Recommendations for Equity, Diversity, and Inclusion Initiatives for Society Publishers

Introduction

Although society publishers have grappled with issues of equity, diversity, and inclusion (EDI) for many years, the global social and racial justice movement during the summer of 2020 thrust such matters to the forefront. For many society publishers, it prompted overdue action towards real and meaningful change. Taking stock of their processes, policies, and the demographics of their editors, authors, and reviewers, society publishers were ready to acknowledge that bias in peer review and scholarly publishing exists; historically excluded individuals are underrepresented at all stages of the publishing process; and access to scholarly content is inequitable. Society publishers were also aware that stark differences could exist between well-resourced and poorly resourced educational centres, and between geographic regions. These are only a few of the issues at hand.

The purpose of this document, which was crafted by a writing group comprising representatives from several member organizations of the Society Publishers' Coalition, is to provide guidance to society publishers on how to address matters of EDI within their journal programs. It should be noted that the document is an opinion piece representing the informed views of the authors and should not be considered a definitive guide, but rather a set of suggestions to galvanize wider change. Additionally, recognizing that we cannot cover the full breadth of what can be done to effect change, we have included here a sample of current efforts undertaken by society publishers, among others. We also acknowledge that our guidance is largely a product of where we, as the writers of the document, reside—North America and Western Europe. We are cautious to suggest that the initiatives we recommend could apply in all scenarios and contexts, in all parts of the world; hence, we endeavor to release subsequent guidance that is more relevant for other regions.

Rationale for EDI Efforts by Society Publishers

Why should society publishers and their journals engage in activities that promote equity, diversity, and inclusion? Foremost, there is a moral imperative for society publishers to address these issues. Our parent societies have at the heart of their mission representation of the community of scholars, and a desire to create paths for all interested scholars to succeed. As

publishers and disseminators of scholarly information, creating an equitable, diverse, and inclusive scientific publishing ecosystem is critical to ensuring knowledge and information is scientifically sound, fair, and accessible. Society publishers must recognize that, to prosper, they need to value the unique voices, perspectives, and characteristics of their authors, editors, and reviewers.

There is also a compelling business case for society publishers to engage in EDI efforts. Organizations and teams that are more diverse tend to perform better along several variables including financial outcomes, decision-making, and innovation[1]. Furthermore, research has shown that bias and a lack of diversity exists in the scholarly publishing space, further substantiating the need for urgent and meaningful action by society publishers[2].

Definitions

The writers of this guidance document have chosen the phrase "equity, diversity, and inclusion (EDI)" for the purposes of simplicity. However, many variations of this concept exist and are often used interchangeably, including "diversity, equity, and inclusion (DEI)," "justice, equity, diversity, and inclusion (JEDI)," "diversity, equity, inclusion, and belonging (DEIB)," and "diversity, equity, inclusion, and accessibility (DEIA)," among others. For the sake of clarity, we have included the definitions of equity, diversity, and inclusion from the Coalition for Diversity & Inclusion in Scholarly Communications (C4DISC)'s Joint Statement of Principles.

Equity: Equity ensures that all individuals are provided the resources and support they need to access opportunities available to their peers.

Diversity: Diversity refers to the composition of a group of people from any number of demographic backgrounds: identities (innate and selected); the collective strength of their experiences, beliefs, values, skills, and perspectives; and the historical and ongoing ways in which these groups have been affected by structures of power. The variability in a diverse group is apparent in the characteristics we see and hear, as well as through behaviors and expressions that we encounter and experience in our workplaces and organizations. Diverse organizations are not by default inclusive.

Inclusion: Inclusion is the act of establishing philosophies, policies, practices, and procedures to ensure equitable access to opportunities and resources that support individuals in contributing to an organization's success. Through encouraging awareness of power structures, creating opportunities for those who have historically been excluded, and attempting to decenter majority culture, inclusion creates the environment and infrastructure in which diversity within organizations can exist and thrive. Inclusive organizations are committed to achieving a sense of belonging for everyone at all levels.

