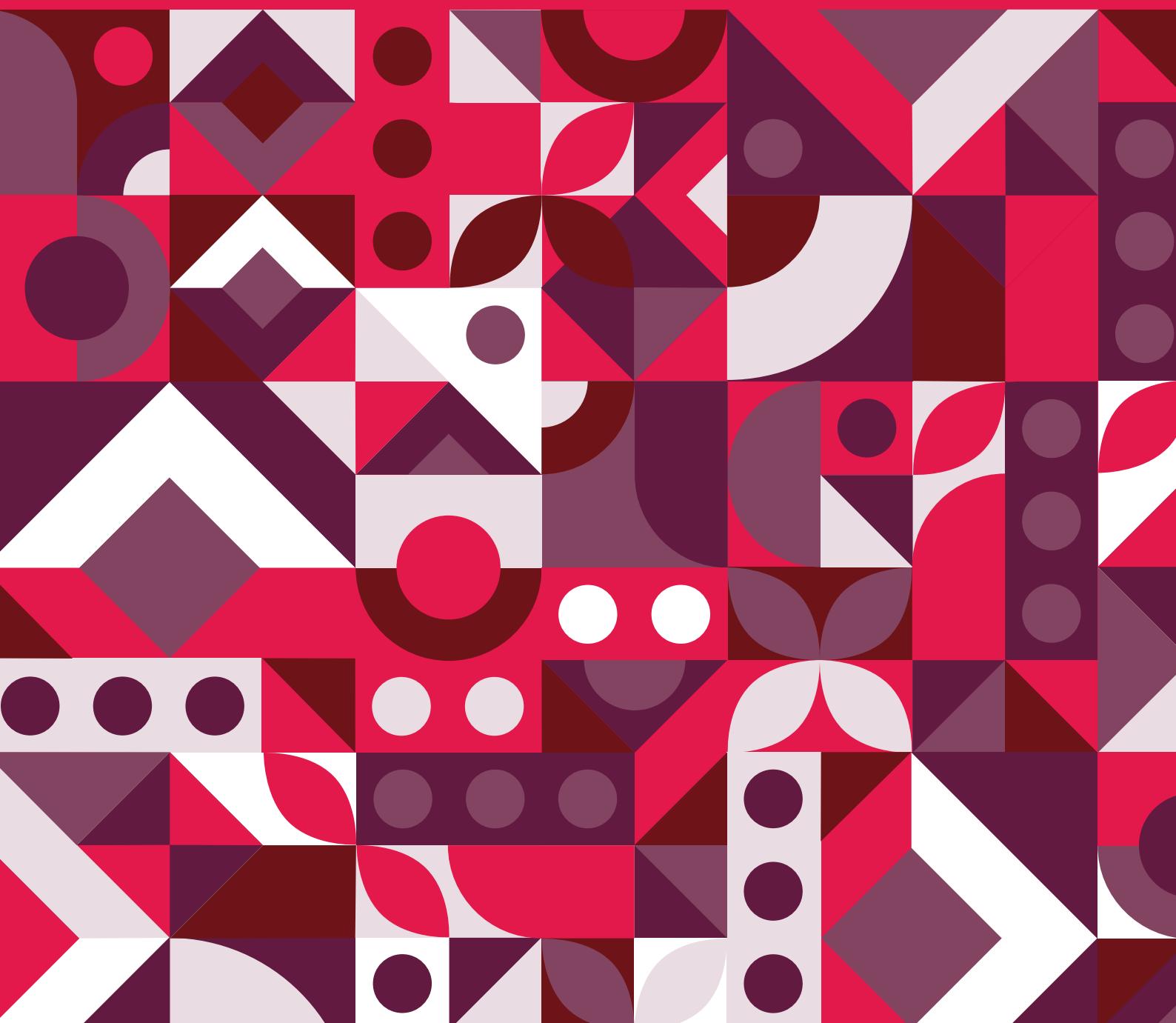


# ANNUAL REPORT 2021



Publishers  
Association

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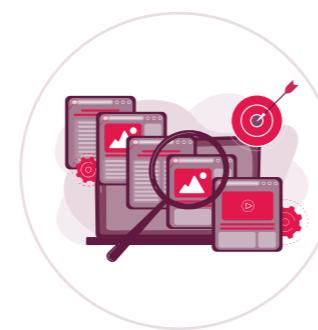
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## WE'VE SIGNED UP!

Our ideas and stories are limitless, but the planet's resources are not

**Join us - Sign the Pledge**  
[publishingdeclares.com](http://publishingdeclares.com)



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## About us

The Publishers Association is the member organisation for UK publishing, representing companies of all sizes and specialisms.

We exist to champion publishing to the wider world and to provide our members with everything they need to thrive.

We have helped change laws, improved business conditions and inspired people to become publishers. We are passionate about the capacity for books and reading to make life better for people.

