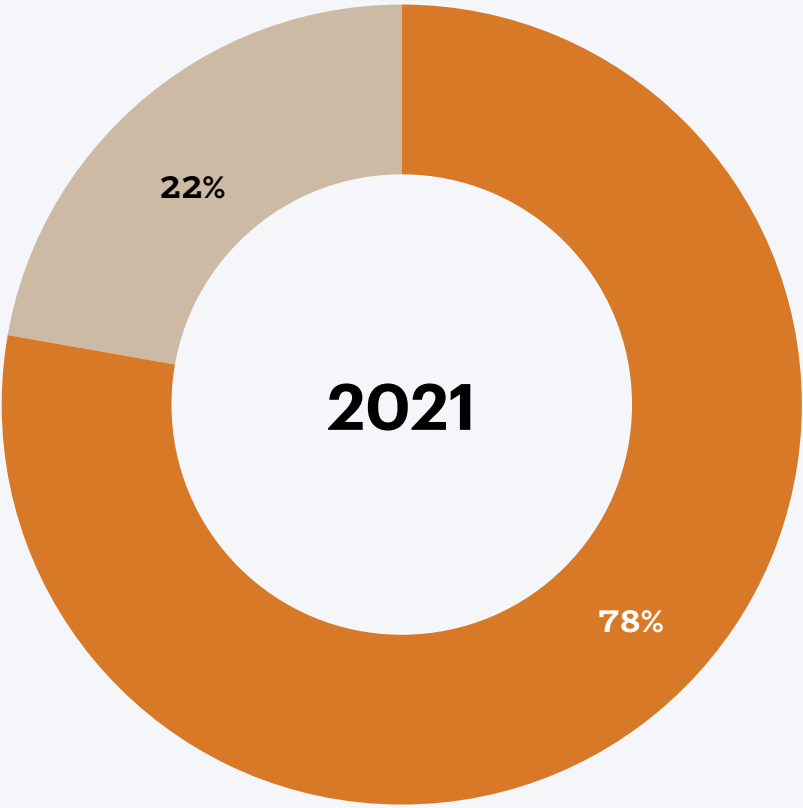


Business

- Female
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GENDER —

Senior Staff



Business

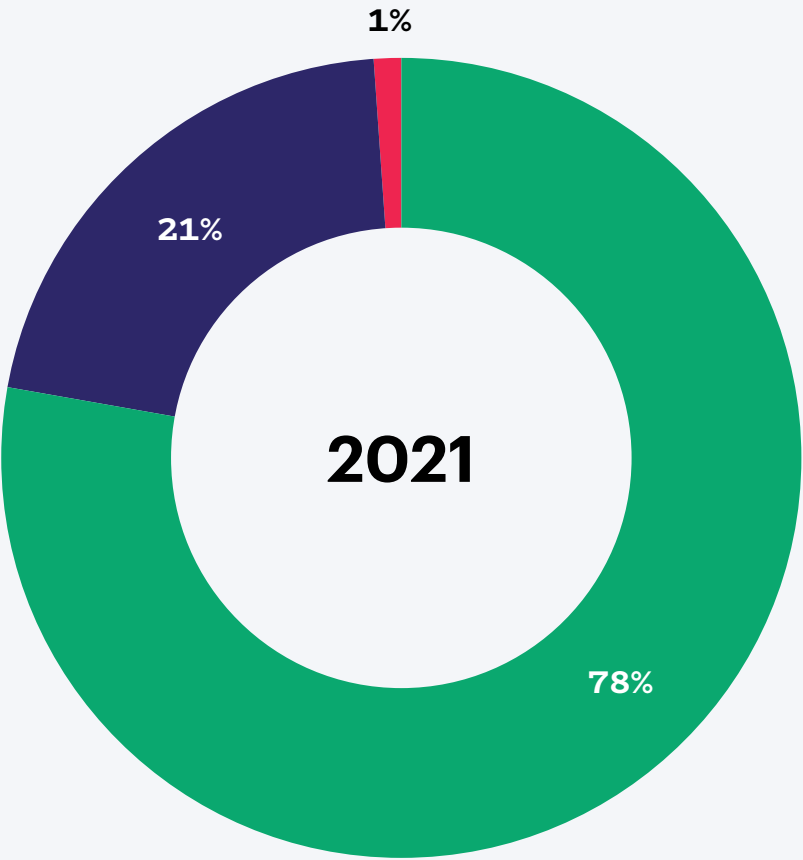
● People of Color

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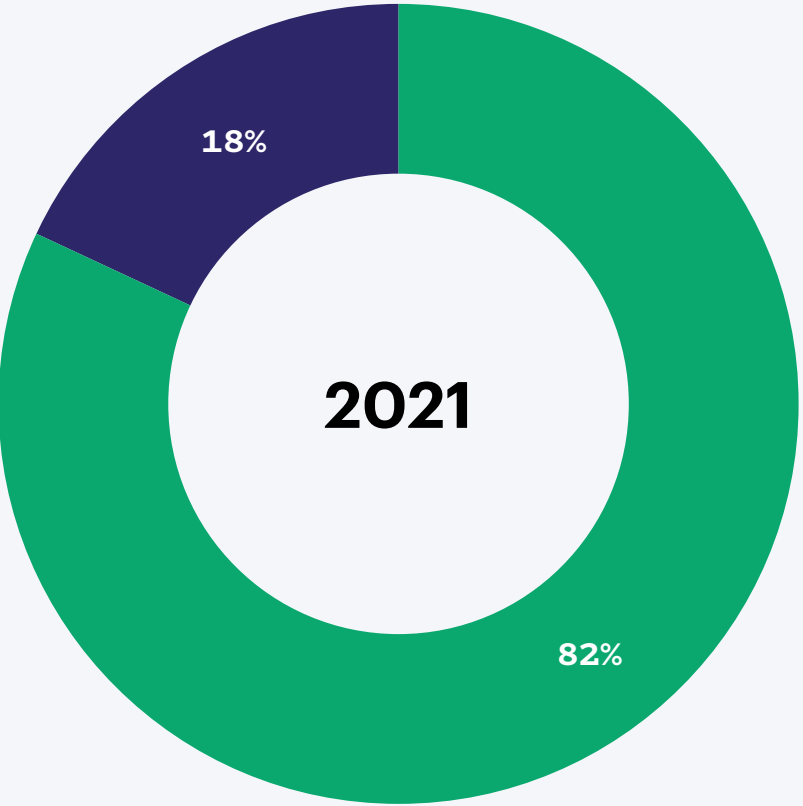
