

## **Report of the Fox News Workplace Professionalism and Inclusion Council dated July 22, 2021**

### **Introduction and Background**

Since its last report on December 29, 2020, the Fox News Workplace Professionalism and Inclusion Council (the “WPIC”) met on February 4, 2021, February 16, 2021, and May 20, 2021. All such meetings were held via videoconference.

WPIC members Kevin Lord, Executive Vice President of Human Resources, Fox Corporation; Sylvia Hewlett, Author & Chair Emeritus, Center for Talent Innovation; the Honorable Barbara Jones, Partner, Bracewell LLP; Virgil Smith, Principal, Smith Edwards Group LLC; and Brande Stellings, Principal, Vestry Laight LLC, attended all meetings. WPIC member Lily Fu Claffee, Executive Vice President & General Counsel, Fox News Media, attended the February 4 and February 16 meetings. New WPIC member, Bernard Gugar, General Counsel & Executive Vice President of Corporate Development, Fox News Media, attended the May 20, 2021 meeting.

### **Regular WPIC Meetings on February 4, 2021**

On February 4, 2021, the WPIC had the first regular council meeting of the year. Kevin Lord discussed the Action Plan Fox News Media (“FNM”) has initiated to address the gap in the scores for engagement and overall experience given by Black and multi-racial employees in comparison to all other demographic groups that were revealed in last year’s *Great Places to Work (GPTW)* survey. This Action Plan centered on the following principles: improving communication, increasing engagement, building community, and encouraging career development. In addition, FNM instituted coaching for some executives to address additional gaps identified in the survey results, including those relating to trust, fairness, and other issues.

Steps taken to improve communication included (i) all team leaders holding end-of-year team meetings, (ii) implementing more frequent one-on-one performance check-ins, and (iii) continuing True North and Premiere sessions. The True North Leadership Development Experience is a live (onsite or web-based) multi-week program targeted toward VPs and SVPs that empowers functional leaders to develop their capabilities and drive business success. The Premiere Management Development Program is a live (onsite or web-based) multi-week program targeted toward managers and directors that helps participants develop as front-line leaders.

To increase employee engagement, Fox has created opportunities for special recognition, increased employee involvement in decisions that affect them, and encouraged team activities to foster transparency and openness. For example, the inaugural FNM Spotlight Awards for employee recognition were presented at the

year-end company-wide Town Hall. In addition, many teams are exploring added team building resources with FNM's Learning & Development team.

In its continued efforts to build a sense of community among employees, FNM's CEO Suzanne Scott and her direct reports provided employees increased time and opportunity to attend Employee Resource Group meetings. FNM also continued its Employee Assistance Program (EAP) webinars, offering 20 such webinars from April 2020 through March 2021. These sessions averaged approximately 100 participants per session. Volunteering initiatives such as Operation Gratitude, Winter Wishes, National Day of Service Opportunities, and Together We Rise were also very successful. Most sessions reached maximum attendance within 15 minutes of being announced. Lastly, The Fox Academy Winter Break provided employees the opportunity to interact virtually with popular FOX personalities and engage in service to give back and spread joy in their communities, was even better attended than Bring Your Child to Work Day.

To further career development, Fox continues to provide training opportunities, regular feedback to employees, and opportunities for cross-departmental exposure and stretch projects. This has included tailored opportunities for early career employees and building career pathing resources. Other resources also provided employees include the MentorMatch mentorship program and the eLearning platforms LinkedIn Learning and Harvard Manage Mentor. The WPIC also noted that sponsorship (i.e., high-octane mentoring) can be much more effective than traditional mentorship in closing progression and retention gaps between Caucasian and Black talent. As a follow up WPIC member Sylvia Hewlett (author of "The Sponsor Effect" and an expert in this field) reached out to Kevin Lord to offer some tactical material that has helped other companies embed sponsorship in their leadership cultures. On June 22, Kevin Lord pulled together a small group of leaders from the Fox HR team (himself, Marsheila Hayes, FOX's VP, Diversity & Inclusion, and Lauren Hallam, FOX's VP of Employee and Community Engagement) to meet with Sylvia Hewlett for a brainstorming discussion on what tactical measures might work at Fox News. Much progress was made with the potential to positively impact the workforce.

Next, the WPIC was briefed on the recruitment strategies and sourcing channels which FNM has implemented to ensure that a qualified and diverse slate of candidates is presented to hiring leaders for all roles. The WPIC appreciated the comprehensive, multi-pronged plan for improvement in attracting diverse candidates, which includes the use of a current employee network to source for internal and external candidates, proactively searching for candidates through the use of various sourcing technologies, resume databases, search engines, and alumni job boards. FNM also partners with several organizations and targets several colleges and universities for early in-career

recruiting. Several of these schools include designated Historically Black Colleges or Universities, Hispanic Serving Institutions, as well as CUNYs, and SUNYs. Fox News Media also has a College Associate Program that had 40 associates, 42% of whom identified as people of color, for the spring 2021 semester. The WPIC also discussed the importance of focusing on the experience of diverse talent once recruited to the company and, in particular, access to mentoring and sponsorship.

