



Connectors. Creators. Experience Makers.

## IPSO ANNUAL STATEMENT 2020

### Introduction

At Future, we pride ourselves on the heritage of our brands and loyalty of our communities. Every month, we connect more than 400 million people worldwide with their passions through brands that span technology, games, TV and entertainment, women's lifestyle, music, real life, creative and photography, sports, home interest and B2B.

First set up with one magazine in 1985, Future now boasts a portfolio of over 200 brands produced from operations in the UK, US and Australia. We seek to change people's lives through sharing our knowledge and expertise with others, making it easy and fun for them to do what they want.

Today, Future employs 2,300 employees worldwide and the company's leadership structure as of 26 March 2021 is outlined in Appendix 2.

Our core portfolio covers consumer technology, games/entertainment, women's lifestyle, music, creative/design, home interest, photography, hobbies, outdoor leisure and B2B. We have over 100 magazines and publish over 400 one-off 'bookazine' products each year. Globally, 330+ million users access Future's digital sites each month, and we have a combined social media audience of 104 million followers (a list of our titles/products can be found under Appendix 1a. & 1b.).

In recent years, Future has made a number of acquisitions in the UK. These include Blaze Publishing, Imagine Publishing, Team Rock, Centaur's Home Interest brands, NewBay Media, several Haymarket publications, two of Immediate Media's cycling brands, Barcroft Studios and more recently and perhaps more significantly, TI Media.

At the time of the last annual report the TI acquisition had still not completed, but from April 2020 TI Media has been fully under Future ownership. Integrating this acquisition has been an intensive process, but the work is now complete and consequently we are able to include TI in this year's annual report.

For the purpose of this statement, Future's 'responsible person' is Paul Newman, Managing Director, Tech Lifestyle..

### Editorial Standards

Through our expertise in 11 different content 'verticals', Future produces engaging, informative and entertaining content across a number of channels and to a high standard. The business is driven by a core strategy – 'Content that Connects' – that has been in place since 2014. This puts content at the heart of what

we do, and is an approach we reiterate in our internal communications strategy through regular colleague briefings.

At Future, we believe everyone involved in editorial decision making shares responsibility for the content we publish. And in order to ensure there is clear accountability, we created the role of Chief Content Officer on our Executive Leadership Team in 2018, so there is now one person in the company's senior management setup with visibility over the company's entire output and responsible for upholding editorial standards.

Each of the content teams in our 'verticals' is led by at least one senior editorial manager – this senior editorial manager is responsible for upholding the highest editorial standards possible, ensuring no breaches of IPSO's Editors' Code of Practice occur and providing guidance to more junior staff.

Future takes all reasonable and appropriate steps to verify what we publish. Such steps include double sourcing where necessary, and rigorous scrutiny of information and sources to ensure the accuracy of the articles we publish.

Editorial process for contentious issues involves second reading by editorial and pre-vetting of articles by Future's in-house legal team is available for any concerns. External advice is sought for contentious issues and we would always draw on IPSO as a source of external expertise if the circumstances required it.

Licenses and consents are obtained prior to publication, save where use of material falls within an exemption to copyright law (e.g. fair dealing).

Beyond technical advice, Future does not have internal manuals, codes or guidance used by our journalists. However, Future refers to the Editors' Code of Practice as the basis for its editorial standards. And there is a project currently underway, which we hope to report on in next year's annual statement, to produce an Editorial Charter for all Future journalists to reference.

## **Complaints Procedure**

Future would seek guidance from IPSO regarding serious and bespoke complaints that go beyond run-of-the-mill customer queries and issues that we have no precedent in dealing with.

To date we haven't sought pre-publication guidance from IPSO, but would have no hesitation in doing so if advice was required on interpreting the Editors' Code of Practice or understanding the public interest exception.

Editorial complaints are dealt with at a 'local' level, i.e. on a brand-by-brand basis, to ensure the query or complaint is kept close to the expertise. Where necessary, complaints are escalated to the relevant senior editorial manager or Chief Content Officer. In the year to date we have received three complaints via IPSO, two of which relate to the legacy Future business and one of which relates to the legacy TI Media business. We also received one query relating to the legacy TI media business. The details are outlined in the Compliance section below.

Any issues related to copyright infringement are dealt with by Future's in-house legal and rights teams, and referred to external advisors where necessary.