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RACE / ETHNICITY —

All Staff



Executive Staff



Business

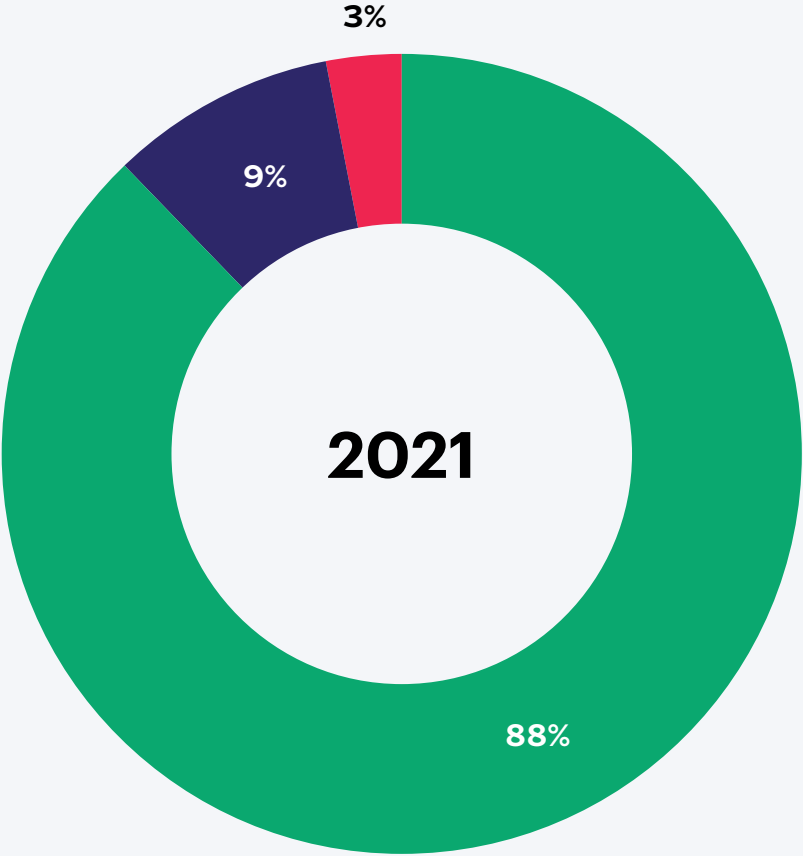
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RACE / ETHNICITY —