Our members produce digital and print books, research journals and educational resources across a number of genres and subjects. Collectively, they form one of the UK's leading creative industries, exporting worldwide to educate, inspire and entertain.

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# Chief Executive's Report



**Stephen Lotinga**  
Chief Executive

2021 was another year dominated by the pandemic and all the associated uncertainty and disruption. Publishers carried on showing astounding resilience in a situation that none of us anticipated would continue for such a sustained period. This involved managing not just the ongoing impact of Covid-19, but post-Brexit complexities and supply chain issues.

It was also the year that the Publishers Association celebrated an important milestone: its 125th anniversary.

In April, our digital AGM saw us celebrate this moment. We share this anniversary with the International Publishers Association and it was wonderful to hear from Sheikha Bodour Al Qasimi, their President, at this meeting. In October, we welcomed members and partners to an in-person reception to celebrate this milestone with us. This was the association's first physical event in many months.

The anniversary was a moment to consider and reflect on all the times in the past that we have worked together as an industry and made a difference. Throughout our 125 year history, the Publishers Association has been at the centre of many industry milestones.

We created the Net Book Agreement in 1900, were integral to the Copyright Act in 1911. During the World Wars, we ensured books were marked essential for the British population, made sure there was enough paper for books to be printed and sent books to soldiers.

We helped establish the Booker Prize in the late 1960s and World Book Day in the 1990s. More recently, we established the first ever apprenticeship for the publishing industry to help widen access – it was brilliant to see the first cohort complete their apprenticeships this year and continue their careers in publishing.

None of our successes – past or present – would have been possible without the steadfast support of our members.

**“ In 2021, despite the ongoing challenges, we achieved a huge amount. The pages of this annual report outline these successes in detail, but I am particularly proud of our work on sustainability and the launch of Publishing Declares, our new industry narrative expressing the social, personal, economic and innovative value of publishing, and the successful Save Our Books campaign. ”**

I want to thank each and every one of you for your support this year. Whether it's participating in our groups, giving us advice, helping gather data or amplifying our campaigns. We are so incredibly grateful for your time and dedication. Every success we have had is down to you.

It remains my privilege to lead your association and I have no doubt that the Publishers Association will continue to evolve and thrive for another 125 years.

# Letter from the President



**David Shelley**  
President  
Hachette UK

What a year we've had. When I took up the position of President of the Publishers Association last April we were in a strange and challenging period. While we felt hopeful, we were aware that the difficulties presented by the pandemic were far from over.

But despite the challenges we've faced from Covid, it's been incredibly heartening to see the solace, knowledge and entertainment books have offered to people throughout the past two years, and to know from research that people have been spending more time reading than at any point in the past decade. I feel incredibly proud to work in an industry that can support people in this way.

At the beginning of my tenure, I spoke at our Annual General Meeting of my desire to open publishing up by communicating more fully what we do, and we have made good progress in this area. I am very pleased that earlier this year we launched our new industry narrative. Our hope is that this will support us all in articulating the value that publishing brings to people personally, society as a whole and the UK's economy and international influence. I encourage everyone who works in this industry to have a look at the new narrative and to use it wherever you see fit.

During my presidency the Publishers Association has produced guidance for publishers on collecting author data so that in the future we will have good quality information on author demographics. This is an integral step in informing our inclusivity work going forward and being able to measure our progress. We have a very long way to go, but accurate data is a key first step. We all need to keep tracking our progress and moving forward with the work we have been doing, collectively and as individual companies, to bring more people from underrepresented groups into the industry. This is as much a moral imperative as it is a business imperative and is vital for the future health of our industry.

Other key Publishers Association initiatives launched this year included launching the first element of our sustainability programme, Publishing Declares. We will be working alongside stakeholders from across the industry to coordinate our efforts and create real change... this is an area where we truly are stronger together, and stronger when we work with booksellers, authors, agents, distributors, printers, wholesalers and others. In 2021, we also ran the successful Save Our Books campaign: an example of a campaign which had terrific buy-in from across the industry and led to a positive result.

**“ I’m hugely impressed by what we’ve managed to accomplish over the past twelve months against this backdrop of continuing uncertainty. All of these things have been achieved by us working together. This is the key to our successes. As we move forward through more challenges, I know that we will navigate the difficulties that we encounter if we continue to collaborate. ”**

It is also thanks to the incredible team at the Publishers Association who have worked so incredibly hard, and skilfully, to navigate the rocky terrain on our behalf. My sincere thanks to everyone at the Publishers Association.

It's been an honour to be President of the Publishers Association at such a volatile time, and I wanted to thank you all for your support and collaboration.