EDI Initiatives for Consideration

The recommendations in this guidance document are grouped into the following categories:

1. Policies & Statements
2. Training/Education/Awareness
3. Peer Review
4. Processes
5. People
6. Open Scholarship

1. Policies & Statements

Name-Change Policy

Infrastructure already exists to change names in previously published works; however, the standard process of publishing corrections is not suited to all situations, for example where an author has previously published using a 'dead' name they no longer wish to be associated with. Some publishers have now launched name-change policies that allow more flexible processes and reduce publicity of the change. The [Committee on Publication Ethics (COPE)](#) has published [five guiding principles](#) for those looking to implement a name-change policy that we recommend policies conform to. These cover accessibility, comprehensiveness, invisibility, expediency/simplicity, and recurrence/maintenance[3].

Publishers will still need to verify the identity of the requesting author; however, the publisher's policy for this should minimize burden on the authors and be cognizant of geographic differences in how people change names—for example, in some countries, there may not be official documentation. ORCID provides the simplest way to verify identity; however, it is not yet used by all authors.

Publishers should also be aware that names and/or pronouns may appear throughout the article—for example, in initials in the acknowledgements, or citations. These names and/or pronouns should also be checked and updated where possible. It is recommended that publishers provide advice to authors who wish to change their name of ways to accelerate the overall process, such as contacting authors who regularly cite them to ask them to update Endnote databases.

As yet it is unclear whether it is best to change references/citations as standard, as these changes may temporarily 'break' the ability to find the referenced materials. However, publishers should consider that the original materials themselves are likely to change in the future.

Requests should be processed as rapidly as possible for the change to be updated in the manuscript and in downstream services.

A final consideration is that publishers should request feedback on their processes and offer authors some flexibility. For example, co-authors should not be notified as standard in these instances; however, the publisher should offer the option to do so, so the author does not have to initiate the conversation themselves[4].

Inclusive Language Policy

Inclusive language means describing groups of people accurately and in a way that they would wish to be described. Instructions to Authors should include a statement encouraging authors to use inclusive language when writing manuscripts. Given that terminology is constantly evolving, the instructions should also link to up-to-date style guides such as the [AMA Manual of Style](#) in instructions to authors[5].

Helicopter Research Policy

Helicopter, or parachute research, is the practice of researchers from higher income settings/positions of privilege travelling to lower income countries/marginalized communities to perform research, with little-to-no input from local researchers in the conceptualization, design, or conduct of the research, and with no input during publication. Sometimes local researchers are involved but do not receive authorship credit in the final work. This practice is unethical and results in research that lacks context, excludes researchers, and can be inaccessible to the communities most impacted by the results[6].

A related practice, ethics dumping, involves researchers from higher income settings/positions of privilege exporting their research to settings with different ethical standards. Again, this is unethical.

Publishers are encouraged to include policies in their editorial guidelines addressing helicopter research and ethics dumping, informed by initiatives such as the [Global Code of Conduct for Research in Resource-Poor Settings](#).

EDI Statements for Society Publishers and Their Journals

Some society publishers and their journal portfolios have created a public EDI statement, demonstrating their intention to set and improve EDI standards within their journals and, in some cases, their wider organizations. Journal stakeholders (for example, authors, reviewers, associate editors, editors, staff, and so on) are expected to share the view that equity, diversity, and inclusion are cornerstones of publishing in that journal.

Individuals other than the stakeholders, for example, prospective authors, will see the statement as a signal that they are welcomed by that society publisher, and their characteristics of diversity (whatever they may be) are celebrated. An EDI statement should be created in consultation with those stakeholders, and with partner publishers where relevant. The statement should incorporate plans for actions and activity, and not just be a fixed reference document. Furthermore, a society publisher's EDI statement can become part of the organization's wider EDI statement or can supplement it.

There are many ways to go about creating an EDI statement for a society publisher and its journal portfolio. The Wiley Network's ["How to create a journal diversity, equity & inclusion statement"](#) is a great place to start.

Below are links to some examples of existing EDI statements for journal portfolios.

- [Nature](#)
  Nature Portfolio is committed to promoting practices that support diversity and inclusion in science communication and publishing. We recognise that there are many dimensions to diversity, including gender, race/ethnicity, geography and career stage. As a guiding principle, we aim to foster equity, diversity and inclusion within our internal practices and

in published content, embody these values in all our editorial activities and to support and promote these values in the research community.

- The *Lancet* Group https://www.journals.elsevier.com/journal-of-theoretical-biology/announcements/inclusion-and-diversity-statement-journal-of-theoretical-biology
Advocating equity and valuing diversity and inclusion across health, medicine, and research is fundamental to achieving the world's sustainable development agenda and the best science for better lives.
- Cell Press
Cell Press values all kinds of diversity. We recognize that many groups are underrepresented across the research enterprise and seek to increase equity and inclusion in research and publishing. We are committed to elevating people of underrepresented geographical locations, ethnicities, genders, abilities, and other forms of diversity in science, and we hope you will join us in these efforts.