Jason Klarman, President FOX Nation and EVP Marketing for Fox News Media, then spoke to the WPIC about the *America Together* initiative. In response to a challenge from senior management regarding how we can celebrate diversity across FNM's different platforms, Mr. Klarman and his team created *America Together*, a multi-layered campaign consisting of the following:

- In each key diversity month, FNM selected four outstanding individuals or groups from all walks of life, to profile and celebrate their unique contributions to their families, communities, professions and country.
- FNM created two-minute profiles of these honorees that used FNM's own diverse talent and highlighted them in-show every Friday throughout the day on various programs and platforms.
- These profiles run on FOX News Channel, FOX Business, FOX News Audio, FOX News Edge, FOX Nation, FOX News Digital, and FOX Television Stations and have reached 100s of millions of people

In September 2020, FNM celebrated Hispanic Heritage Month by creating a four-episode series honoring the historic and inspiring achievements of Hispanic Americans. During Black History Month in February 2021, FNM showcased the stories of eight outstanding individuals who have made incredible achievements in faith, military, entertainment, business, and politics. This comprehensive *America Together* content is housed on the microsite, <https://www.foxnews.com/americatogether>.

Representatives from Eskalera followed Mr. Klarman and presented a pilot proposal that could be used at FNM. Eskalera provides a software platform that measures employee experience and engagement, including inclusion, and offers diversity and inclusion solutions and actionable steps to improve hot-spots within an organization. Its co-founders draw on their prior experience leading learning programs at Catalyst and as CHRO for Goldman Sachs. Eskalera proposed an iterative and interactive platform that would engage employees in self-reflective exercises that focus on the learner's experience. The goal of this process is to show employees how to engage effectively in diversity and inclusion and build community through dialogue and

connection. The WPIC was encouraged by the proactive approach presented by Eskalera, with its emphasis on learning micro-modules and incorporation of ‘nudges.’

### **Regular WPIC Meeting on February 16, 2021**

The February 16 meeting focused on working with *GPTW* to develop “pulse surveys” that will provide follow-up data to the successful company-wide survey last year. FNM and the WPIC remain focused on improving the scores of Black/Multi-Racial employees as well as monitoring hot-spots identified by the survey. The pulse surveys would be directed at the lowest scoring departments, managers, and performers from the 2020 survey, and would be designed to determine if progress had been made since the immediately preceding survey was conducted. The WPIC worked with *GPTW* to develop approximately 10 questions for the pulse survey, and the plan was to conduct the survey in March 2021.

### **Regular WPIC Meeting on May 20, 2021**

The WPIC next met on May 20, 2021 and discussed the results of the pulse survey that was conducted from March 15, 2021 through April 15, 2021. Although the survey showed improvement from the 2020 results and the trend lines were going in the right direction, the WPIC noted that there were still areas that should continue to be addressed.

Regarding FNM’s continuing efforts to improve the engagement and overall experience of its employees, especially as it pertains to Black and multi-racial employees, Mr. Lord noted that FNM had recently launched the Eskalera program discussed above. Engagement with the program has been encouraging. The engagement rate for registered managers was 72%, and rising. While these are solid initial results, FNM is taking steps to drive continued adoption of the program, including the formation of an Ambassador Group to help continue to share the Eskalera and FNM message.

FNM also revisited the mission of its Diversity, Equity & Inclusion Council. The goal is to better leverage the Council as an internal sounding board for employees that can assist in forming action plans with senior management. One focus was how Council members can move from being members to being true Ambassadors. FNM also increased its internal promotion efforts to encourage more employee-engagement with our Employee Resource Groups. FNM will also work with the WPIC to review and improve its Mentoring Programs.

### **Looking Forward**

The WPIC will continue to work together with FNM management to set the agenda and topics to be addressed at future meetings. Chief among these topics will be ensuring that the progress FNM has made in addressing the challenges presented by

the 2020 *GPTW* continues. One of the more important tools in that regard is the high-octane mentoring mentioned above. The WPIC members have worked closely with FNM leadership and look forward to building on the successes over the last two and a half years to further Fox News' goal of increasing diversity and maintaining a strong culture that is inclusive and welcoming for all of its employees.

The 2020 *GPTW* survey showed that 85% of FNM employees felt that in the prior year, Fox News had taken meaningful action to address sexual harassment in the workplace. The WPIC encourages FNM to build on this success by continuing its ongoing sexual harassment training and committing to small employee group discussions when employees return to the office.