## Our year in numbers

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**81** meetings of our Councils and Groups



**13** Events with **462** attendees



**59** parliamentarians attending our political events



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**63,650**



followers on LinkedIn, Twitter, Instagram and Facebook

**9** industry and sector reports



**20/20** largest PA members invested additional funding in our expanded content protection and enforcement work



**21** bilateral parliamentarian meetings



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# Value of publishing

## Narrative

Following extensive research, analysis, and consultation in 2021 we developed and launched a new framework which highlights the value of publishing, across social, economic, personal, and innovative pillars.

We developed a new narrative to underpin this framework, fronted by the consumer-tested strapline: publishing brings ideas and stories to life.



By galvanising our collective pride and action, we hope to build awareness, understanding, interest, and advocacy among stakeholders, encourage more people to engage in publishing, and ultimately, inspire more people to read.

## “ Publishing brings ideas and stories to life. ”

We produce trusted information. We connect creators and audiences. And we underpin the global knowledge economy.

As a result, the UK publishing industry is more successful than ever.

We produce and package an unprecedented array of high-quality content for global audiences. We take risks to discover the talent that no-one else can, and search tirelessly for new thinkers and storytellers, so that we can share their work with the world. It's this mission that drives us.

Our role is to think long-term about how to better serve the reader, learner, or researcher. From parents reading to their children and teachers delivering classes, to the book clubs and writing classes springing up all over the country, and the renaissance of community book shops and popup libraries, we are active partners in reading and learning in all its forms.



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## Publishing in 2020

*Publishing in 2020* – our April report into how the industry performed in 2020 – showed that UK publishing was very resilient. In fact, 2020 was the strongest ever year for UK publishing.

The total invoiced value of UK publisher sales rose 2% to £6.4 billion. UK sales income rose 4% to £2.5 billion while export sales income remained unchanged year-on-year at £3.7 billion.



## Save Our Books

The Publishers Association began our [Save Our Books campaign](#) alongside the Association of Authors' Agents, Society of Authors, and Authors' Licensing and Collecting Society in Summer 2021, in response to the government's [consultation](#) regarding the UK's future intellectual property exhaustion regime.

The publishing industry was seriously concerned about the impact of an “international exhaustion regime” on the book sector, which was one of the options the UK government was considering.

The Publishers Association worked with our partners on a sustained multi-channel campaign to raise awareness of the concern in the book market.

## World Book Day

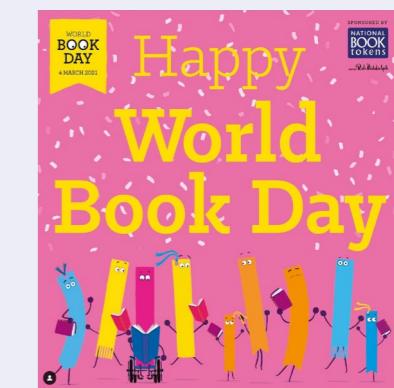
We predominantly celebrated World Book Day online in 2021. Over 100 Members of Parliament shared images across their social media channels in support of the campaign, including the Prime Minister, the First Minister of Scotland, and the Secretary of State for Education. The campaign also garnered attention in the House of Commons, with special mentions by the Leader of the House, his Shadow, and various cross-party backbenchers during Business Questions. A number of MPs, including the Shadow Secretary of State for Digital, Culture, Media and Sport, laid written parliamentary questions celebrating the occasion and, finally, Labour MP Lyn Brown penned an article in *The House* explaining the importance of libraries and reading for pleasure.



The statistics in *Publishing in 2020* were covered on Radio 4's Today and in news updates across BBC Radio. The report was also covered in the *Times*, the *Guardian*, the *Financial Times* online, *Sky News* online, *BBC News* online and various other specialist and trade outlets.

In September we released the *Publishers Association Yearbook 2020* which contains statistical analysis of publisher revenue with over 100 accompanying tables and graphs.

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# Sustainability

In 2021, the Publishers Association's Sustainability Taskforce continued to drive forward the work around sustainability. The Taskforce tendered a proposal for four key projects to support publishers in furthering their sustainability programme.

Carnstone Partners was engaged to deliver an industry declaration and report, and RISE (the Research Institutes of Sweden) and software specialists Solstice took responsibility for the Carbon Calculator and Materials Matrix.

The Carbon Calculator and Materials Matrix were developed throughout the latter part of the year with the support of working groups, representing a cross section of the membership. The tools are on track for release in 2022 and will help publishers understand their material impact (both in terms of carbon emissions and material usage) so that they can make better decisions when it comes to designing products, choosing suppliers, and procuring materials.

The Taskforce's greatest achievement for the year was the launch of Publishing Declares in October, the first climate declaration on behalf of the UK book and journal publishing industry. Beginning with 39 founding signatories, the declaration soon grew to over 90, including signatories across the publishing supply chain, from printing and packaging to bookselling.