Pursuant to the supplementary requirement issued by IPSO in December 2014, we have added information in the About Us pages on our sites which inform our users:

1. that we are regulated by IPSO
2. that we abide by the Editors' Code of Practice
3. of the email address for each site to use in case of a complaint
4. of the ways in which they can contact IPSO for more information about IPSO or the Editor's Code.

Here is an example from techradar.com that can be viewed at <http://www.techradar.com/news/about-us>

*TechRadar is a member of the Independent Press Standards Organisation (which regulates the UK's magazine and newspaper industry). We abide by the Editors' Code of Practice and are committed to upholding the highest standards of journalism. If you think that we have not met those standards and want to make a complaint please contact [news@techradar.com](mailto:news@techradar.com). If we are unable to resolve your complaint, or if you would like more information about IPSO or the Editors' Code, contact IPSO on 0300 123 2220 or visit [www.ipso.co.uk](http://www.ipso.co.uk).*

We also rolled out the IPSO mark on all our websites and the flannel panels of all magazines in 2019. We remind editors of the requirement to display this on an annual basis.

It is worth noting that Future has been expanding rapidly in recent years and, consequently, due to the ongoing integrations of acquired businesses and the associated technological challenges, not every Future website is likely to be completely up to date at the time of the submission of our annual report.

In response to the supplementary requirement issued by IPSO in February 2016, we acknowledge that before making any substantive changes to an online article or other material in response to a complaint, editorial staff archive a complete copy of the article or other material under complaint. (This does not include trivial changes, such as changes to spelling or grammar.) The archived copy must be retained for a minimum of four months from the date of the amendment to ensure that IPSO has access to a copy of the material under complaint, should it subsequently receive a complaint.

## Training Process

Future takes the training of editorial staff very seriously and the company's Chief Content Officer is responsible for ensuring journalists are kept up to date with the latest best practice regarding editorial standards.

Every year before submitting our annual statement we take steps to ensure the Editors' Code of Practice is embedded with our editorial teams, distributing the Editors' Codebook to all senior editorial managers and requesting they ask every journalist under their management to read both the Codebook and the Editors' Code of Practice to refresh their knowledge. As part of this process we also highlight any important changes made by IPSO, such as the latest additions regarding mental health.

Where appropriate, Future's legal and rights team meet with new joiners on a one-to-one basis to run through the basic principles of copyright law and our contracts. We have also held 'group' rights-refreshers with specific teams where issues have arisen. We are working through all editorial teams to make sure everyone has clear guidance.

Since 2018, we have contracted a highly-respected external supplier to deliver a comprehensive series of media law refreshers for all journalists currently employed in Future's UK business. This external supplier was re-engaged in January 2020 to provide training to over 100 recent starters and people who were unable to attend the previous training and we are in the process of arranging our latest batch of refresher training for

Spring 2021. Our in-house Rights team has also developed its own refresher training materials, which can be delivered to smaller teams in more focused sessions as and when necessary.

## Compliance Record

Since Future submitted its previous statement (for 2019), there have been no complaints made against Future ruled on by IPSO's Complaints Committee.

The complaints/queries received from IPSO in the last 12 months are listed below:

1. In July 2020 we received a complaint that a Kotaku piece, regarding JK Rowling's comments about transgender people, breached Clause 1 of the Editors' Code (Accuracy). IPSO found no possible breach of the Code (<https://kotaku.com/report-harry-potter-game-devs-distressed-over-j-k-row-1844208256>)
2. In August 2020 we received a complaint that a MusicRadar article, regarding the origins of jungle music, breached Clause 1 of the Editors' Code (Accuracy). IPSO found no possible breach of the Code (<https://www.musicradar.com/news/everything-you-need-to-know-about-jungle>)
3. In September 2020 we were contacted by IPSO regarding an article in Chat magazine entitled "Bigger or Bust". IPSO didn't have sufficient information to assess the merits of the enquiry received from a member of the public, and IPSO requested a copy of a full page copy of the article. No further action was taken.
4. In March 2021 we received a complaint that a Marie Claire piece, regarding the value of Royal engagement rings, breached Clause 1 of the Editors' Code (Accuracy). IPSO found that the factual error in the piece (confusion between Princesses Eugenie and Beatrice) was not sufficient to constitute a breach of the Code (<https://www.marieclaire.co.uk/news/fashion-news/most-expensive-ring-royal-family-727428>)

## Reporting of COVID-19

The global pandemic has had a major impact on all publishers around the world and Future is no different. While COVID-19 has had some negative impacts on our business, such as reduced newsstand distribution for printed products and an inability to run live events, it has also had a beneficial impact on magazine subscriptions and website traffic.

