

# YOUR VOICE COUNTS

## DIVERSITY AT REUTERS

APRIL 2022



# Diversity and Inclusion at Reuters – 2021

**W**elcome to our second annual diversity report.

This report is a crucial part of our commitment to building a global newsroom that looks more like the world we cover. We have committed to holding ourselves accountable, measuring our progress throughout the year and reporting annually on our data and on the steps we are taking to evolve and improve. You can see our inaugural report, publicly released in April last year, [here](#).

In 2021, as always, our journalists covered the globe. We reported from more than 200 locations around the world, delivered **1.9 million** text stories, **1.3 million** pictures, **57,000** pieces of video and more than **5,000** live transmissions. We were on the ground everywhere, breaking news with accuracy, speed and insight – even as the COVID-19 pandemic continued to restrict our movement. We pride ourselves on being *The Source*, as our brand campaign describes it. Markets, newsrooms and the public turn to us for trusted news.

For me, 2021 was a pivotal year both personally and professionally as I stepped into the role of Editor-In-Chief. I started out as a reporter in one of our non-English-language services, and it is a huge honor for me to lead a world-class newsroom full of talented, dedicated and inspiring journalists. As the first woman EIC in our 170-year history, I feel a great responsibility to ensure our newsroom reflects all diversities and points of view.

These are both exciting and unpredictable times for the news industry, with technology allowing people to be more connected than ever. The future of Reuters depends on staying relevant. As a media organization, we need to draw on every ounce of creativity, disruption and innovation we have. For those of us who work in the newsroom, that means producing authentic, engaging, distinctive and thought-provoking journalism that makes a difference in the world. We can best achieve this by employing talented reporters and editors from the world we cover. Ensuring our newsroom is diverse, inclusive and equitable plays a huge role in our continued journalistic excellence and credibility.

The data in this report show we have made some improvements, but still have a long way to go. We have seen real improvement in Black representation in senior roles.

(Front cover) Blossomed peach trees are seen on a field in Veria, Greece, March 17, 2021. REUTERS/Alkis Konstantinidis

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***“The transformation of any newsroom must include a culture that allows journalists to thrive professionally and personally. ”***

We have also increased the proportion of senior leaders who are racially or ethnically diverse. This is progress. Unfortunately, however, we have not seen much improvement when it comes to women in leadership positions, increasing the proportion of senior women leaders from **34%** at the end of 2020 to just **35%** of all senior leaders. We are aiming for **45%** by the end of this year.

More work needs to be done around understanding the barriers to progress for those staff underrepresented in our newsroom and in leadership roles. Diversity goals for all people managers are helping, but we need to explore new ways to share data and insights with our senior editors, so they better understand the diversity of their teams and the areas that need more focus. I want all of us to be accountable for our progress.

But it’s not just about numbers. It’s also about who has access to opportunities, who has a voice around the table and who is making editorial decisions. The transformation of any newsroom must include a culture that allows journalists to thrive professionally and personally. Our people are our most valuable asset. Last year we rolled out unconscious bias training and introduced the “Let’s Talk...” sessions, which allow our staff to delve deeper into conversations around aspects of diversity and our culture. These are small, but important, steps that ensure the changes we make are lasting and sustainable. We must ensure our best talent stays engaged.

There is a lot more work to do. I am determined to build on the momentum we have. The world is constantly evolving, and it is important we evolve too. If we continue with the status quo, we risk becoming irrelevant. I firmly believe that a more diverse newsroom will be better for our journalism and for our people – now and in the coming years.

Alessandra Galloni, Editor-in-Chief, Reuters

# Our goals, our data

## IMPROVING THE DIVERSITY OF OUR NEWSROOM

In January 2021, we continued with our commitment to:

- Increase overall ethnic and racial diversity at senior leadership levels by **20%** over two years (to the end of 2022).
- **Double** Black employees in senior leadership levels over two years (to the end of 2022).
- Reach at least **45%** women in our senior leadership levels by the end of 2022. That was an increase of 5 percentage points on the goal we set in 2020.

We also added an additional goal around retention and career growth. Our current goal is to:

- Increase the number of roles (including promotions) filled by internal talent to **65%** by end of 2022

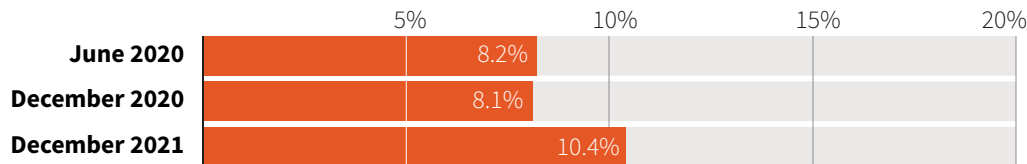


The sun illuminates an Indigenous man as it sets and he looks on during a protest against Brazil's President Jair Bolsonaro and for land demarcation in Brasilia, Brazil, April 6, 2022. REUTERS/Adriano Machado

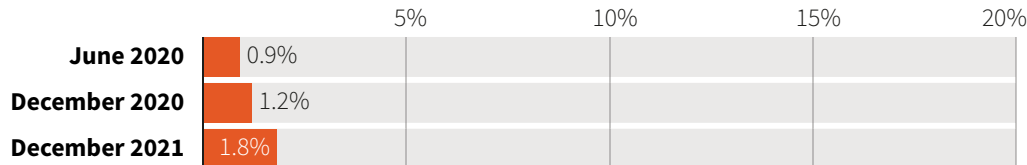
## REUTERS EDITORIAL DIVERSITY

Progress as of December 2021

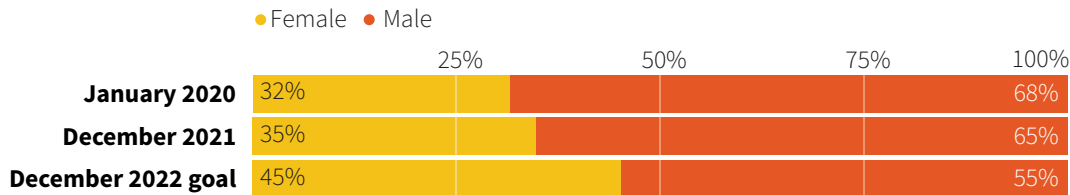
Increase the overall ethnic and racial diversity at senior leadership levels by 20% over two years (to the end of 2022). By December 2021 we exceeded our goal by moving from 8.2% to 10.4%.