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## We pledge to:



### Take action on climate

Join the global climate effort to limit warming to 1.5°C by setting ambitious, measurable targets across our own operations and extended supply chain to achieve net zero as soon as possible and by 2050 at the latest.



### Protect life on land

Protect nature and biodiversity, working with supply chain partners that are resource efficient, use sustainable materials and processes wherever possible in the content we produce, and constantly innovating to make use of new and recycled materials.



### Strengthen partnerships

Collaborate with our peers, authors, illustrators, supply chain partners and business partners to translate our climate aspirations and commitments into tangible actions to safeguard our planet for future generations.



### Educate for sustainability

Empower our colleagues to become climate literate and support them to bring that knowledge into the work that they do.



### Advocate for sustainability

Use our expertise, platform, and voice to raise awareness and drive positive climate action wherever we can.

PUBLISHING  
DECLARES

## WE'VE SIGNED UP!

Our ideas and stories are limitless, but the planet's resources are not

**Join us - Sign the Pledge**

[publishingdeclares.com](http://publishingdeclares.com)

# Inclusivity

## UK Publishing Workforce: Diversity, inclusion and belonging in 2020

We released the findings from the fourth edition of our UK publishing workforce survey. Our report showed that publishing continues to meet its target to employ at least 50% of women in senior roles within five years, whilst LGBT+ representation continues to grow, as does the number of those working in the sector with a disability. There has however been little progress towards increasing the ethnic diversity of the workforce and there is work to be done in increasing those from lower socio-economic backgrounds.

The 2020 survey was the most comprehensive yet as it was based on data from over 70 publishing companies of varying sizes across academic, education and consumer publishing. Data from over 14,000 employees was collected, the largest sample size we have achieved since the research programme began.

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## Careers in publishing

The first cohort of Publishing Assistant Apprentices completed their training during 2021, with 60% achieving distinctions. 14 out of the 15 apprentices who graduated from the programme will continue to work in publishing and have secured jobs in the industry. The Publishing Assistant Apprenticeship, run by LDN Apprenticeships, aims to create another path into the industry and is designed to be the perfect introduction to publishing.

Work in Publishing week took place for the ninth year running, to inspire people to pursue a career in publishing. The national campaign highlighted accessible information on what working in publishing is like.

## Author Diversity Report and Toolkit

We released a report and toolkit for publishers around surveying authors on diversity. This toolkit includes guidance for publishing companies seeking to collect data about the protected characteristics and other diversity characteristics of authors, illustrators and translators.

Prepared by independent researchers following consultation with publishers, the toolkit aims to help publishers navigate this area. It includes guidance on creating and sending out an author questionnaire, along with template questions aimed at gathering information about ethnicity, gender, gender identity, sexual orientation, disability and socio-economic class.

An accompanying report outlines the background and context around the creation of the toolkit. The report authors, independent researchers Emma Shercliff and Maiya Grant, conducted a literature review, gathered information about current practices and interviewed publishers to inform the report and toolkit.

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# Championing sectors



## Academic

The Academic Publishers Council saw David Ross of SAGE Publishing become the new chair during 2021, succeeding Liz Ferguson of Wiley. The Council has been continuing to focus on UK Research and Innovation's ongoing Open Access review following the policy announcement over the Summer.

**David Ross, Chair of Academic Publishers Council**  
SAGE Publishing



## Higher & Further Education

Our Higher and Further Education Publishers Council is now chaired by Katie Thorn of Macmillan following Andrew Robinson of Cengage's three-year term. Throughout 2021, the Council have focused on a number of issues linked to content protection and enforcement, piracy and policy.

**Katie Thorn, Chair of Higher & Further Education Publishers Council**  
Macmillan



## Education

Lindsay Nadin of Pearson became the new chair of the Education Publishers Council during 2021, succeeding Jane Harley of Oxford University Press. The Education Publishers Council have focused on a number of topics throughout 2021, including curriculum policy and wider education policy engagement. The EPC Literacy and Maths sub-groups have continued to meet to receive updates from the Department for Education.

**Lindsay Nadin, Chair of Education Publishers Council**  
Pearson



## Consumer

Chaired by Perminder Mann of Bonnier Books, the Consumer Publishers Council focused on a range of topics throughout 2021 including social mobility in the creative industries. The Council heard from a number of speakers from Arts Council England, The Youth Group and National Literacy Trust and continue to discuss key issues the industry is facing.

**Perminder Mann, Chair of Consumer Publishers Council**  
Bonnier Books



## Accessibility

The Accessibility Action Group saw Stacy Scott, Accessibility Manager at Taylor & Francis, become the new chair during 2021. The group brings publishers together with advocacy organisations who are committed to supporting the development and distribution of accessible publications. The group focuses on developments in legislation and policy and the impact this can have on accessible publishing.