Future pivoted its website content quickly when the pandemic began to ensure we could serve our audience effectively in a time of crisis and uncertainty. The majority of the initial content created was practical and functional, relating to where to buy essentials such as toilet paper and hand sanitiser for instance. As the initial panic began to subside we then pivoted further into providing readers with targeted information about everything from how to set up a home office, to what to watch on streaming services when locked up with little else to do, where to buy scarce home fitness equipment and when retailers were open.

Additionally Future provided more targeted specialist content via LiveScience.com as the pandemic evolved. Although LiveScience is a predominantly US-focused website, it reached 5.7M UK users in March 2020 and 3M in April 2020. Content took many forms, from providing rolling news updates by areas as the outbreak spread to detailing symptoms and busting unhelpful myths.

Last but by no means least, Future launched the website FitandWell.com in July 2020. While people had begun to live with the virus at this point in time, one of the reasons the site was created was to help people improve their physical, mental and emotional health and wellbeing at a time when this had arguably never been more important.

While COVID-19 remains far from defeated, it is also no longer a new thing and Future's content will continue to evolve where appropriate to meet user needs as daily life continues to change. The interests of our readers and the requirement to report in a factual and non-sensationalist way will continue to drive the nature of our editorial decision making and content creation.

## Appendix

### 1a. List of Publications, Products & Events

**Note:** Entries highlighted in yellow are US brands, included here in the interests of completeness.

VERTICAL	DIGITAL	MAGAZINES	EVENTS
Tech Specialist	Techradar.com LaptopMag.com TomsHardware.com AnandTech.com itproportal.com Whathifi.com Android Central.com iMore.com Techno Buffalo.com Windows Central.com Crackberry.com Mr Mobile Modern Dad Thrifter.com	Linux Format iCreate MacFormat Mac   Life (US) Maximum PC (US) What Hi-Fi?	Mobile Industry Awards Mobile Choice Awards isellmobile Awards What Hi-Fi? Awards
Tech Lifestyle	TomsGuide.com T3.com Wallpaper.com Decanter.com PetsRadar.com	T3 Wallpaper* Decanter Total 911	The T3 Awards Decanter World Wine Awards Decanter Virtual Masterclasses Decanter Fine Wine Encounter Tom Guide Awards
Knowledge & Wellness	Space.com Livescience.com Howitworksdaily.com Toptenreivews.com Fitandwell.com Historyanswers.co.uk	How It Works All About History All About Space History of War Real Crime	
Gaming	pcgamer.com gamesradar.com Kotaku.co.uk Newsarama.com	PC Gamer PC Gamer (US edition) Gamester Presents: Minecraft Official PlayStation Magazine Edge Retro Gamer	The PC Gaming Show The Golden Joysticks Future Games Show
Home Interest	Homebuilding.co.uk Plotfinder.net RealHomes.com The Real Homes Show Gardeningetc.com Livingetc.com Homesandgardens.com	Homebuilding & Renovating Period Living Real Homes Guide to Building Your Own Home Guide to Extending Your Home	Homebuilding & Renovating Show Custom Build Summit

		Homes & Gardens Livingetc Ideal Home Style at Home Country Homes & Interiors 25 Beautiful Homes Easy Gardens	
Music	Musicradar.com Loudersound.com Guitarworld.com Guitarplayer.com Bassplayer.com Keyboardmag.com Emusician.com	Bass Guitar Bass Player Classic Rock Computer Music Electronic Musician Future Music Guitarist Guitar Player Guitar World Guitarist Presents Acoustic Guitar Techniques Metal Hammer Prog Total Guitar Music Week Music Week Directory	The Virtual Guitar Show The Music Technology Show The Music Week Tech Summit The Music Week Awards
Photography & Design	Digitalcameraworld.com Creativebloq.com	Digital Camera PhotoPlus N-Photo Digital Photographer Professional Photography Practical Photoshop (digital-only magazine) Photography Week (digital-only magazine) Australian ProPhoto Australian Camera Magazine Computer Arts 3D World Net ImagineFX Web Designer	The Photography Show Generate Brand Impact Awards Vertex
Country Lifestyle	Airgunmagazine.co.uk Bow-international.com Clay-shooting.com Sporting-rifle.com Theshootingshow.tv Thefield.co.uk Countrylife.co.uk Shootinguk.co.uk	Airgun Shooter Bow International Clay Shooting Shoot In Scotland Shooting Club Directory Shooting Industry Directory Sporting Rifle Country Life The Field Shooting Times and Country Gun Trade News Shooting Gazette	
Film & TV	Whatsontv.co.uk	SFX	TV Times Awards