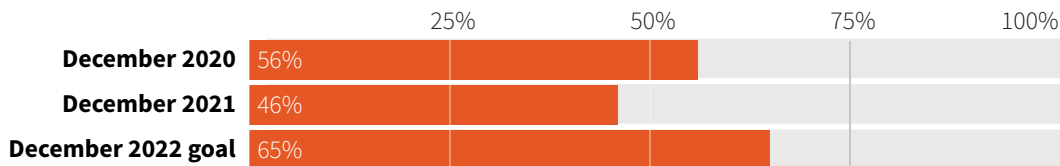
Double the number of Black employees in senior leadership levels over two years (to the end of 2022). By December 2021 we reached our goal by moving from 0.9% to 1.8%.



Reach at least 45% women in our senior leadership levels by December 2022. By December 2021 we achieved 35%.



Increase the number of roles (including promotions) filled by internal talent to 65% by end of 2022. The overall newsroom hiring volumes were comparatively lower in 2020 due to the COVID pandemic. By December 2021, our hiring rates increased and we ended the year at 46% of roles (including promotions) filled by internal talent.



*Please note: the above goals were introduced at different points in 2020, which is why the baseline dates differ.*

As the charts above show, our numbers on Black and racial/ethnic representation in leadership roles within our newsroom have improved. However, it is important to acknowledge that our baseline was low, and although we have reached our initial goal before our deadline, we need to keep driving efforts to ensure we are reflecting the ethnicity of the world we cover in leadership and management roles.

The numbers also show that we are doing less well on increasing women in leadership roles. Improving this is a key focus for us in 2022. This means focusing on how we recruit, develop and support our journalists who identify as women. Over the next 12 months, we will do more work around understanding the barriers to progression and gender inclusion. This will help us evaluate our current environment and establish key sustainable measures and actions for improvement.

## GETTING BETTER DATA

Last year, we made a public commitment to improve our ability to track and monitor diversity data globally. We also agreed to be transparent with that data to drive accountability and year-over-year progress. Better data helps us identify any gaps or existing biases and devise strategies to improve representation.

To build a complete picture, we rely on journalists to voluntarily provide their data. In 2020, we launched the Count Me In campaign – an ongoing project to encourage our staff to add their diversity details into Workday. We also expanded the number of countries in which employees can self-identify on a range of characteristics. By the end of 2021, the number of countries in which employees can self-identify their race or ethnicity is **48**, up from six in 2020. Employees in **69** countries can now self-identify any disability, up from 23. Gender identity and sexual orientation fields are now available in **44** countries, up from six. We have also listened to those employees who want to self-identify their religion and have made it available in seven countries (and will continue to expand into other countries).

The number of staff in the newsroom and across Reuters supplying data has increased. When we pulled the figures for this report in December 2021, the number of newsroom staff supplying data on their race or ethnicity had risen by more than **twelve percentage points** to just under 60%; gender identity (which includes non-binary options) had risen by almost **thirteen points** to just over 28%; sexual orientation rose by more than twelve points to just over 28%; and disability had risen by **five percentage points** to almost 7%.

## BREAKDOWN OF AVAILABLE DATA

### Reuters, all

|      | Gender | Gender Identity | Sexual Orientation | Race/ Ethnicity | Disability |
|------|--------|-----------------|--------------------|-----------------|------------|
| 2021 | 99.6%  | 30.8%           | 30.4%              | 63.0%           | 8.2%       |
| 2020 | 99.9%  | 17.3%           | 16.5%              | 50.0%           | 2.1%       |

### Newsroom, all

|      | Gender | Gender Identity | Sexual Orientation | Race/ Ethnicity | Disability |
|------|--------|-----------------|--------------------|-----------------|------------|
| 2021 | 99.7%  | 28.3%           | 28.1%              | 59.6%           | 6.8%       |
| 2020 | 99.9%  | 15.6%           | 15.3%              | 47.2%           | 1.7%       |

### Newsroom, UK

|      | Gender | Gender Identity | Sexual Orientation | Race/ Ethnicity | Disability |
|------|--------|-----------------|--------------------|-----------------|------------|
| 2021 | 100.0% | 32.2%           | 34.6%              | 77.9%           | 7.0%       |
| 2020 | 100.0% | 27.8%           | 28.4%              | 74.8%           | 4.5%       |

### Newsroom, US

|      | Gender | Gender Identity | Sexual Orientation | Race/ Ethnicity | Disability |
|------|--------|-----------------|--------------------|-----------------|------------|
| 2021 | 100.0% | 33.0%           | 31.0%              | 99.5%           | 5.3%       |
| 2020 | 100.0% | 29.3%           | 28.6%              | 99.6%           | 3.1%       |

### Newsroom, India

|      | Gender | Gender Identity | Sexual Orientation | Race/ Ethnicity | Disability |
|------|--------|-----------------|--------------------|-----------------|------------|
| 2021 | 100.0% | 49.8%           | 48.6%              | 82.5%           | 12.0%      |

### Newsroom Leadership

|      | Gender | Gender Identity | Sexual Orientation | Race/ Ethnicity | Disability |
|------|--------|-----------------|--------------------|-----------------|------------|
| 2021 | 100.0% | 26.6%           | 26.6%              | 62.5%           | 3.5%       |
| 2020 | 100.0% | 20.3%           | 19.6%              | 55.1%           | 2.5%       |

Note: Data as of December 31, 2021

Source: Thomson Reuters Workday data

Gender data remains the most comprehensive at almost 100%.

The tables above show the percentage of information available for analysis in each category for this report. You will notice that in this year's report we have added the data from India – our second largest newsroom – to all our charts.

Our data is still incomplete. As we continue the *Count Me In* campaign and get more complete data, we will be able to build a much more comprehensive picture globally of the diversity landscape of our newsroom.

Here's what the current data looks like through six lenses: All of Reuters (commercial and newsroom); our newsroom; our newsroom leadership; and our newsrooms in India, the UK, and the US, which are our three biggest editorial centers and together make up **49%** of our newsroom workforce.

### **A FEW IMPORTANT POINTS ON THE DATA:**

The charts below are based on our data as of **Dec 31, 2021**.

The data is presented at a macro level so as not to unintentionally reveal the private information of staff.

For Reuters commercial employees, the definition of senior leadership follows the one used across Thomson Reuters (director level and above). For the newsroom, we have expanded the definition of senior leadership to include all managers in the three layers below the Editor-In-Chief.