## Children's

In 2021 the Children's Publishers Group saw Rebecca McNally of Bloomsbury and Aimée Felone of Knights Of become the new co-chairs of the group, succeeding Hilary Murray Hill of Hachette Children's Group. Our Children's Publishers Group were joined by a number of external speakers from Empathy Lab, BookTrust, World Book Day and National Literacy Trust to explore initiatives around reading for pleasure and literacy.



## Audio

The Audio Publishers Group celebrated the audio publishing sector throughout Love Audio Week in July. During the week the Publishers Association presented the second list of Best New Voices in audiobook publishing. All of the narrators and audiobooks included in the list have been nominated by members of our Audio Publishers Group to showcase some of the talented actors working in audio narration.



# Highlights of 2021



**17**  
Export Webinar on Exploring the Chinese Market

**18**  
Winners of Parliamentary Book Awards 2020 revealed



**06**  
How teachers use textbooks report released by Public First

**07**

Export Webinar on Exploring the Middle East



**06**  
Export Webinar on Doing Business in Latin America

**15**  
Publishing Declares is launched

**20**  
125th anniversary member reception



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**March**



**February**



**May**



**July**



**October**



**November**



13

**01**  
Shortlist for 2020 Parliamentary Book Awards revealed

**12**  
Publishers Association's UK publishing workforce survey released

**17**  
Report released on Economic assessment of the impact of the new Open Access Policy developed by UK Research and Innovation, produced by FTI Consulting

**27**  
Publishing in 2020 report released

**28**  
Publishers Association 2021 Annual General Meeting



**07**  
Save Our Books campaign launches as IPO opens consultation

**15**  
How to Publish a Political Book event



**10**  
Publishers Association Yearbook 2020 launched

**17**  
Publishers Association launch author data collection toolkit



**15-19**  
Work in Publishing week



# Export Events



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**Following a year where all market visits and attendance at book fairs were cancelled, the Publishers Association introduced a series of virtual events to support members in their export activities. These focused on some of the UK's key export markets – China, the Middle East, Latin America and North America.**

The speakers gave an overview of how these markets had performed during the first year of the pandemic in 2020. They also shared a wealth of information on key booksellers; libraries; distribution channels; government institutions; agents, marketing for specific markets and audiences; literary festivals and book fairs; and building relationships for long term partnerships.

Those members looking to sell rights and licenses learnt of the copyright situation in each market; areas and topics of sensitivity that they should be aware of; working direct or with sub-agents; translation grants and contracts.

The webinars were well attended with 147 participants taking part in the four events and others viewing the recordings on the members area of the website. As a result of the Middle East webinar, 17 members took up the offer of free stands at the Riyadh International Book Fair in October and eight attended the fair as guests of the Saudi Minister of Culture and participated in the Publishing Conference.

Another drawback of the pandemic was that without book fairs members were not able to meet new contacts. We worked with Livres Canada Books to organise one-to-one match making sessions with Canadian publishers and 28 members took part in the five-day event. This was followed by a similar event organised in partnership with DIT China, and the China-British Business Council where 14 members met Chinese contacts over two days.

# Policy & Public Affairs

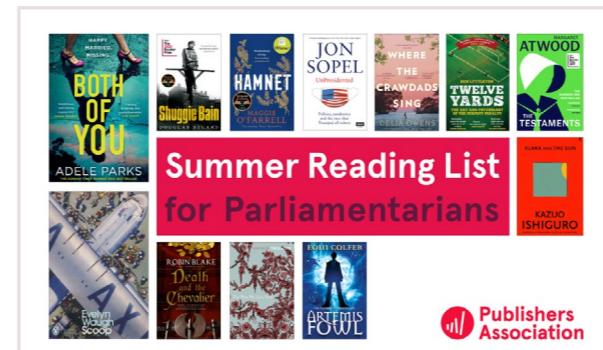
Throughout 2021 we engaged with a variety of Secretaries of State, Ministers, Shadow teams and officials responsible for our key policy areas at the Department for Digital, Culture, Media and Sport (DCMS); the Department for Education (DfE); the Department for Business, Energy, and Industry Strategy (BEIS), the Department for International Trade (DIT) and the Intellectual Property Office (IPO).

## Westminster

In place of our usual parliamentary reception, the winners of the 2020 Parliamentary Book Awards were announced live by Matt Chorley on Times Radio. Meanwhile, the All Party Parliamentary Group for Publishing met for zoom seminars on “How to Publish a Political Book” and “Cancel Culture” in the UK’s publishing industry.

We met bilaterally with key political stakeholders online – including the Secretary of State for Education, the Chair of the DCMS Select Committee and the Shadow Secretary of State for DCMS. We similarly had opportunities to brief the House of Commons Science & Technology and House of Lords Communications & Digital Committee on various themes, and we established a highly popular quarterly book club for over 20 parliamentarians.