Senior Staff

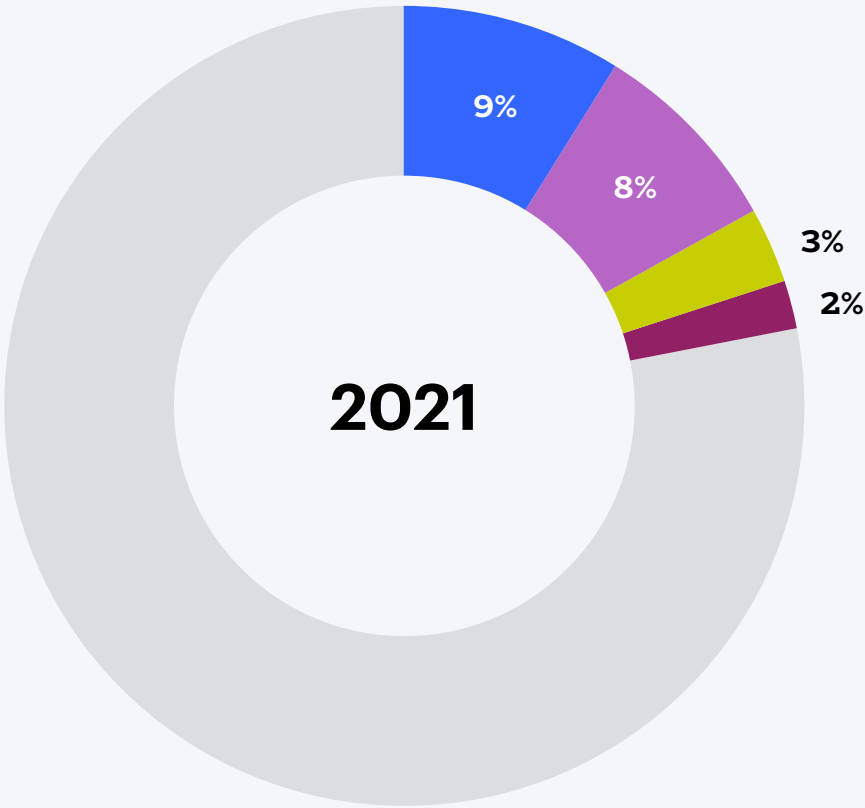


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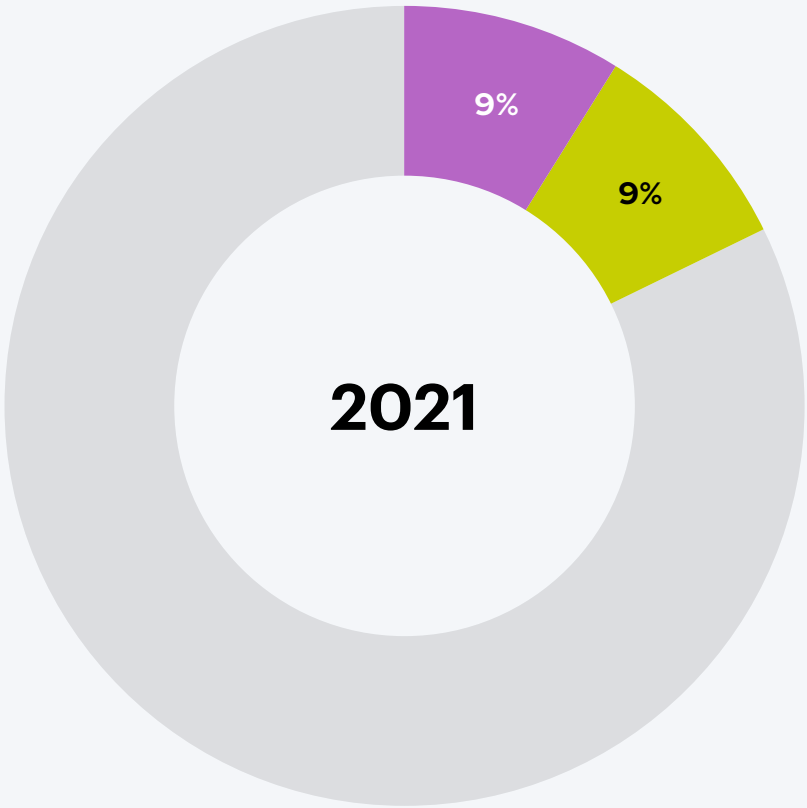
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PEOPLE OF COLOR —