	Whattowatch.com Cinemablend.com	Total Film What's on TV TV Times TV & Satellite Week	
Sport	FourFourTwo.com Cyclingnews.com Bikeperfect.com Golfmonthly.com Rugbyworld.com Yachtingworld.com Yachtingmonthly.com Ybw.com Pbo.co.uk Mby.com Cyclingweekly.com Mbr.co.uk Advnture.com Horseandhound.co.uk	FourFourTwo Pro Cycling Golf Monthly Rugby World Yachting World Yachting Monthly Practical Boat Owner Motorboat & Yachting Cycling Weekly Mountain Bike Rider Horse and Hound	
Caravan & Motorhome	Practicalcaravan.com Practicalmotorhome.com	Practical Caravan Practical Motorhome	
B2B	Avnetwork.com Next TV Broadcastingcable.com Creativeplanetnetwork.com Digital Signage EduWire Governmentvideo.com Installation-international.com Mixonline.com Multichannelnews.com Prosoundnetwork.com Radioworld.com Residentialsystems.com SmartBrief.com SmartBrief Marketing (Marketo): page.marketing.futurenet.com Svconline.com Techlearning.com Tvbeurope.com Tvtechnology.com Twice.com 5Gradar.com	AV Technology Broadcasting & Cable Installation Mix Multichannel News Pro Sound News (PSN) Radio World Radio World Engineering Extra Residential Systems Sound and Video Contractor Systems Contractor News Tech & Learning TV Technology TVBEurope TWICE	CultureX Conversations The TV Pride Summit TV & Sports Summit FAST Summit AV Network Nation AV3 Mix Sessions Events Innovative Product Awards Best of Show Awards at ISE DIGI Awards SCN Stellar Service InfoComm Best of Show R&S InfoComm Awards SCN/InfoComm Product Awards Product Innovation Awards Best of Show Awards at NAB Best of Show Awards at IBC Industry Innovator Awards Tech & Learning Awards of Excellence Tech & Learning Best of Show: TCEA, ISTE Tech & Learning Regional Leadership Summits Tech & Learning Professional Development Conferences



			<p>Tech &amp; Learning Roundtables</p> <p>Most Influential of the Year</p> <p>Resi Stellar Service Award</p> <p>TWICE/Resi CES Picks</p> <p>TWICE VIP Awards</p> <p>CEDIA Best of Show</p> <p>AV/IT Summits</p> <p>Install Awards (now AV Technology Awards)</p> <p>NYC Television Week</p> <p>B&amp;C Hall of Fame</p> <p>40 Under 40</p> <p>TV Data Summit</p> <p>Advanced Advertising</p> <p>Next TV Summit</p> <p>Hispanic Television Summit</p> <p>Multicultural TV Summit</p> <p>Programmatic TV Summit</p> <p>OTT &amp; Video Distribution Summit</p> <p>Wonder Women</p> <p>Digital Media Summit</p> <p>News Technology Summit</p> <p>Technology Leadership Summit</p> <p>Technology Leadership Awards</p> <p>Video Show/Government</p> <p>Video Expo</p> <p>Custom Events</p> <p>Women in Music</p> <p>Sound for Film</p> <p>SB Innovation Awards - Workplace Tech</p> <p>SB Innovation Awards - Foodservice</p> <p>SB Innovation Awards - Public Sector</p> <p>AVNetworkNation</p> <p>Mix Sessions Events</p>
Barcroft	<p>Truly (<i>formerly Barcroft TV - YouTube channel</i>)</p> <p>Beastly (<i>YouTube channel</i>)</p> <p>Barcroft Cars (<i>YouTube channel</i>)</p> <p>Barcroft.tv.com</p> <p>Amazing India</p> <p>Beast Buddies</p> <p>Big Dogz</p> <p>Born Different</p>	N/A	N/A