In honour of our 125th Anniversary, the Minister of State for DCMS dialled-in to our virtual AGM to say a few words. Then, in July, we published a special “Summer Reading List for Parliamentarians”, featuring extensive reading recommendations from the Prime Minister, the Chancellor of the Exchequer and many others.



Come the autumn, we were able to briefly enjoy a series of “in person” events at the Party Conferences, including a private lunch for 10 Conservative MPs in Manchester. We were also able to host the new Minister of State for the Creative Industries for a conversation with industry leaders, before restrictions came back into force.

We rounded off the year with our annual Christmas Prize draw for MPs, which saw over 100 entries. The winners received a collection of children’s books for a deserving organisation in their constituency.

## Whitehall

We ensured our industry’s key priorities were heard across our core government departments, whilst also providing regular updates to members on notable policy developments. We expanded our network of officials and advisors in Whitehall, and welcomed new incumbents following the autumn reshuffle.

Over the course of the year, we fed into major consultations on the Spending Review 2021, Online Safety, Digital Competition, R&D Tax Reliefs, Reproducibility of Research, Copyright Exhaustion, and the early stages of the DCMS Sector Vision – amongst others.

We also facilitated regular briefing meetings for members with DfE, BEIS and IPO officials over the course of the year on topics such as Artificial Intelligence, Open Access and educational resources, and similarly worked closely with non-executive departmental bodies such as UKRI, NCETM and the CMA on various policy developments.

A further update on our policy work relating to specific publishing sectors can be found in each respective Sector Council report.

## International

As the government negotiates post-Brexit trading agreements, we continued to represent publishers on the Department for International Trade’s Creative Industries’ Trade Advisory Group, as well as other DIT working groups focused on exports. We similarly made written submissions regarding future partnerships with Singapore, Canada and others, in order to inform the UK’s negotiating approach.

We have supported member queries with post-Brexit import/ export frictions, and have sought UK government intervention in international policy debates – most notably in South Africa, Vietnam and India. We also hosted International Education Champion, Sir Steve Smith, for a virtual roundtable to discuss education exports, and co-ordinated a seminar on Export Controls with expert speakers from Fieldfisher LLP.

# Content Protection and Enforcement

**2021 saw the Publishers Association take further strides towards establishment as an industry mark of excellence for content protection and enforcement activity and the go-to authority for members and government on piracy issues in the book and journal markets.**

We set to work in outlining the case for an expanded remit and budget in the area of content protection and enforcement, and in the course of the year have secured funding contributions for this purpose from every one of our largest members. We sincerely thank the contributing publishers for their support and engagement, which will benefit the entire book and journal ecosystem.

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We have therefore established a central fund for coordinated enforcement action against collectively agreed targets. This is an important pillar of effective content protection and enforcement work by a trade association and consistent with how other associations and coalitions handle this type of work. We have also recruited a content protection and enforcement specialist with a wealth of expertise and experience who will join forces with our existing team in early 2022.

In 2021, we continued to work with our Anti-Piracy Working Group, Law Group and other member representatives to evaluate piracy threats and take strategic steps to address them. We have drawn up a member survey which will examine the publishing piracy landscape, identify collective priorities and help shape our future strategy. We have commissioned a comprehensive investigation into a major piracy network which impacts all publishing sectors, the findings of which will inform critical enforcement work moving forward. We have also lent support to ongoing efforts to tackle other

major piracy threats. We have strengthened our engagement with the UK Police Intellectual Property Crime Unit. We have explored opportunities for website blocking and other civil and/or administrative action to protect and enforce our members' intellectual property.