Some employees currently have the option of selecting a “not specified” category. We believe that some employees have actively selected that category because other categories do not cover their ethnicity. Given that, we are treating this data separately from a complete absence of data.

Terms like “Asian” and “Black” are expressed differently in different countries; we have aggregated them where appropriate.

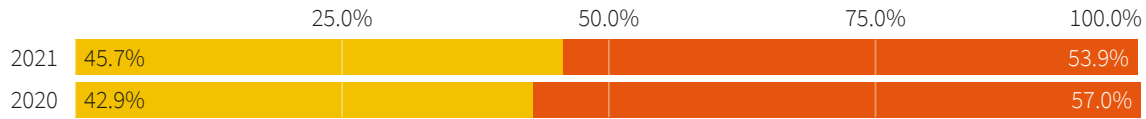
In some categories, we capture only a small number of all employees. In part, that is because only a small number of employees have the option of providing their data. Collecting certain types of data in some countries is not permitted for privacy reasons. Other countries level criminal sanctions for the information we're asking staff to provide particularly around race, sexual orientation and gender identity, and so we have chosen not to ask our people to do so. Even where we are allowed to collect the data, it must be on a voluntary basis.



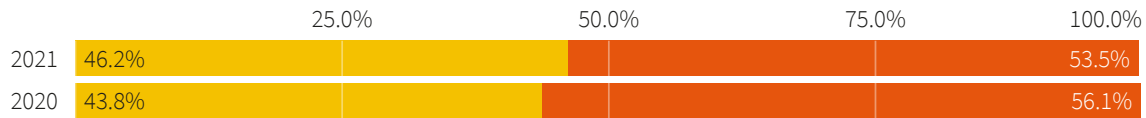
## GENDER

● Female ● Male

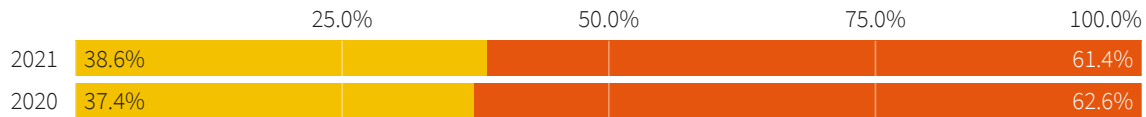
### Reuters all



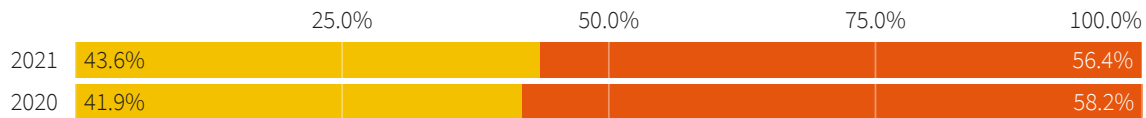
### Newsroom, all



### Newsroom, UK



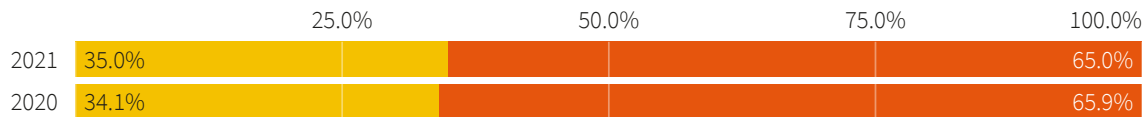
### Newsroom, US



### Newsroom, India



### Newsroom Leadership



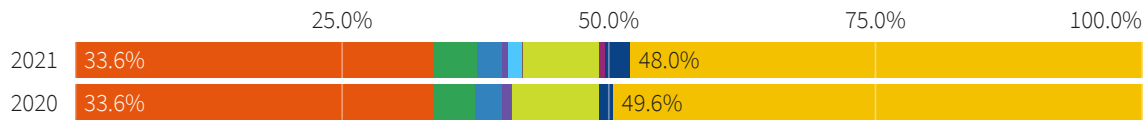
Note: Data as of December 31, 2021

Source: Thomson Reuters Workday data

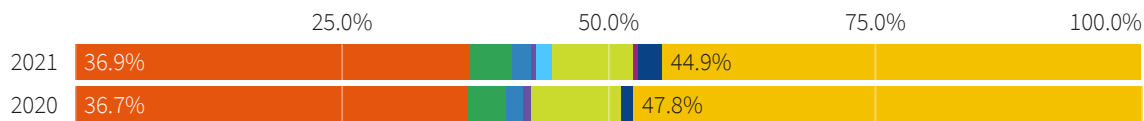
## RACE/ETHNICITY

● Asian 
 ● Black 
 ● Hispanic or Latino 
 ● Member of Visible Minority 
 ● Middle Eastern or North African 
 ● Native or Indigenous 
 ● Not specified 
 ● Other 
 ● Prefer not to say 
 ● Two or more races / ethnicities 
 ● White