Many societies have also adopted EDI statements, which permeate all activities and programming of the organization, including their publishing portfolios. Some examples are:

- Biochemical Society
The Biochemical Society is committed to placing equality, diversity and inclusion (EDI) considerations at the heart of all our activities.
- American Society of Nutrition
The American Society for Nutrition (ASN) stands in solidarity with all people of color. We condemn any and all racist language, racist behavior, and the resulting social determinants of racism. We honor the fundamental value and dignity of all individuals.
- Association for Art History
The vision of the Association for Art History is for a world in which art history thrives and through which we gain a deeper understanding of art and human culture. These aspirations are founded on the belief that in order for our subject to thrive, it must be broad and inclusive, enabling people to think differently about art, themselves, others and the world around them. As such, incorporating equality, diversity and inclusion principles into our work is essential to achieve our objectives for the Association and for art history.
- Federation of American Socieities for Experimental Biology (FASEB)
FASEB is committed to fostering diversity, equity, accessibility, and inclusion (DEAI) in the biological and biomedical sciences by:
    - Promoting DEAI within the Federation staff and volunteer workforce and its core missions
    - Supporting member societies' DEAI efforts
    - Establishing collaborative partnerships outside the Federation through the development of initiatives, projects, and resources
    - Obtaining funding that will sustain FASEB's overall DEAI mission
- British Society for Rheumatology
Equality, diversity and inclusion (EDI) is at the heart of everything BSR does; this commitment is expected of staff, committee members and trustees. EDI allows us to provide the best support we can to members during their careers, as well as to champion the specialty through equal representation and meaningful actions.
- Royal Society

The Royal Society is committed to increasing diversity in STEM by seeking out participation from under-represented groups, in order to build and develop a world in which studying and working in science are open to all.

EDI Statements for Submitted Research

One tactic to increase awareness among authors around diversity is to give them the opportunity to share certain information about themselves and their research with the manuscripts they submit. Cell Press provides an excellent example of how to achieve this[7]. Through the "Cell Press Inclusion and Diversity Form," authors have a mechanism to publicly convey how their work and/or their research team are working to make science more diverse and inclusive. Authors answer questions about the diversity of their research's human and non-human subjects, the diversity of their research group, and the avoidance of helicopter research. Authors can opt out of this form if they choose. Additionally, for authors who complete the form, they can use their answers to craft an Inclusion and Diversity Statement to be published in their paper. An example of such a statement is included on the form:

"We worked to ensure sex balance in the selection of non-human subjects. One or more of the authors of this paper self-identifies as a member of the LGBTQ+ community. One or more of the authors of this paper received support from a program designed to increase minority representation in science. While citing references scientifically relevant for this work, we also actively worked to promote gender in our reference list."

2.   Training/Education/Awareness

Author/Reviewer Training/Mentoring

By offering training, advice, and mentoring to early-career authors and reviewers, a journal can make it known that it is willing to support colleagues, including colleagues from historically underrepresented groups. It is important that this message be explicit as authors in need of assistance with manuscript writing are often rejected by journals as opposed to supported by them. Important questions to ask of your journal portfolio is "Do our journals have people willing to offer support in the form of training/mentoring, especially to reviewers and authors from low- and middle-income countries? Could this be offered on a one-to-one basis, or in group sessions?"

Mentoring can help authors in myriad ways including:
- Guidance with language
- Advice on the organization of a manuscript
- Suggestions as to which data/artwork/material should be deposited
- Tips on what increases the likelihood of manuscript acceptance
- Guidance on which journal to submit the manuscript to

Likewise, mentoring is also beneficial to reviewers. Benefits include:

- Clarification of expectations of the reviewer's evaluation of a manuscript
- Feedback on the mentee's review, offering advice for improvement
- Advocacy on behalf of early-career reviewers (e.g., to the editorial board/publisher board)

Amplifying Historically Excluded Voices

Society publishers are in a unique position to improve EDI by serving as a hub for amplifying

historically excluded voices. Below we describe three methods to accomplish this, which are currently being employed by society publishers.