	<p>Brand New Me  Dog Dynasty  Extreme Love  Beastly (<i>show on Snapchat/channel on YT</i>)  Hooked on the Look  Kick Ass Kids  Love Don't Judge  Making Mad  My Trans Life  Ridiculous Rides  Shake My Beauty  Share The Hair  Truly (<i>channel on YouTube + OTT platforms, showbrand on Facebook and TikTok</i>)  Transformed  My Extraordinary Family  Miami Muscle  Totally Game  True Stories  Mind Yourself</p>		
Women's Lifestyle	<p>Womanandhome.com  Myimperfectlife.com  Womanmagazine.co.uk  Womansownmagazine.co.uk  Womansweekly.com  Lifedeathprizes.com  Goodto.com  Marieclaire.co.uk  Celebsnow.co.uk</p>	<p>Chat  Pick Me Up  Chat it's Fate  Chat Monthly  Pick Me Up Special  Woman  Woman Special  Woman's Own  Woman's Own Special  Woman's Weekly  Woman's Weekly Fiction  Woman's Weekly Living  Woman &amp; Home  Woman &amp; Home Feel Good You  Woman &amp; Home Feel Good Food  The Smart Woman's Guide To The Menopause  Green Living Made Easy</p>	<p>Marie Claire UK Prix d'Excellence Beauty Awards  Marie Claire UK Hair Awards  Woman &amp; Home Skin Awards  Woman &amp; Home Hair Awards  Woman &amp; Home Beauty Awards</p>

## 1b. Bookazines Series published in 2020

All About History Dictators
All About Space Book of Mars
Classic Rock Special: Legends of the 70s
History of NASA
History of War Book of the Hundred Years' War
How It Works: World of Tomorrow
Nikon: The Complete Manual
Windows 10 The Complete Manual
All About History Book of the Wild West
How It Works: Book Of The Human Body
Paint & Draw Collection
The Story of Metal
All About History Book of British Royals
All About History Greatest Empires
All About History Templars
Canon Beginner's Handbook
Keto Baking Book

Sewing for Beginners
The Mindfulness Book
The Nikon Camera Book
The Python Book
The Story Of The Beatles
Ubuntu: The Complete Guide
80s Movies - The Ultimate Celebration
All About History Book of Events That Changed The World
All About History Book of the Renaissance
Medieval World
Porsche 911 Buyer's Guide
Teach Yourself Photoshop Elements
Teach Yourself Seasonal Photography
All About History Book of Red Coats
All About History Napoleon
History Of War Legends of the Battlefield
How It Works: Book Of Amazing Science
Real Crime Injustice: Wrongly Convicted
Teach Yourself Make Cash With Your Camera
Future Lifestyle Series (Keto Baking Book 01)
Future Discovery Series (Complete Guide To Fortnite 03)
All About History 1066 & The Battle of Hastings
All About History Book of Julius Caesar
All About History Book of the Windsors
Classic Rock Special: Legends of the 80s
FourFourTwo Presents Play Like A Pro
GoPro: The Complete Manual
iPhone: The Complete Manual
Nintendo Archives
Sketchbook
Story of the Bible
The Vegan Cookbook
World of Animals Book of Perfect Pets
All About History Aztecs
All About History Book of Jack the Ripper

All About History Book of Tudors
Get Fighting Fit: Boxing Workouts
Guitar For Beginners
Keto Comfort Food
Nikon Beginner's Handbook
Piano For Beginners
Practical Motorhome Buyer's Guide
Quick & Easy Keto Diet
Samsung Galaxy For Beginners
Simple Steps to Crochet
Sleep Better
Teach Yourself Astrophotography
The Producer's Music Theory Handbook
WordPress for Beginners
All About History Anglo-Saxons
Book of Spells
Everything You Need To Know About... Knights
History of War Military Heroes of the 20th Century
How It Works: Book Of Incredible History
Outdoor Photography
Paint & Draw: Acrylics
Start Your Own Business 2020
Teach Yourself Black & White Photography
Ultimate 80s Retro Gaming Collection
What If... All About History Book of Alternative History
100 Greatest Classic Rock Albums
All About History Book of the Russian Revolution
All About History Roman Britain
Everything You Need To Know About... The American Civil War
Greatest Women in History
Hackers Manual 2020
History Of War Book of the British Civil Wars
Prog Special: Marillion
Teach Yourself Travel Photography
Teen Mindfulness