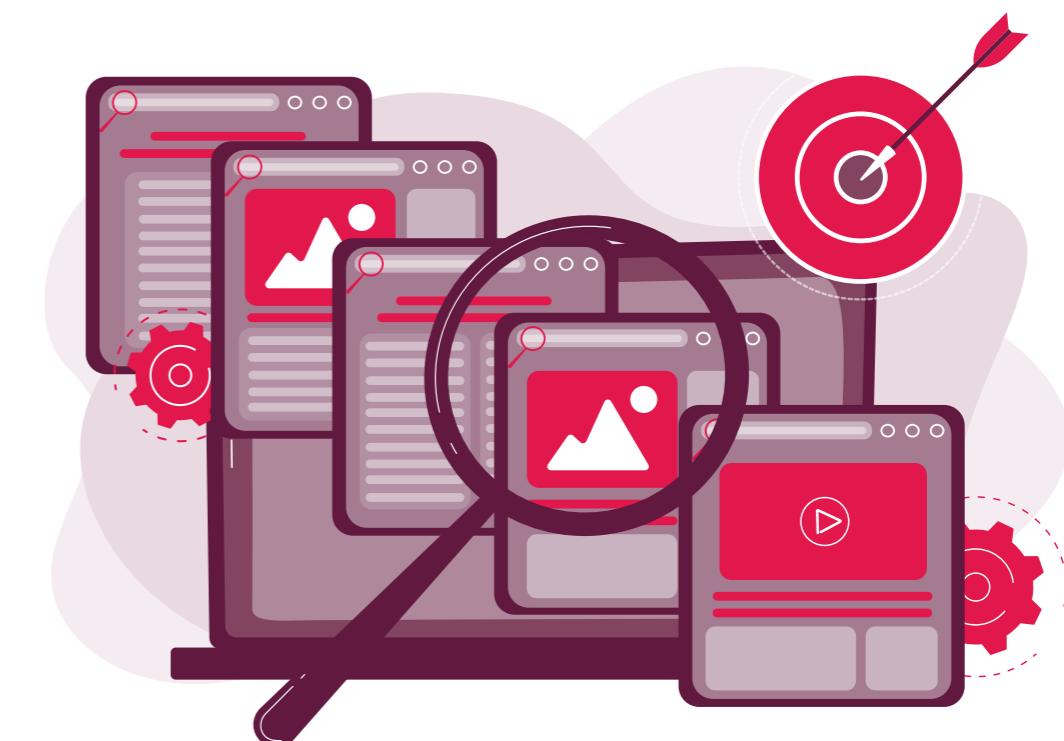
Our [Copyright Infringement Portal](#) has continued to provide members with access to 'notice and takedown' services at no extra cost. This year, we developed the Portal in several ways, including building functionality which will enable it to identify infringements on online marketplaces and social media platforms. These developments will derive benefits not only to members using the Portal but will enhance the data generated by the Portal, which is invaluable to our wider work. In addition, we have enabled the integration of SimilarWeb data (website traffic volumes) with our Portal data, adding a further component to the information we can generate.

A key focus in 2021 was our bilateral dialogue with Amazon to address the issues of unlawful parallel imports and piracy appearing on the UK platform. We met regularly with Amazon representatives and examined live examples that had not been appropriately remedied. We worked together to identify and address frictions in the reporting processes. Take down time limits were set and the partial removal of listings addressed. Over the course of the year members have reported seeing a significant improvement in response times and fewer rejections of infringement reports. The work done highlights that rights metadata entered for foreign listings (e.g. listings of US editions) not only needs to itemise where sales are permitted but must also specifically itemise where sales are not permitted (i.e. list the UK as an excluded territory). Without these metadata blocks in place Amazon's system may port US listings onto the UK platform. Work with Amazon to address the root causes of unlawful parallel imports on the platform continues – with a proposal and pilot under consideration.

We have also raised with Amazon the need for the learnings on tackling unlawful parallel imports to be applied in respect of Book Depository. Additionally, we opened a dialogue with eBay to address piracy issues, notably the sale of unauthorised digital copies (e.g. pdfs).

We continued to respond to content protection issues affecting our members in overseas markets. A notable example was the collective objection to the New Zealand National Library's agreement to donate almost its entire Overseas Published Collection to Internet Archive for digitisation and making available online, in breach of copyright. In December, the Library announced that it was reconsidering its decision.

**“ We continue to champion the interests of UK publishers in key stakeholder dialogues and groups and support publishers of all sizes in protecting and enforcing their intellectual property. ”**



# Officers



**President:**  
**David Shelley**  
Hachette UK



**Vice-President  
and Treasurer:**  
**Nigel Newton**  
Bloomsbury



**Past President:**  
**Annie Callanan**  
Taylor & Francis

# Council

Emma Bourne, Springer Nature

Kathleen Farrar, Bloomsbury

Sharon Hague, Pearson

Anne Kitson, Elsevier

Juliet Mabey, Oneworld Publications

Stephen Page, Faber & Faber

Karen Phillips, SAGE Publishing

Peter Phillips, Cambridge University Press

Cally Poplak, Farshore

Charlie Redmayne, HarperCollins

Rebecca Smart, DK

Rebecca Sinclair, Penguin Random House

## Co-opted Member

Lis Tribe, Hodder Education

## Ex-Officio

David Ross, SAGE Publishing  
Chair of Academic Publishers Council

Perminder Mann, Bonnier Books UK  
Chair of Consumer Publishers Council

Lindsay Nadin, Pearson  
Chair of Education Publishers Council

Katie Thorn, Macmillan  
Chair of Higher and Further Education Publishers Council