- Consider society publisher or journal awards programs/recognition to amplify historically excluded persons. Journals may consider creating and funding new award programs and recognition mechanisms aligning with the journal's specific efforts to improve EDI. Society publishers should first seek to understand their community, identify areas that require intervention and support, and then develop sustainable plans for launching journal awards, along with appropriate metrics for tracking progress towards EDI. Different plans may be needed for different groups of historically excluded voices.
- Consider sponsoring programs to support the needs of historically excluded persons. Examples include programs that focus on career development through, for example, an early-career editorial board. Another option is establishing a mentoring program that pairs junior- and senior-level professionals focused on driving an understanding of different perspectives and cultures.
- Consider leveraging the visibility of your journal program by encouraging the publication and promotion of content or videos designed to help advance the careers of historically excluded communities.

Regularly Occurring EDI Column

Some journals have decided to spotlight matters of EDI in their content by publishing a regularly recurring column, collection, or microsite dedicated to these issues. The goal of these publications is to provide a mechanism to raise awareness about EDI in a particular field, to showcase the research of the field's community around EDI, and to educate the community on matters of equity, diversity, and inclusion. It is also an important way for journals to demonstrate their commitment to advancing the discussion. There are several examples of these efforts, which are listed below.

[JAMA Network Health Disparities Collection](#)
This collection of research published by the JAMA Network includes studies, opinion pieces, letters, and news focusing on health disparities in medicine, including in health status and healthcare access by race, sex, and geography. Articles published in any of the JAMA Network's journals can be included in this collection.

Neurology Journals' *Inclusion, Diversity, Equity, Anti-racism, & Social Justice (IDEAS) Microsite*
The mission of this microsite is "To increase awareness and understanding of IDEAS and in turn foster the *Neurology* journal." The goals of the IDEAS site are to highlight peer-reviewed literature from the *Neurology* journal family related to IDEAS, to provide a "welcoming, respectful, and safe forum for the *Neurology* community," and to share ideas that advance IDEAS in the field of neurology. The founders of the IDEAS site envision it to be the home for patient care, research, education, policy, and advocacy content related to IDEAS in the field.

[Diversity, Equity, and Inclusion (DEI) in GI](#)
The flagship journal of the American Gastroenterological Association, *Gastroenterology*, launched a monthly recurring column called "DEI in GI" in early 2022. Recognizing that journals can play a significant role in advancing a more equitable, diverse, and inclusive future in the research ecosystem, the journal uses this column to publish research, editorials, and other content on EDI topics and health equity-related research written by the field's thought leaders. The goal of the column is to promote discussion and catalyze new research and funding that

advance the science of health equity and promote innovation from groups that are underrepresented and understudied in research.

3.   Peer Review
Implicit/Unconscious Bias

Peer review processes differ among journals. For example, some journals employ the 'double anonymous' model wherein the identities of neither the author nor the reviewer are revealed to each other. In the 'single anonymous' approach, the identity of the reviewers is not shared with the authors. Myriad other models exist. It is important, however, that whatever framework is in place is one which considers, and works to avoid, implicit and unconscious bias. Central to this should be the complete separation of an author's biographical details and personal information (for example, their gender/sexual identity, race/ethnicity, country of origin/residence, age/stage of career) from the content of the submission itself when evaluating the latter, which should be judged on its intrinsic merits only. Consider asking your editors and reviewers to undergo implicit-bias training. Furthermore, encourage editors and reviewers to eliminate the factors below when evaluating a manuscript.

- Reputation of the institution to which the researcher is attached: consideration of this can disadvantage those who are new to the field and/or unaffiliated, those from lesser known/less prestigious institutions, or from geographical regions with less of a stronghold over a discipline.
- The researcher's previous work: excessive attention to this can again disadvantage those who are new to the field or have not yet had the opportunity to publish in recognised/established venues.
- The relationship of the submission to the work of those assessing it: research which aligns with, or contradicts, that of those evaluating it may result in overly enthusiastic or unduly negative reactions.

Language

The peer review process involves a significant amount of communication among the editorial office, authors, reviewers, and editors. It is wise to review your systems to ensure all forms, email templates, and processes follow best EDI practices. For example, templates with automated fields should include all names provided not just [salutation] [last name] as 'first name' and 'last name' should not be assumed.

It is also important to have a step in the process to check reviews before forwarding to authors, ensuring that the reviewers have not assumed the author's gender and instead have used neutral pronouns. Include a note in your reviewer guidelines.