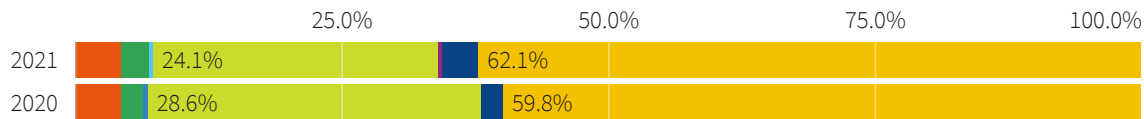
### Reuters all



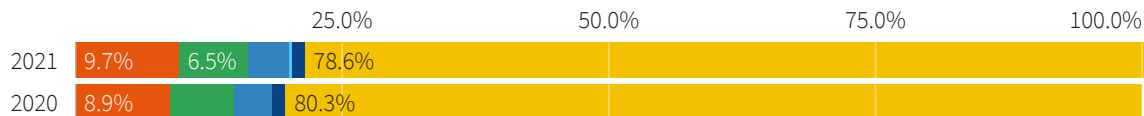
### Newsroom, all



### Newsroom, UK



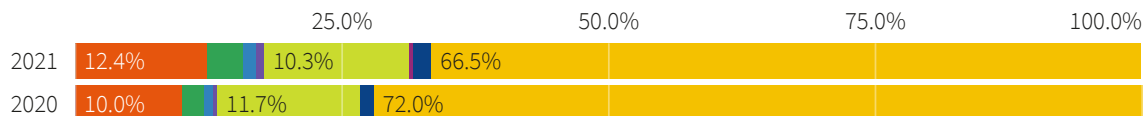
### Newsroom, US



### Newsroom, India



### Newsroom Leadership



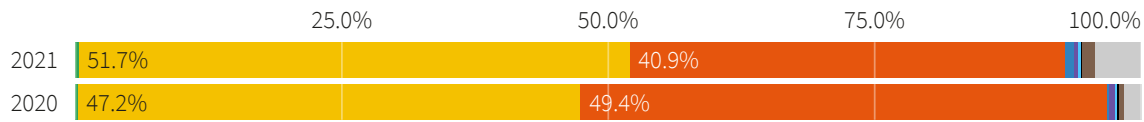
Note: Data as of December 31, 2021

Source: Workday Employee data

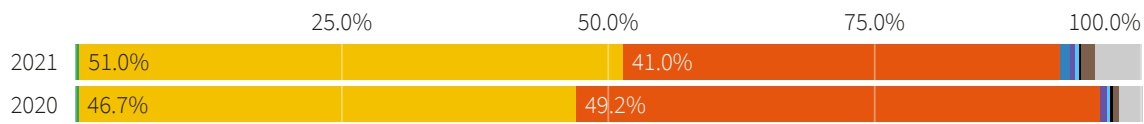
## GENDER IDENTITY

● Cisgender Female ● Cisgender Male ● Gender Non-binary ● Gender fluid ● Gender queer ● Transgender Female ● My gender identity is not available from the current options ● Agender ● Prefer not to say

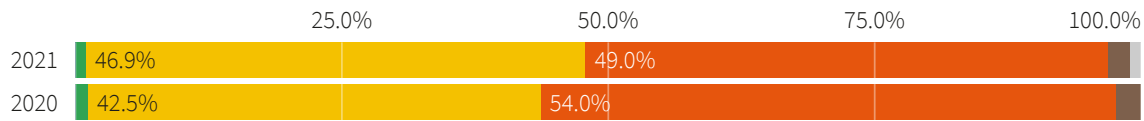
### Reuters all



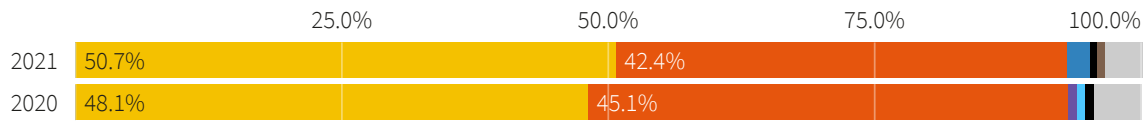
### Newsroom, all



### Newsroom, UK



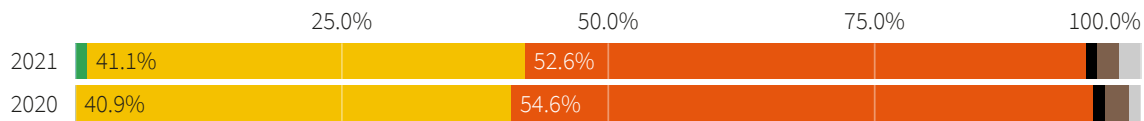
### Newsroom, US



### Newsroom, India



### Newsroom Leadership

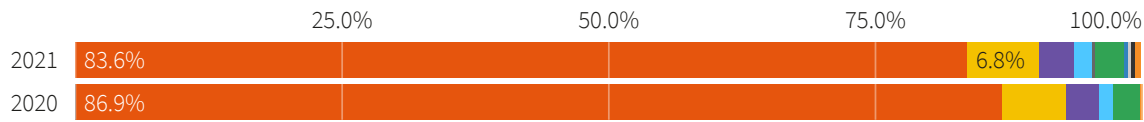


Note: Data as of December 31, 2021  
Source: Thomson Reuters Workday data

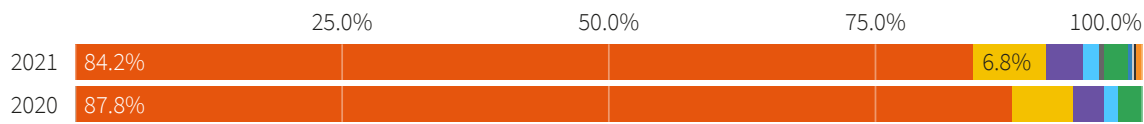
## SEXUAL ORIENTATION

- Asexual
- Bisexual
- Demisexual
- Gay Man
- Gay Woman/ Lesbian
- Hetero-sexual/ Straight
- Pansexual
- Prefer not to say
- Queer
- My sexual orientation is not available from the current options