All Staff



Executive Staff

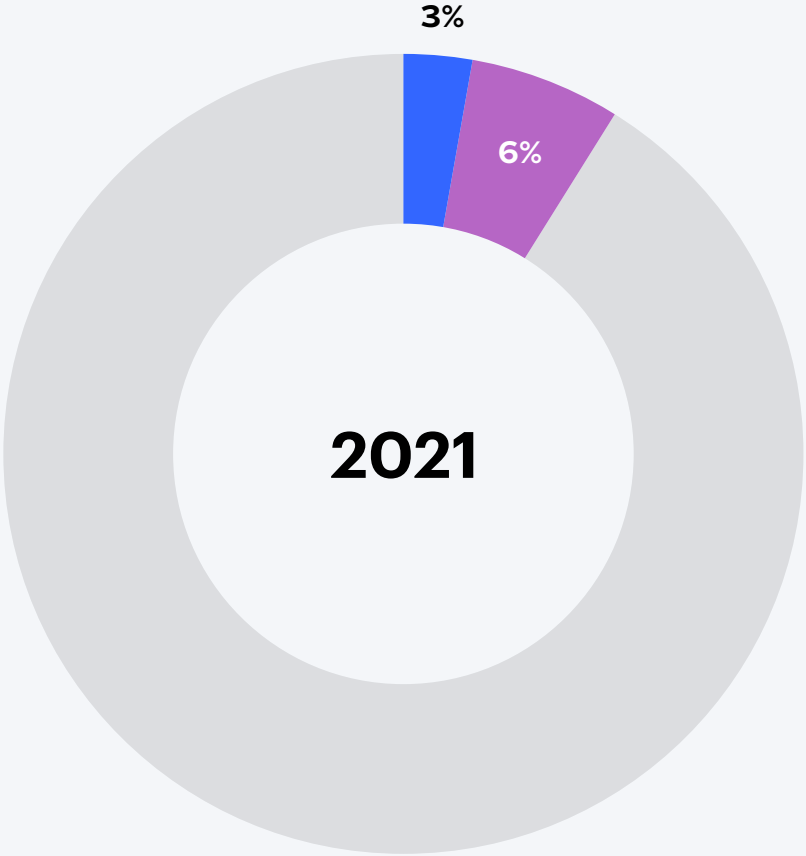


Business

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PEOPLE OF COLOR —

Senior Staff