Ultimate Roadtrips
Unplug
Future Lifestyle Series (Mindful Fitness)
Future Discovery Series (World's National Parks)
Future Lifestyle Series (101 Places To Visit Before You Die 02)
All About History Book of the British Empire
Canon: The Complete Manual
Classic Rock Special: AC/DC
Nikon Advanced Handbook
Paint & Draw Collection
Paint Like The Masters
Photography Tips, Tricks & Fixes
Raspberry Pi The Complete Manual
The Prog Collection
The Story of Nirvana
All About History Ancient Civilisations
All About History Anne Boleyn & The Wives of Henry VIII
All About History Book of the Civil Rights Movement
Canon Advanced Handbook
Get The Most From Your Sewing Machine
History of Folklores, Fairytales & Monsters
How It Works: The Science of Habits
Keto Baking Made Simple
Professional Photography
Psychology Now
Quick Keto Meals
Senior's Edition: iPad
Senior's Edition: iPhone
Shoot In Scotland
3D Make & Print
All About History Book Of Pirates
All About History First Ladies of the United States
Animation Artist
Bike Maintenance Tips, Tricks & Techniques
Create With Crochet: Amigurumi

Everyday Baking From Scratch
Everything You Need To Know About... World War II
Google Tips & Tricks
Legends of the NBA
Mindfulness: Boost Your Energy Naturally
Teach Yourself Photoshop
Ultimate Guide to Fantasy Gaming
Acoustic 2020
All About History Age of Discovery
Classic Rock Special: 100 Greatest Rock Songs of All Time
Crochet for Beginners
Everything You Need To Know About... Vikings
History of Ghosts
History of War Defining Battles of World War II
Quilting & Patchwork for Beginners
Samsung Galaxy: The Complete Manual
The Ultimate Guide to Extending Your Home
Ultimate Retro Hardware Guide
Ultimate Wildlife Experiences
Future Discovery Series (HIW Amazing Science 01)
Future Lifestyle Series (Mind Body Soul: Pilates 03)
All About History Book of Queen Victoria
Anatomy Essentials
Classic Rock Special: Queen
Drones The Complete Manual
How It Works: Book Of Incredible Science
Paint & Draw: Portraits
Python The Complete Manual
Recipe Journal
Teach Yourself Outdoor Photography
All About History Book of the American Frontier
All About History Book of The Titanic
All About History Scandals of the Windsors
Big Book of Crochet Stitches
Easy Keto Desserts

How It Works: The Science of Memory
Master Your Camera In 4 Weeks
Mindful Home
Teach Yourself Photography
The Keto Diet Book
Web Design For Beginners
Future Discovery Series (HIW Amazing Inventions 01)
Future Lifestyle Series (800 Calories Or Less 01)
Magical Mandalas
Puzzle Perfect
Puzzle Perfect: Family Fun
Puzzle Perfect: Sudoku
Puzzle Perfect: Word Search
Forest of Serenity
Puzzle Perfect: Holiday Fun
All About History Book of the Crusades
All About History Book of the Space Race
All About History History's Greatest Mysteries
Canon for Beginners
History of War D-Day
How It Works: Inside The Human Body
How Your Body Works
Paint & Draw: Oils
Paint & Draw: Watercolours
Real History of the Crown
The Core Strength Training Book
The Keto Diet Cookbook
Classic Rock Special: Kiss
Guitarist Annual (2021)
History of Paganism
History of War War in the Pacific
Paint & Draw Collection
Prog Special: Jethro Tull
Recharge
Space.com Collection



The NFL Book
World of Animals Extreme Animals
All About History Book of the Maya
All About History Book of the Windsors
Comic Artist
Declutter Your Life
Greatest Gaming Icons
History of Magic
Knitting For Beginners
Nikon for Beginners
Senior's Edition: Smartphones & Tablets
The Blues Collection
All About History Book of Ottoman Empire
All About History Book of Witchcraft
All About History Lost Cities
Anatomy Essentials
How It Works Annual (2021)
How It Works: Book Of The Brain
Keto Baking Book
Real Crime: Narcos
Take Back Your Life: An Interactive Journal
The Prog Collection
All About History Book of Medieval History
Canon Photographer's Handbook
Own Your Life: An Interactive Journal
Practical Mindfulness Book
Psychology Now
Quick & Easy Keto Diet
Real Crime Women Who Kill
Retro Gamer Book of Mario
Teach Yourself Astrophotography
Ultimate Sketchbook Collection
All About History Annual (2021)
All About History Book of Ancient Greece
Classic Rock Special: Led Zeppelin