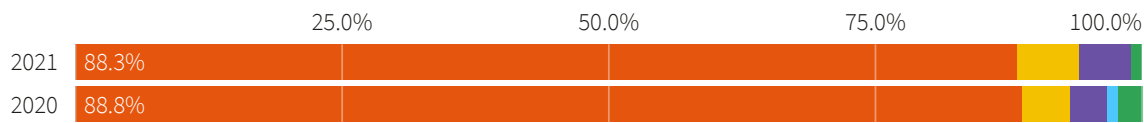
### Reuters, all



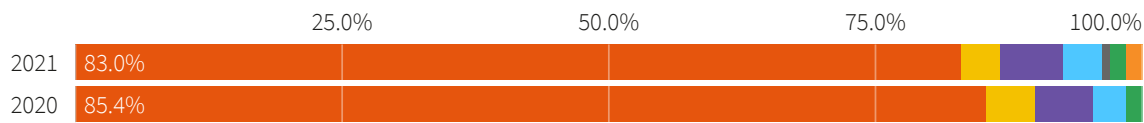
### Newsroom, all



### Newsroom, UK



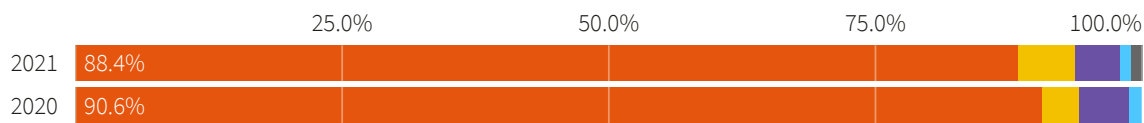
### Newsroom, US



### Newsroom, India



### Newsroom Leadership

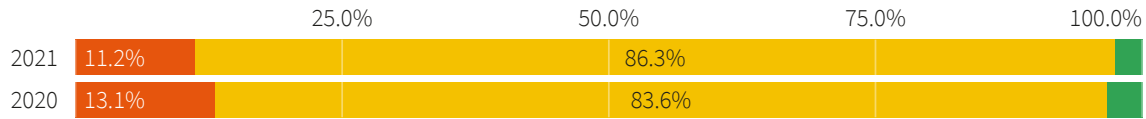


Note: Data as of December 31, 2021  
 Source: Thomson Reuters Workday data

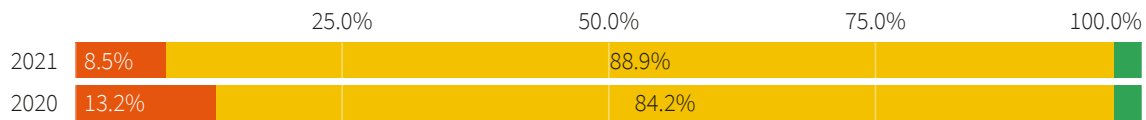
## DISABILITY

● Yes ● No ● I Don't Wish to Answer

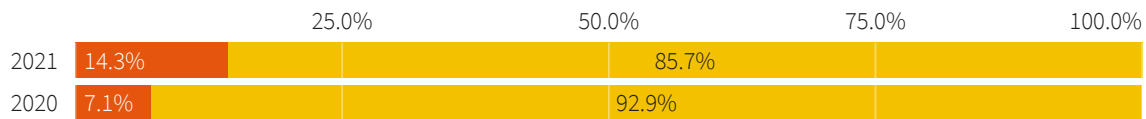
### Reuters all



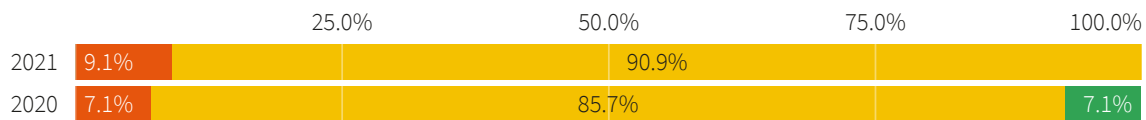
### Newsroom, all



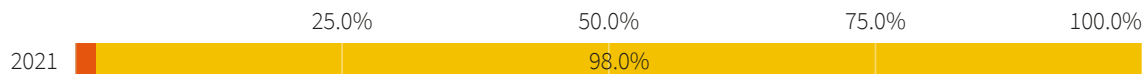
### Newsroom, UK



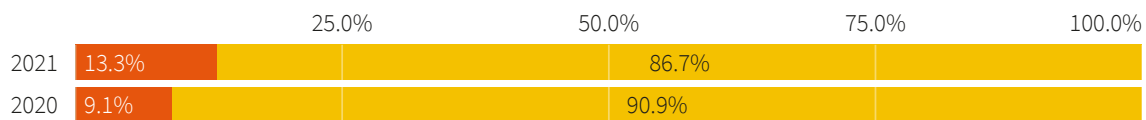
### Newsroom, US



### Newsroom, India



### Newsroom Leadership



Note: Data as of December 31, 2021

Source: Thomson Reuters Workday data

# What we did in 2021

Despite the economic pressures of the global pandemic, we remain committed to diversity and inclusion, enhancing our work to ensure we are moving in tune with the world around us. Recent and urgent societal reckonings have redefined diversity in newsrooms globally, fuelling a drive for change. At Reuters, we have devoted time to ensuring diversity is not an afterthought or a standalone initiative but is embedded into everything we do and every decision we make. COVID-19 has created an opportunity to reimagine how we work, giving us a chance to build diversity and inclusion into much more of what we do.

## HIRING

Organizations globally are having to navigate the ripple effects of the pandemic and re-evaluate how to attract and retain talent. We continued to invest in hiring the best talent, with much greater outreach to diverse reporters and editors. We have become



Police detain Patsy Stevenson as people gather at a memorial site in Clapham Common Bandstand, following the kidnap and murder of Sarah Everard, in London, Britain March 13, 2021. REUTERS/Hannah McKay

more intentional about how we attract, recruit and develop talent. We have also refreshed the language in our job adverts to be more inclusive and have been much more consistent around requiring diverse candidate shortlists and hiring panels to mitigate against any potential similarity bias. In 2021, we created an editorial pop-up hiring team – a sort of special forces unit – made up of editors and reporters globally who helped identify external talent to fuel our diverse candidate pool. We renewed our vigilance around bias along the entire employee life cycle to ensure we are being fair – whether that be with a new hire, an assignment, a promotion or training opportunity. In 2021, **64%** of all our new hires and **54%** of all internal promotions identified as women. Available data also shows that **30%** of all our new hires and **40%** of internal promotions identified as ethnically diverse.

## CONTINUING TO SUPPORT THE NEXT GENERATION OF JOURNALISTS

Our internship and fellowship programs returned in 2021 after a year-long hiatus due to the pandemic, helping us to build and strengthen a pipeline of diverse, multi-skilled journalists who can work across text and visuals. We ran internships in Africa, Asia, Europe and the US, helping up-and-coming journalists gain valuable newsroom and beat experience while also helping us diversify our talent pipeline.

We have increased our efforts around campus outreach and continue to strengthen our relationship with the National Association of Black Journalists in the U.S., where Reuters finances scholarships at three journalism schools.

In 2021, we launched the **Reuters Journalism Scholarship**. The fund will support promising global talent from underrepresented groups and/or those from lower economic backgrounds. Our first recipients were from graduate journalism programs at New York University and the City University of New York. The intention is to roll

***“My NABJ-Reuters scholarship prepared me for the position that I am currently in, and I am forever grateful. My experience at Reuters these last 8 months has been surreal, and I often joke with family and friends that I’m living in a dream, but it genuinely feels that way sometimes.”***

India Walton, Community Engagement Editor and former NABJ scholarship recipient



A woman wearing a niqab enters a beauty salon where the ads of women have been defaced by a shopkeeper in Kabul, Afghanistan October 6, 2021. REUTERS/Jorge Silva

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this out globally. This fund sits alongside our already established Yannis Behrakis Photojournalism Grants, which offer grants to diverse photojournalists and students to produce a project and receive mentoring by a senior pictures editor to develop their visual and storytelling skills. These are just some of the things we are doing to invest in our future journalists.