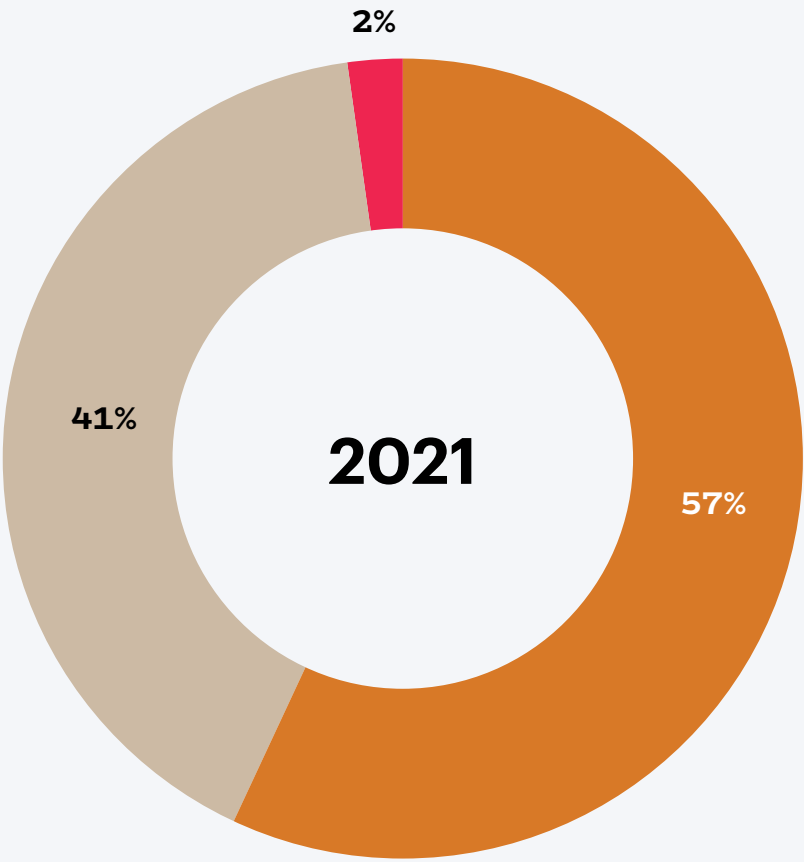


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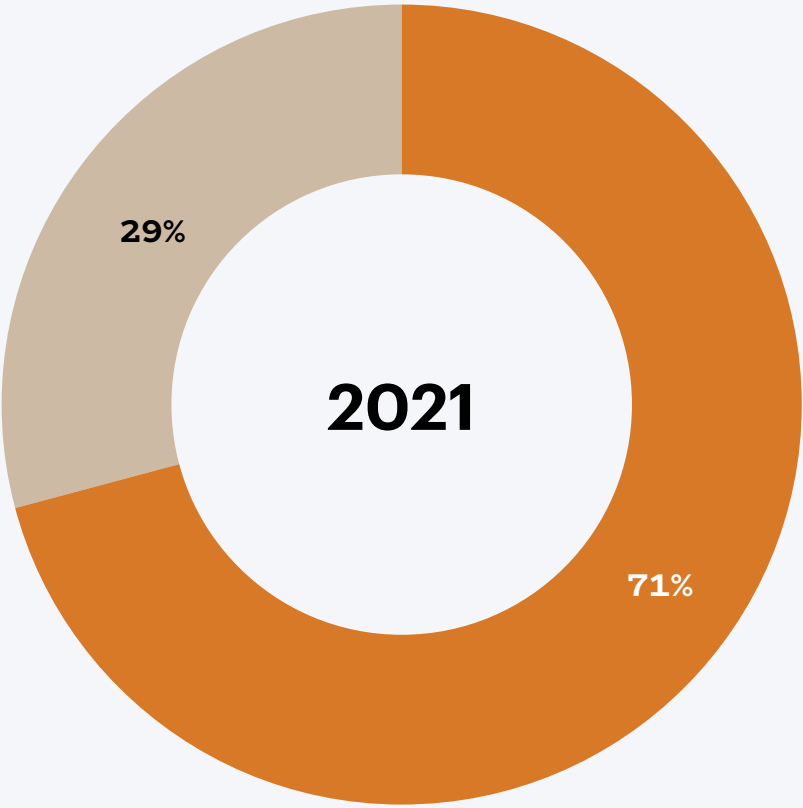
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GENDER —