ImagineFX Annual (2021)
PC Gamer Annual (2021)
Quilt A Gift For Christmas
Senior's Canon Camera Book
The Billie Eilish Fanbook
Total Guitar Annual (2021)
Wedding Journal
Acoustic 2020
All About History Story of Silk Road
Classic Rock Annual (2021)
FourFourTwo Ultimate 90s Collection
Gratitude Journal
How It Works Amazing Inventions
Linux Format Annual (2021)
Nikon Advanced Handbook
Paint & Draw: Landscapes
Psychology & You
Taylor Swift Fanbook
The Ultimate Guide to Building Your Home
101 Amazing Photos To Take Before You Die
20 Most Shocking Murders
All About History Book of Christianity
All About History Book of The Titanic
All About History Sparta
All About History The Great Depression
Craft Beer: 365 Best Beers in the World
Everything You Need To Know About... Ancient Egypt
Extreme Dot to Dot: Animal Kingdom
Mind, Body & Soul: Pilates
The Winter Crochet Book
100 Nintendo Games To Play Before You Die
5G: The Complete Manual
All About History Mongol Empire
All About History Templars
Book of the 2010s

How It Works 60 Second Science
How It Works Book of Amazing Cutaways
How It Works: The Story Of Humans
Python The Complete Manual
Tasty Guide: Vegan
All About History Royals At War
Around The World In 80 Dishes
Canon for Beginners
Crochet for Beginners
Fit In 30
Photo+ Annual (2021)
Prog Special: Genesis
Senior's Edition: iPad
Shape Up, Feel Great
Teach Yourself Fine Art Photography
Teach Yourself Photography
The Winter Knitting Book
Ultimate Superhero Collection
Winter Wonderland
All About History Book of Stalin
All About History Book of the American Frontier
All About History Book of the Georgians
All About History Book of the Prohibition
All About History Royal Weddings Through History
Build A Better Swing
Camera Shopper
Complete Guide to Fortnite: Battle Royale
Fasting Made Easy
History of War Story of the Battle of Britain
N-Photo Annual (2021)
On This Day In History
PL Beautiful English Cottages
3D Art & Design Annual (2021)
Abbey Road
All About History Book of Communism

Chat: True Crime Special
Classic Rock Special: Metallica
Decanter Collection: The Wine Lover's Handbook
Everyday Keto Baking
Family Crochet
Get Fit, Stay Fit
Guitar Gods
History Of War Book of Pearl Harbor
History of War Book of the Korean War
Practical Painter
Puzzle Perfect
Teach Yourself Studio Photography
The Couch to 5K Book
World Football Annual
Your Best You
101 Places To Visit Before You Die
All About History Book of Greek Mythology
All About History Book of United States
All About History Book of Vikings
How It Works: Book Of Amazing Technology
iPhone: The Complete Manual
Manga Artist
Raspberry Pi The Complete Manual
Retro Gamer Annual (2020)
Senior's Guide to Mac
World of Animals Annual (2021)
All About History Book of Greatest Battles
All About History Mary Queen of Scots
All About Space Annual (2020)
Canon Advanced Handbook
FourFourTwo Annual
Get Creating: Papercraft & Scrapbooking
Greatest Women in History
Master Your Camera In 4 Weeks
Mindful Fitness

Paint & Draw: Animals
Prog Special: Marillion
Raspberry Pi Annual (2021)
Teach Yourself Lightroom
The Healthy Heart Diet Plan
The White Album
All About History Book of London
All About History Bronze Age
Being Vegan
Digital Photographer Annual (2020)
Green Living Made Easy
History of War Annual (2020)
Knitting For Beginners
Simple Acts of Kindness
The Smart Woman's Guide to the Menopause
Travel Journal
Ultimate Backpacker's Travel Guide
Unresolved Mysteries
World's Greatest Castles
3D Make & Print
All About History Black Icons
All About History Book of the Inca
All About History Cuban Revolution
All About History Romanovs
Chat Annual: Best of 2020
Eat Well, Live Better
Get Set Glow
Harry Styles Fanbook
History of War Story of the American Civil War
Linux & Open Source Annual (2021)
Paint Like The Masters
Practical Meditation Book
Puzzle Perfect: Family Fun
Real Crime Annual
Real History of the Crown