## STAFF DEVELOPMENT & TRAINING

For us, the most important work starts at home...in our newsroom. We know that our reporters and editors are our best asset, and we want them to continue to learn throughout their career. Developing and retaining our talent across all levels is a strategic priority, and this is now reflected in our new goal around staff retention and career growth. Our continued focus on this helps us keep our best talent and supports our efforts to produce best-in-class journalism. In 2021, our editorial training team delivered a range of informal and formal training including masterclasses on enterprise reporting, covering major economic policy events and satellite imagery and storytelling. We also ramped up our training around speed for breaking news drills, integrating text and visuals newsgathering and enhancing our financial and business coverage. Our managers were also encouraged to put individual career development plans in place for their teams.



To complement our newsroom training, we have continued with our mentoring program, which allows our staff to expand on their networks, knowledge share and gain valuable career guidance and advice. It has also proved to be a great learning opportunity for our senior leaders, helping them gain new perspectives and develop their leadership skills whilst shaping the leaders of tomorrow. Since we launched in September 2020, we have created **132** mentoring relationships. We will continue to build on this success.



An explosion caused by a police munition is seen while supporters of U.S. President Donald Trump riot in front of the U.S. Capitol Building in Washington, U.S., January 6, 2021  
REUTERS/Leah Millis

***“I really appreciate the time and insight Sue shared with me. The opportunity to take a step out of my day-to-day work and think more about the bigger picture of my career was incredibly helpful and inspiring.”***

Lucy Nicolson, Senior photographer, Reuters Pictures

***“It was wonderful to get to know Lucy and hear about the challenges she faces both operationally and philosophically. For example, I had never heard of the ‘male gaze’ before, but now I am very aware of this when choosing pictures for presentations, etc. I think in reality we mentored each other!”***

Sue Brooks, Head of Product Development Agency Strategy

# Leveling the playing field – 2020 Olympics

By Ossian Shine, Global Editor, Sport, Lifestyle & Entertainment



Industry-wide, few areas of journalism are so skewed by gender imbalance as sports. Often unwelcoming, sometimes hostile, journalistic boys' clubs loom large, nowhere more so than at global events like Olympic Games, World Cups and major championships.

The data doesn't lie. For the 2018 Winter Olympics in Pyeongchang, South Korea – the last Olympics unhindered by COVID – more than 80 percent of accredited media in text, photo and video were male.

For those Games, Reuters was the second most diverse news agency, according to International Olympic Committee data. Yet only **20.4%** of our team was made up of colleagues who identified as women, only marginally better than AP's **17.1%**, AFP's **19%**, Kyodo's **14.5%** and Yonhap's **10.7%**.

Anna Cockrell of the United States and Viktoriya Tkachuk of Ukraine in action during a semi final of the Women's 400m Hurdles at the Tokyo Olympics, August 2, 2021. REUTERS/Hannah McKay

Those figures embarrassed me. I knew we could not serve our customers with the right blend of stories nor carry the appropriate range of voices unless we addressed this imbalance.

Weeks after the IOC data were released, I made an ambitious – and public – commitment to overhaul the makeup of our text coverage teams for major sports events. I committed to achieving a 50-50 gender split in time for the next Olympic Games in 18 months' time.

For too long, our reporting expertise had been drawn from a small pool of correspondents, all supremely qualified and vastly experienced, but lacking diversity. Selecting journalists only from that pool meant others were unable to gain experience and the team was failing to become stronger and more diverse.

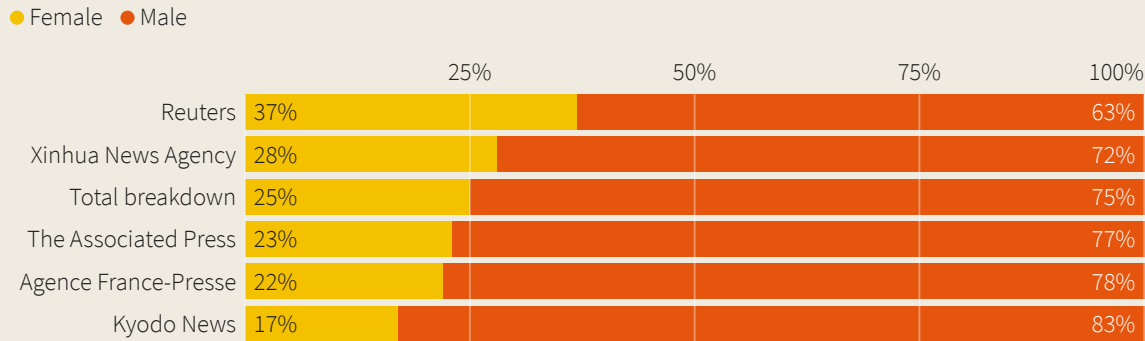
Our text coverage team in Pyeongchang gained a marginal improvement on Rio 2016, with a 74% vs 26% gender split. But it looked and felt like most Olympic coverage teams I had been part of since my first Olympic foray in 1996. Something more intentional had to be done.

I sit on the International Olympic Committee press commission's Gender Equity Working Group, which seeks to remove both conscious and unconscious gender bias from Olympic



2022 Beijing Olympics - Speed Skating - Women's 5000m - National Speed Skating Oval, Beijing, China - February 10, 2022. Multiple exposure photo of Magdalena Czeszczon of Poland during the warm up REUTERS/Fabrizio Bensch

## IOC RECOGNIZED PRESS AGENCIES AND NATIONAL HOST AGENCY PRESS ACCREDITED NUMBERS



Note: IOC Recognized Press Agencies and National Host Agency Press Accredited Numbers.  
Source: Olympic Games Tokyo 2020

media. The first step had to be putting our own house in order.

Most requests to join sports coverage teams come from colleagues who identify as men, and with the deep pool of experience usually found in the same candidates, I knew moulds would have to be broken. That required stubborn focus and meticulous planning, as well as buy-in from the newsroom and support from colleagues around the world.

We threw open the doors to the sports department and demystified the process of joining the Olympic coverage team. We offered training and opportunities to plug gaps in experience, encouraged colleagues to take a leap of faith, and spoke to more than 100 reporters who had expressed interest in being involved.

Crucially, we approached recommended colleagues who identify as women who were reticent about putting their hand up, but who we knew could be a great fit for the coverage team.

COVID delayed the Games, buffeting our best laid plans, but our philosophy and principles held firm. We did not quite reach 50-50 for Tokyo, but we came closer than ever before, with **46%** of our sports writing team made up of colleagues who identified as women. This is what being intentional looks like.

