

Hi everyone,

This is my Friday note, arriving a day late as we were closed on Friday. This will be a note focused entirely on Trade and Shared Services and it will be followed by announcements from Don and Andrew for those in Trade and Shared Services.

Last fall Don, Andrew, and I started discussing how we might run Macmillan Publishers differently. In the last four weeks those discussions have taken on a greater urgency and scale. It is clear that we have to change who occupies the seats at the table when the important decisions are being made. It can no longer be Don, Andrew and me.

And so today we will announce a new committee who will meet regularly to decide on the key issues for Macmillan Publishers. This new management group will focus on running the overall company. The publishing houses will remain as independent companies, and the publishers will continue to report to Don directly.

For the new management committee to be effective, Andrew and Don have to create a small team. In a separate email from Don and Andrew, you will get a list of the 13 people on the committee. You will see my name is not on the list, I will step back from day to day management to make room for new voices.

The committee will form a different and more inclusive management team, representing a wider range of experiences. This will be an exercise in changing power dynamics, and in making sure we have diverse perspectives in the decision-making process. We will make better decisions if our company structure is more representative of the world around us, and we can only do that if we align recruitment, training and retention with our day-to-day business decisions.

This level of change is difficult, but I believe it is necessary. For some in the company this will be challenging, while others will see tremendous new opportunities. For the company as a whole I am confident that this will make us better and more capable in the years ahead.

I ask everyone to chip in. All of us who have new roles will need support one way or the other. Please read Don and Andrew's announcements. If you have questions, please ask.

To moving forward,

John

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