Senior's Edition: iPhone
The Core Strength Training Book
Your Serenity
101 Places For Over 50s To Visit
All About History Native Americans
All About History Power of Protest
Apple Watch The Complete Manual
History of War Battle of the Bulge
Pink Floyd
Samsung Galaxy: The Complete Manual
Save The World
Senior's Mindfulness
100 Playstation Games To Play Before You Die
All About History Book of Stuarts
Baby Journal
Black & White Photography Book
Classic Rock & Prog Present: Rush
Classic Rock Special: Legends of the 60s
How It Works: Book Of Dinosaurs
Quick & Easy Crochet
Teach Yourself Portrait Photography
The Drones Book
The Great British Baking Book
World Cup Legends
World of Animals Book of Perfect Pets
All About History Greatest Pioneers
All About History Holy Roman Empire
Chess for Beginners
Legends of the NFL
Start Sketching & Drawing Now
Teach Yourself Creative Photography
World of Animals Book of Dogs & Canines
World's Greatest Cities
Acoustic 2020
All About History Book of Ancient Egypt

All About History Story of World War II
Fantasy Art Essentials
Go Plastic Free
History of Alchemy
History of War Book of the Vietnam War
iPhone For Beginners
Kate & Meghan
Keto Comfort Food
Live Well, Live Longer
Paint & Draw: Oils
Ultimate Travel Bucket List
All About History Assassinations
Biggest Human Body Myths Busted
Everything You Need To Know About... The Tudors
Fitness Journal
History of War Battle of the Atlantic
iPad For Beginners
Nintendo All-Stars
Real Crime Book of Serial Killers
Senior's Nikon Camera Book
The Plant-Based Cookbook
The Ultimate Streaming Guide
World Of Animals Book Of Big Cats & African Wildlife

## 2. Executive Leadership Team

Future's executive structure as of 26 March 2021 is detailed in the chart below.

### Future Executive Leadership Team - Direct Reports

Chief Executive Zillah Byng-Thorne											Director of Performance (Not EIT) Laura Elliott (UK)
CCO Angie O'Farrell (UK)	Chief Financial Officer Rachel Addison (UK)	Chief Strategy Officer Penny Larkin- Brand (UK)	Chief Operating Officer Claire MacLellan (NY)	Chief Technology Officer Kevin Li Ying (UK)	Chief Audience & eCom Officer Aaron Asadi (UK)	Australia Managing Director Neville Davies (AUS)	Chief Commercial Officer Deborah Sherry (UK) (Starts 1st April)	Global Chief Revenue Officer Mike Perata (US)	Chief Marketing Officer Sophie Wysew- Bond (UK)	SVP - B2B Rich Stamberger (Washington DC)	CPO Alex Currie (UK)
Paul Newman Caroline Stent Mark Winterton Sarah Batzi Matthew Pierce Stuart Williams Jason Orme Dave Chutterback	Dan Jotcham Mike Robbins Lou Dudfield Darcia Collins Anne Steele Sarah Hill Catherine Metcalf	Vacancy - Corp Dev Director	Jonny Sullens Mel Kay Alex Morris Andrew Min Katie O'Reilly Jamie Samuel Adrian Hughes Dave Williams	Dan Bond Pavel Smolka Petr Kunc Toby Jackson Jon Bennett Laurent Metzger Redouane Belhameel Dennis Lo Derek Smith Oliver Holmes Neema Sharad Ian Brownhill Jason MacLellan	Sam Bobson Keith Walker Matt Smith James Rivington Ross Curtis Yasamine Davami Stefano Perino	Paul Martilla Dan Gardiner Ben Mansell Troy Coleman Muna Dinkha Sheila Boyd David Hollingworth Grieg Borrowman Cameron Fennis Lewis Preece Delzad Dubadi Kirsty Lamont AJ Duncanson Chris Stephens Steve Joczevski	Mike Peralta Zack Sullivan Nick Flood Andrew Min	Cabrielle Kessler Aaron Kern Jason Wiebby Aaron Sultan Allison Markert Steve Friedman	Nicola McClure Faye Galvin Craig Niven Sarah Rodolico Sharon Todd Douglas Purdum Joseph Webster	Amanda Darman-Allen Christine Weiser Bill Cannon Megan Conniff Jenna Snyder Carmel King	Joan McCarlan Tony Romeo Raakhee Taller-Harris Christine Cenicola Kelly Winchester