# Our Team

## Senior Management



**Stephen Lotinga**  
Chief Executive



**Dan Conway**  
Director of  
External Affairs



**Ruth Howells**  
Deputy Director of  
External Affairs



**Catriona Stevenson**  
General Counsel



**Mark Wharton,**  
Director of  
Operations

## Staff



**Claire Anker**  
Senior IP  
Enforcement  
Manager



**Gloria Bailey**  
Senior  
International Book  
Fairs Manager



**Willa Cunningham**  
PA to CEO



**Tom Goldie**  
Policy and Public  
Affairs Manager



**Mollie Haynes**  
Administration and  
Communications  
Executive



**Jasmine Joynson**  
Media Relations  
Manager



**Eliza Kavanagh**  
Senior Audience,  
Development &  
Engagement Manager



**Chris Kelly**  
Head of Finance



**Jack Newton**  
Head of Content  
Protection &  
Enforcement



**Susan Pinkney**  
Head of Research



**Amy Price**  
Head of Policy and  
Public Affairs



**Felisha Weekes**  
Events Manager

# Members

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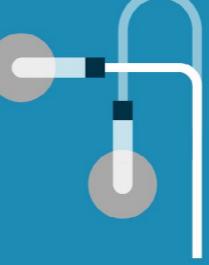
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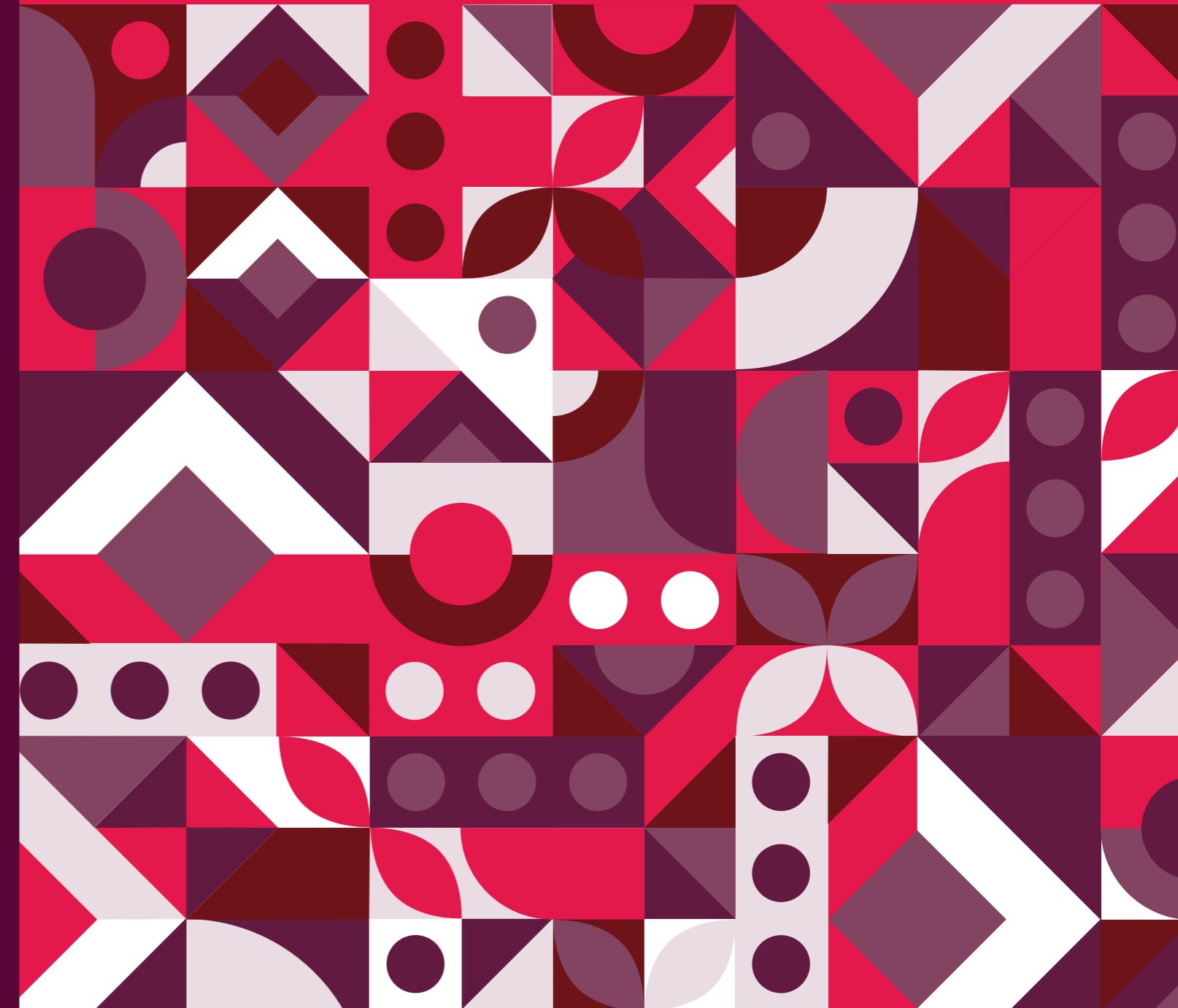
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