We can't rest on our laurels but are making some good steps and building foundations for a more balanced, representative coverage of major sports events in the future.

## SUPPORTING DIVERSITY IN OUR COVERAGE

Diversity is not just about who is in our newsroom, it is also about the breadth of perspectives in our coverage. A new generation of consumers want content that reflects their experiences and perspectives – they want trusted news that connects their world to the world. How we source plays a critical role in this.

Our sources – whether they are primary, secondary, human or document – are the most precious tools of our trade. Credible sources are crucial for both speed and depth, helping to maintain our reputation as the most trusted source of news and insight around the world. As the world evolves, it's important that we take the time to revisit, replenish and revive those sources.

Last year, we launched *Back to the Source* – a series of masterclasses delivered by some of our most seasoned editors and specialist correspondents, who shared their knowledge on the craft of sourcing. Topics included sourcing tools, long-term source-building and how to rapidly develop subject matter expertise. We also covered sourcing to win your beat and source-building for enterprise reporting and reporting in conflict zones.

Back to the Source reinforces our commitment as a newsroom to telling the whole story by broadening, deepening and diversifying our sources. This is important in our mission to break news, deliver insightful information and uncover stories that those in positions of authority may want to suppress. It is crucial to delivering the news in an unbiased, independent way.

***“News is never black and white; there are always shades of grey that are essential to painting an accurate, authoritative and balanced picture. Only a diversity of sources gives us the full palette to work with.”***

Mark Bendeich, Global Managing Editor, Newsgathering, Economics, Politics and World News

## ***Bringing diverse and hidden stories to the fore, one frame at a time – A tribute to photojournalist Danish Siddiqui***



*On July 16th, 2021, Reuters photojournalist Danish Siddiqui was killed while on assignment in Afghanistan. He was embedded with the Afghan special forces when they came under attack by the Taliban. Danish, who was just 38 when he died, joined Reuters in 2010 and covered key events across the Middle East and Asia, including the wars in Afghanistan and Iraq, the Hong Kong protests and the Nepal earthquakes. He also photographed the lives of ordinary people, from those living with the long-term health implications of the Bhopal disaster to young*



Dayaram Kushwaha, a migrant worker, carries his 5-year-old son, Shivam, on his shoulders as they walk along a road to return to their village, during a 21-day nationwide lockdown to limit the spreading of coronavirus, in New Delhi, India, March 26, 2020. REUTERS/Danish Siddiqui

*actors dreaming of Bollywood stardom. In 2018, Danish received the Pulitzer Prize for feature photography as part of the Reuters team that documented the Rohingya refugee crisis. Here, South Asia Bureau Chief Euan Rocha pays tribute to his friend and colleague.*

The man and a little boy, who sits perched on his shoulders, gaze bemusedly into the camera's lens as they trudge along a deserted New Delhi highway. Streetlights shimmer in the background as dusk sets in, and a small cluster of migrant workers follow wearily in their wake.

The iconic image, captured by Danish, encapsulates the despair and suffering of millions of migrant workers who were among the hardest hit by a draconian nationwide lockdown at the onset of the COVID-19 pandemic in India. It grabbed the front pages of newspapers in India and across the globe.

Many photographers would have moved on to the next assignment, or the next big story. Not Danish. He stayed in touch with the man – a poor migrant worker named Dayaram Kushwaha – and tracked his 300-mile journey back to his village in the drought-ridden Bundelkhand region of central India.

Weeks later, Danish and a colleague travelled down to the village and camped under the



Pramila Devi, 36, who is suffering from COVID-19, is carried by her nephew Rajesh Kumar, as he takes her to a local government dispensary in Kaljikhhal, in the northern state of Uttarakhand, India, May 23, 2021. REUTERS/Danish Siddiqui



An exhausted Rohingya refugee woman touches the shore after crossing the Bangladesh-Myanmar border by boat through the Bay of Bengal, in Shah Porir Dwip, Bangladesh September 11, 2017. REUTERS/Danish Siddiqui

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night sky to tell the story of Dayaram, and millions like him, who had returned to their villages jobless and penniless, only to be ostracized by family and friends, who feared that the wave of returnees would carry the dreaded new disease to their doorsteps.

In a country where the mainstream media seldom venture far beyond the heart of India's teeming cities to tell stories from the sprawling hinterlands, Danish always pushed the envelope. He sought out and shone a spotlight on a diverse range of people, from the oppressed and the [suffering](#), to those [toiling away in far-flung, forgotten corners of India](#).

"One of Danish's gifts was to show the world from the viewpoint of people who might otherwise have been neglected or forgotten," wrote Reuters Asia Editor Kevin Krolicki in a tribute to Danish.

From the [rat catchers of Mumbai](#) to the [victims of child marriage](#); from [aspiring Bollywood actors](#) to the long-suffering [victims of the Bhopal gas tragedy](#); from those [fleeing genocide](#) to those facing [mob brutality](#) – Danish told those stories with a sense of humanity and empathy that transcended his age.

He maintained that he shot pictures for the "common man" and said he always believed



in treating the subjects of his images with respect, because they were his “inspiration.”

As Danish himself put it, “As a photojournalist, I have the privilege of witnessing humanity at its best, at its worst, and everything in between. My role is as a mirror. And I want to expose you to the raw truth and make you a witness to it. You can look away or stand up and ask for change.”

Danish’s death devastated his family, along with friends and colleagues, but his tragic loss was felt by thousands across India and the globe – many of whom never met him.

“Whether you knew him personally or just saw one photo, there is a reason his death has touched so many people. That reason is that there is a profound humanity to his work, and it’s impossible to separate that work from the person,” said his colleague Alasdair Pal, who accompanied him on the trip to Bundelkhand.

Danish’s ability to effortlessly connect with people from all walks of life or and willingly share his experiences and knowledge endeared him to many.

“He did far more than just live life through a lens. He was one of those very rare beings in our global organisation who could connect on an everyday, human level with all types of people,” said Reuters Breakingviews Editor Una Galani.



A girl suffering from hearing and speech disorders reacts to the camera at a rehabilitation centre supported by Bhopal Medical Appeal, for children who were born with mental and physical disabilities in Bhopal. November 11, 2014. Reuters/Danish Siddiqui

His most enduring legacy, though, will remain the staggering body of work that he delivered in just a decade-long career with Reuters. As his Sri Lankan compatriot Dinuka Liyanawatte said: “He was the best shooter I have seen in our generation, period.”