Adding your own pronouns to signatures can show other users that you understand these should not be assumed and may encourage them to do the same.

If you receive a submission on subjects such as gender identity, consider conducting an 'inclusive language' review. Ideally, these reviews should be conducted on all papers. Add a section about inclusive language to your style guide to communicate your expectations to the copyeditors.

4.   Processes

Collecting Demographic Data

Having demographic data for editors, authors and reviewers is an important piece of measuring progress of any effort to improve diversity. It can also help stop the 'guessing' of the current status of representation.

It is crucial to only collect data that are useful and relevant. Further, the collection of data needs to be inclusive. As society publishers we may have the freedom to determine what data we collect. However, for some we may be restricted by policies made by our society's governing body, our publishing partner, or by the technological parameters of any third-party platform we use. Navigating around these challenges is important to make sure we don't lose sight of *why* we are collecting data and *how* the collection of this data could impact *our* stakeholders.

The [Joint commitment for action on inclusion and diversity in publishing](#) has endorsed a set of questions for collecting self-reported gender identity as well as race and ethnicity data. The questions were developed by nearly 60 publishing organizations who collectively oversee a portfolio of more than 15,000 journals. You can view a full explanation of how the questions were developed and what the benefits of using them are by reading their article [“Diversity data collection in scholarly publishing.”](#)

When introducing demographic data collection, be sure to communicate to users why you are collecting the data. This should help encourage people to submit their data. The Joint Commitment suggests the following template language:

"[Publisher] is deeply committed to fostering a scientific community that supports and benefits from the talents of researchers from a wide range of backgrounds. Please help us collect the data we need to gauge our success at advancing diversity, inclusion and equity in research by responding to the questions below. Important: individuals' gender, ethnic, or racial identities will in no way be used when evaluating journal submissions; this data will be aggregated and anonymised before being analysed and reported in order to improve our policies and processes. For details about the storage of and access to these data, please see our [Privacy Policy and/or other public-facing info site]."

Manuscript Tracking Systems

Many journals' online platforms will meet the [Web Content Accessibility Guidelines (WCAG) 2.1](#) but it is important to check and challenge this. What can often be neglected is checking that your submission system also meets these standards. If it doesn't, but you have little control in what submission system you use, keep challenging or requesting that the platform is developed to be more accessible. There are things within a journal editorial office's control. For example, review invitations will usually have a standard deadline automatically generated from the system. However, you can include a note to say this can be extended if for any reason the reviewer needs more time to complete their review.

As with peer review, all other communications and instructions should be reviewed to make sure the language used is inclusive and that processes include reasonable adjustments to ensure equity.

Auditing Internal Processes

A useful exercise to undertake would be an audit of all processes and actions that the journal office takes. This can be a lengthy, but valuable piece of reflection work to identify areas that may be assumed as irrelevant to EDI efforts.

Below is an example framework that could be used, including examples of just how granular the audit could go:

Work Area > Examples:	Who we follow on social media	Ed Board recruitment	People who blog/video/podcast
What are we trying to do?			
Do we proactively monitor whether what we are doing achieves an appropriate level of equity, diversity, and inclusivity?			
Have we identified under-represented groups within our work area?			
What is the current process?			
What assumptions are we making for this process to be fair and inclusive?			
What could we do to test/challenge these assumptions?			
What more could we do to make the process more diverse?			
Proposed actions			

5.   People

Editorial Boards

Journals that have diverse editorial boards are more likely to attract diverse submissions. In each instance, diversity relates to both the people in question and the subjects of their research. Having structures set up to encourage as wide a range as possible of editors/reviewers/authors, and thus work submitted/published, will ensure the fairness and future health of scholarship. Carrying out an audit of present and recent members can a be useful starting point in identifying where a board may not be as diverse as it could be, as well as its relationship to the journal's intellectual outlook and ambitions. In addition to breadth of representation in terms of personal characteristics such as race and ethnicity, and gender identity, for example, the following are areas also should be considered:

- Area of expertise
- Location of institution
- Size of institution
- Professional status/career stage
- Language skills

While every journal will have systems for appointing their editors and editorial board, there are several actions/strategies that can be considered/adopted to ensure diversity regardless of the

appointment process and irrespective of the narrowness or breadth of the journal's scope. COPE has a [useful resource](#) for addressing the ways in which editorial boards can be made more diverse.