All Staff



Executive Staff

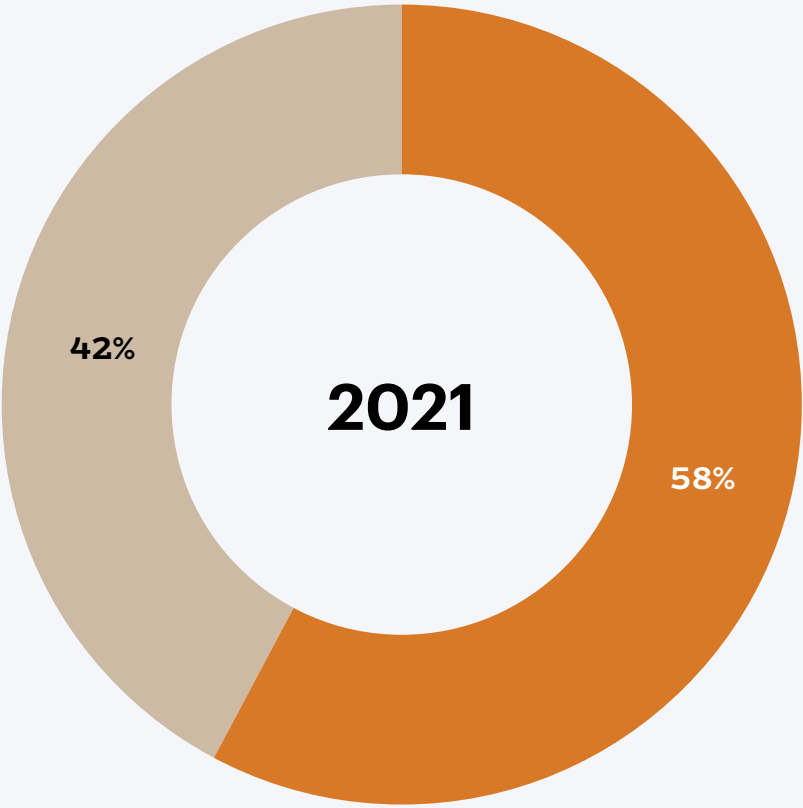


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GENDER —

Senior Staff



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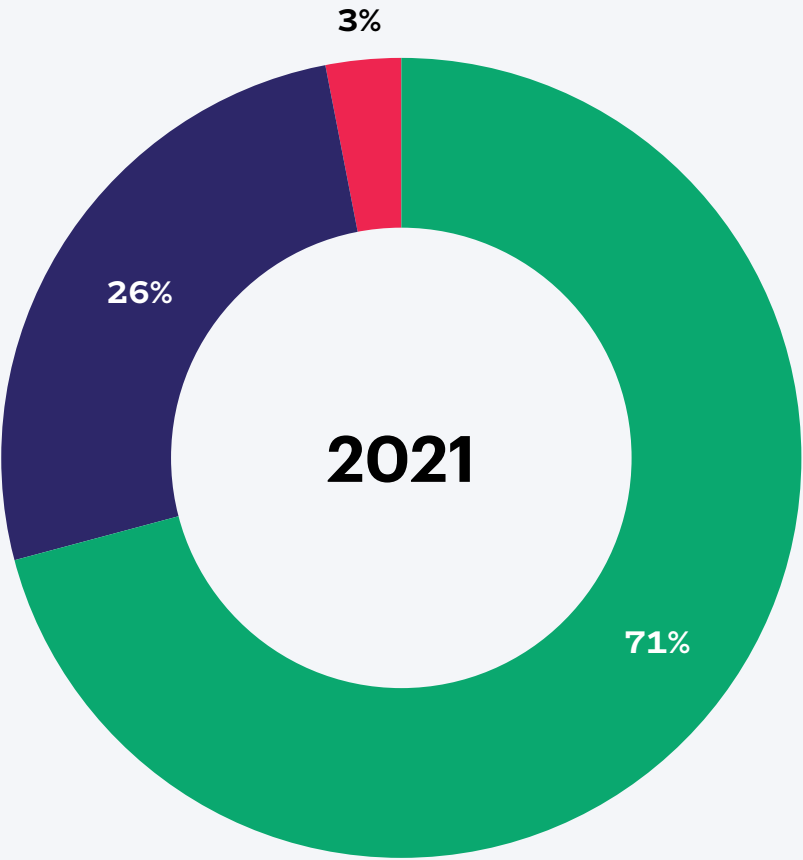
● People of Color

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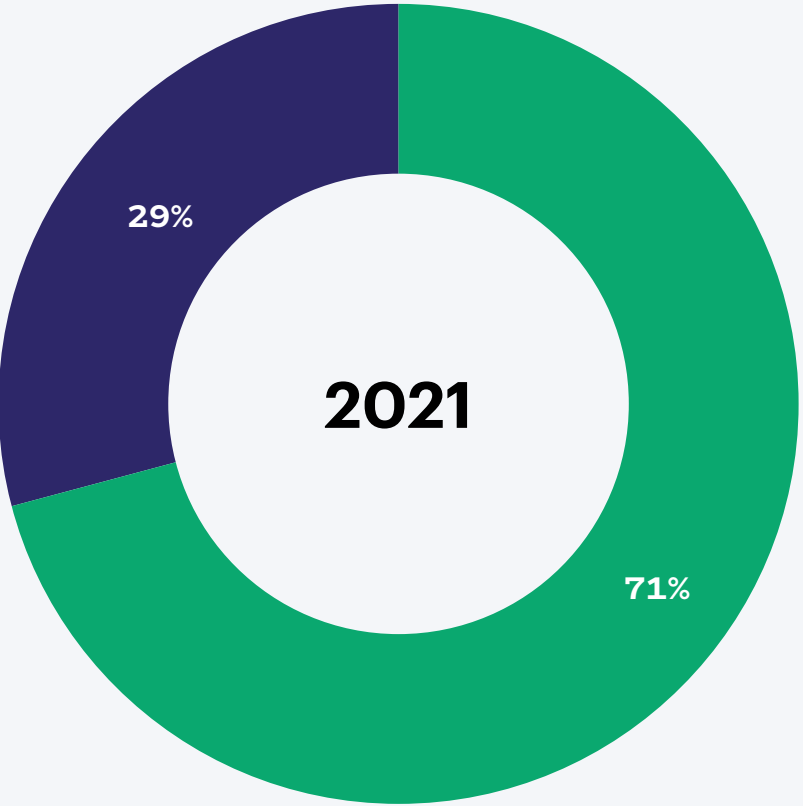
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RACE / ETHNICITY —