And while we mourn his loss, Danish’s legacy will continue to inspire us at Reuters and legions of journalists who follow in his footsteps.

“His photos spoke truth to power as well as any journalism I have ever seen,” said former Reuters editor-in-chief Stephen J. Adler in a tribute to Danish. “I will miss his positive, inspiring spirit and all the beautiful, powerful photographs he had yet to take. We all will.”



A competitor dons a necklace backstage as she prepares to compete in Miss Wheelchair India, the country’s first wheelchair beauty pageant, in Mumbai November 24, 2013. Reuters/Danish Siddiqui



Five-year-old Nasreen rests with all her family's belongings as she plays under a flyover in Mumbai. January 19, 2015. Reuters/Danish Siddiqui

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A participant stands behind a rainbow flag during a vigil in memory of the victims of the Pulse gay nightclub shooting in Orlando, Florida, in Mumbai, India June 16, 2016. REUTERS/Danish Siddiqui

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## CREATING A CULTURE OF INCLUSION

We know that it is hard to move the needle on diversity and representation if we fail to look beyond the numbers to our culture. We also know that an inclusive culture doesn't happen by accident. It is our daily behaviours and personal interactions with and between editors and reporters that create a feeling of belonging, a feeling of being heard, supported and valued, allowing our staff to bring their full authentic selves to our newsroom.

To help us understand how our behaviours may contribute to or hinder an inclusive newsroom culture we rolled out unconscious bias training globally to all staff. We also introduced the Let's Talk... season – a series of discussions where we delved a little deeper into aspects of diversity including caste representation in news, the psychological impact of being minority, understanding the impact of microaggressions and how to be a good ally.

Last year we also expanded our employee network groups with the introduction of NextGen Journalists and Allies giving a voice to our millennials and Gen Z journalists. NextGen joins our existing networks created in 2020 – The Black Journalists and Allies, Women Journalists and Allies and the LGBTQIA+ and Allies – which are open to all employees, in every region.



Mabitchuri, a Yawalapiti child, takes part in an “end of mourning dance” during the Kuarup funeral ritual to honor the memory of Cacique Aritana, at the Xingu Indigenous Park in Brazil, September 9, 2021. REUTERS/Ueslei Marcelino

The chairs of our employee networks are also members of our Editorial Diversity Advisory Group, which meets quarterly with our Editor-In-Chief and other newsroom leaders to ensure we're making progress on our diversity and inclusion goals. Our employee networks have become a great resource for ideas to develop or revise policies, identify blind spots and encourage honest dialogue between leaders and reporters. This is all helping to create a more equitable newsroom that enhances the employee experience.

## **SUPPORTING OUR REPORTERS WITH THEIR EMOTIONAL FLAK JACKETS**

Our reporters are often first on the scene – first responders on the frontlines – documenting and capturing some of the world's most challenging events. That can sometimes leave them exposed to vicarious trauma, PTSD, cumulative stress, digital overload and online harassment. Overall, we are resilient. But the last couple of years of COVID-19 have put us all under unprecedented strain, testing that resilience. The whole world has experienced anxiety and personal loss and it has been difficult navigating the challenges of covering a global story that is both personal and professional. The pandemic has also brought with it some positives – strengthening a newsroom culture of openness and empathy when it comes to mental health, with many of our journalists sharing their experiences and willing to ask for help and support when needed.

During these continued times of uncertainty, we want to ensure that all our staff, including our freelancers, have easy access to the support they need to continue to build resilience and maintain good mental health. We pride ourselves on providing industry-leading mental health support including:

- The Thomson Reuters Employee Assistance Program which offers counselling to any staff member
- The CIC trauma program, which provides counselling to anyone in the Reuters newsroom dealing with stress or trauma
- The Reuters Peer Network, consisting of around 60 journalists globally who have volunteered to support journalists who need someone to talk to
- Access to the online resilience training program Mindarma, which offers useful strategies to build psychological resilience, and mindfulness and meditation techniques
- The Reuters Mental Health & Resilience Resource, an online site to provide a single destination for all the mental health resources Reuters provides, as well as expert guidance and information

And of course, there are our regular online art classes and gallery events, which offer a creative outlet for anyone with an artistic interest. Here are a few of our journalists' most recent pieces:



Artwork by Janet Roberts in New York, Rashmi Aich in Bangalore and Emma Thomasson in Berlin created during our online art classes.

Our newly-formed Editorial Wellbeing Committee also delivered wellbeing activities, panel discussions and events to our newsroom as part of Mental Health Awareness week. Highlights included sessions on parenting through COVID, how to transform stress and trauma for peaceful sleep, writing for wellbeing and exploring the impact of vicarious trauma. We also held a global Desk to 5K – encouraging staff to take a break from their desk, get into the fresh air and exercise to induce mental health-boosting endorphins. Listening sessions were also held for staff, providing a safe space to share experiences, hopes and best practice tools for equipping themselves with that emotional flak jacket.

To help support our reporters' and editors' ability to pause, recharge and reset, Thomson Reuters also provides us two mental health days. We will continue to explore more ways to support our staff as part of a sustained commitment to mental health and wellbeing.

# What's Next?

All our actions, whether big or small, are important steps towards making our newsroom more diverse, inclusive and equitable. We know there is still much more to do. In 2022, look out for:

- Continued efforts to improve the breadth and depth of our employee demographic data;
- Deeper work around understanding any barriers to progression for those under-represented in our newsroom;
- Training for our managers to help them continue to better support their teams;
- Further effort to build fair processes for hiring;
- New onboarding efforts to better support those entering a new role;
- More consistency in implementing development plans for staff with clear career pathways;
- More work on diversifying and deepening our sources to enhance our coverage;
- Increased efforts to build an inclusive culture that works for everyone.

All of our efforts on diversity and inclusion are an integral part of fulfilling our editorial mission – to provide outstanding, fact-based, independent journalism around the world, for the world. To stay relevant for another 170 years, we need to build on our strengths, disrupt the status quo, identify areas that need improving and act on them. We believe the steps we are taking will make us a better place to work and strengthen both our culture and our journalism. ■



Revellers from Academicos do Tucuruvi samba school perform during the first night of the Carnival parade at the Anhembi Sambadrome in Sao Paulo, Brazil April 22, 2022. REUTERS/Carla Carniel