EDI Editor

A highly visible strategy that many journals took following the racial- and social-justice movement in 2020 was to add an EDI associate editor (or equivalent) to their boards of editors, signalling to their communities their commitment to address issues of systemic racism, sexism, and ableism, as well as other forms of bias and discrimination. In most cases, these new positions are far more than figureheads; they are tasked with sweeping goals such as advancing the EDI vision of the journal, raising awareness, and providing education around issues of EDI in their fields as well as peer-review publishing, and being an ambassador for the journal.

Some specific duties of these positions include:

- Developing, implementing, and evaluating EDI initiatives for the journal
- Soliciting, writing, and reviewing content of an EDI nature
- Evaluating existing and developing new policies and processes to ensure they align with best practices in research and publishing, in the context of EDI

Publishing Staff

Society publishers should ensure that publishing staff are diverse and their behaviors and policies are equitable and inclusive including specific efforts focused on recruitment and retention. C4DISC has made available an [excellent set of toolkits](#) that, while focused on scholarly communications, has many recommendations broadly applicable to scholarly publishers[8]. Some highlights from the toolkits that can be used to address EDI for publishing staff include:

- Create an organizational statement with principles of EDI clearly articulated that is adopted by the entire scholarly society.
- Train and educate your workforce and consider the value of year-long group efforts focused on understanding, reconciliation, and healing as opposed to short online courses taken individually.
- Adopt best practices for attracting, identifying, hiring, and retaining a diverse workforce—consider broadening your job postings, becoming more aware of implicit bias, and implementing checks and balances within the hiring process specifically valuing diversity.
- Facilitate networking events and learning opportunities that seek to educate your workforce about EDI related issues, needs, and benefits.

6.   Open Scholarship and EDI

Open scholarship is the broad term used to describe transparent and participatory practices such as "open access to publications, research data sharing, opening research methods and processes, new means of transparent research evaluation and the re-orientation of research to be more inclusive of and responsive to the needs of society and industry"[9]. The aim of open scholarship is intrinsically linked to EDI, pushing towards research that is more transparent,

inclusive, and accessible. Proponents of open scholarship argue that it can help correct the many inequities that exist in academia and subsequently, scholarly publishing. Yet, open scholarship is a complex topic that has the potential to have varying interpretations and that has political and economic implications. For example, as noted in the January 2023 SocPC and Digital Science white paper on open scholarship, the transition to open access is, in some cases, excluding or granting access to authors to OA publishing in an inequitable way[10]. As such, a full discussion of open scholarship and its intersection with EDI is one that warrants its own document, which will be a future initiative for SocPC. In this paper, however, we'd like to acknowledge the following overarching issues that society publishers should be aware of when considering open scholarship and EDI best practice:

- The definition of open scholarship is broad, and society publishers may find that certain goals conflict with EDI.
- Open access business models focused on article processing charges can exclude those in resource-poor settings, and thus publishers using such models should consider clear and comprehensive feewaiver initiatives.
- Initiatives such as open data, whilst increasing access, may be exclusive owing to the need for expensive infrastructure and training.
- Open peer review carries EDI implications, for example early-career researchers may be less likely to critically comment owing to concerns over career progression.

Vision for the Future

Reflecting on the last several years since the racial and social justice movement of 2020, there has been remarkable progress in how matters of EDI are discussed and addressed by society publishers. The global reckoning that was triggered by that summer's events impressed upon our community the urgent need for change. Overwhelmingly, society publishers and their journal programs rose to the occasion and immersed themselves in a reflective process of how to do things differently. And yet, there is so much more work to be done. We must not lose this momentum. Thus, we implore you to consider the following as future steps for your journal program.

- Continue to ensure that as society publishers, your journal program is welcoming and inclusive. Demonstrate to your stakeholders what steps you will take to guarantee meeting that goal.
- Take the time to measure your efforts—are the initiatives you've undertaken helping you achieve your EDI goals? This step is imperative—you need to know if you're making an impact.
- Lead the way, as society publishers, by being willing to experiment and to pilot initiatives. Publicly share the outcomes of your efforts so that other society publishers can learn from you. Even when an experiment doesn't result in the outcome you intended, it is still important information to share.

Our hope is that you found inspiration in this document to implement EDI initiatives into your society publishing program. We would love to hear your experiences with any of the initiatives discussed above, and any other feedback you may have. Please contact us at info@socpc.org.

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