All Staff



Executive Staff



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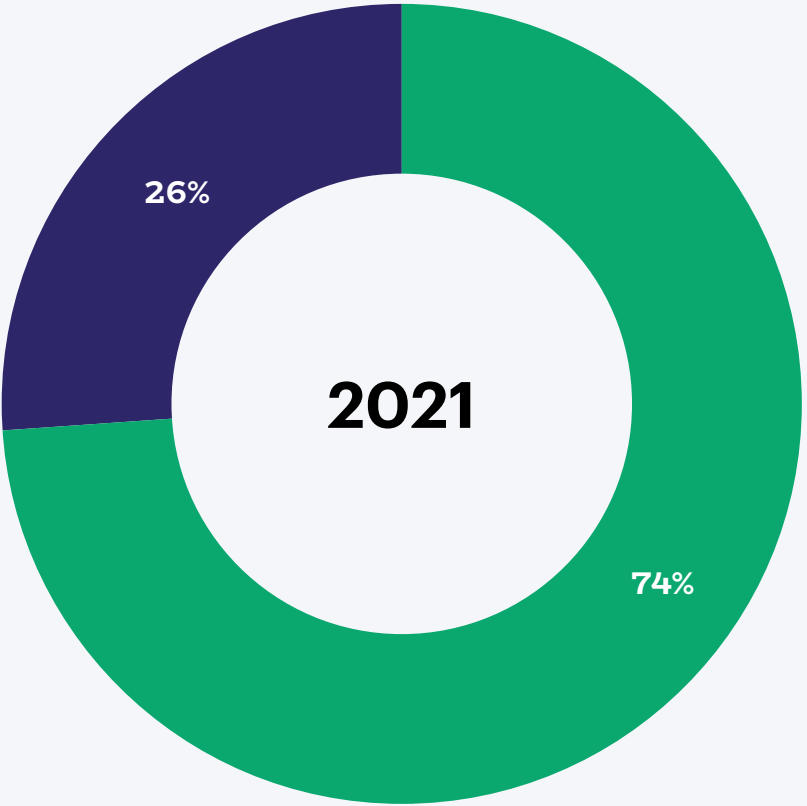
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RACE / ETHNICITY —

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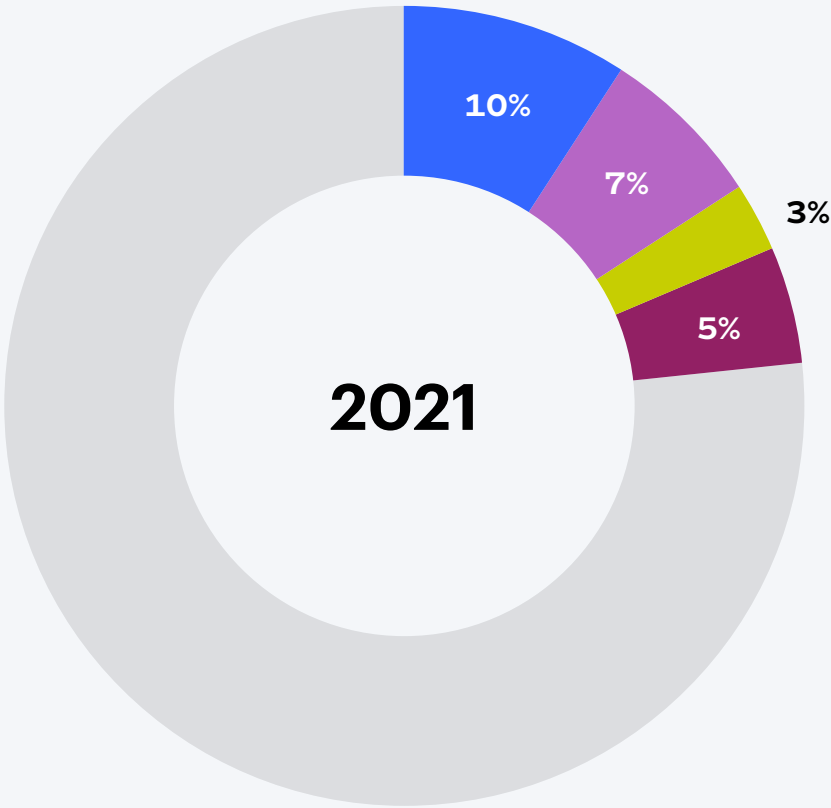


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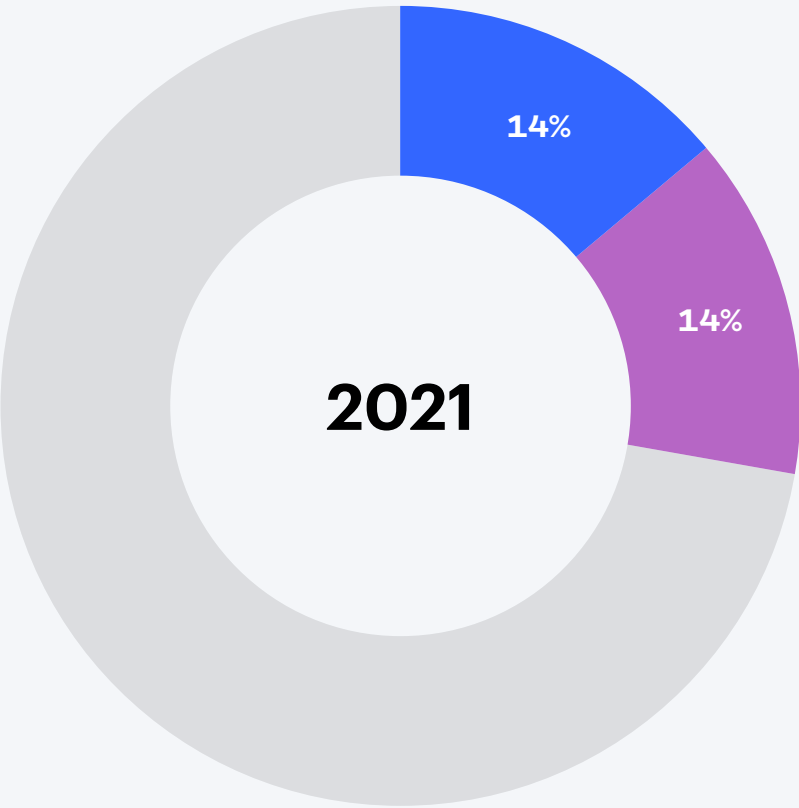
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PEOPLE OF COLOR —

All Staff



Executive Staff

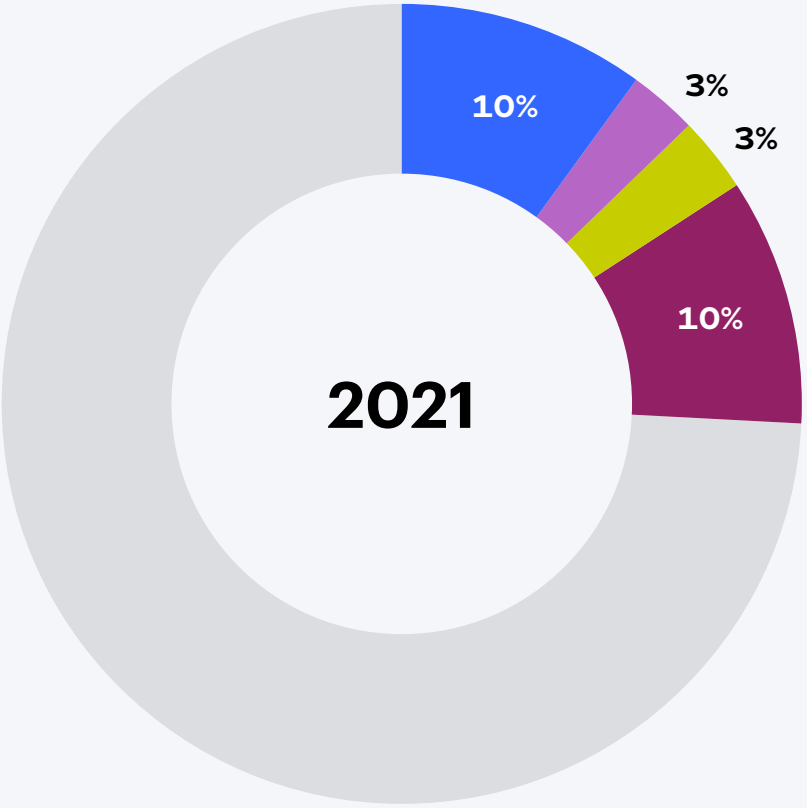


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