



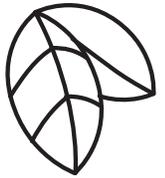
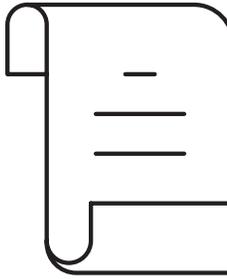
cul • ture

['kəl-çər] noun

Culture is the outcome of a company's efforts to pursue its guiding purpose, vision, and values.

A company with a strong culture not only attracts amazing people but also helps those people grow and do work they can be proud of, with people they are proud to stand beside.

With a history as long as ours, we have to pause and wonder what makes this place so special. The culture we've cultivated over nearly 200 years didn't create itself, because culture does not make people—people make culture.



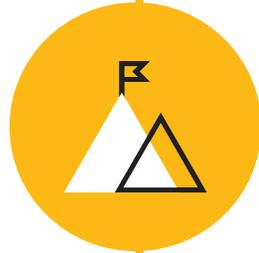
The Three Pillars of Our Culture

So, we asked our people,

“What makes us who we are? And what will take us where we need to go next?”

This document is the answer to those questions. It’s what we believe brings out the best in all of us, both our colleagues and our customers—part **“Who We Are”** and part **“Who We Aspire to Be.”**

It describes the foundational pillars of our culture.



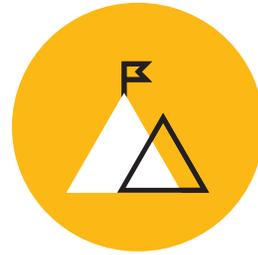
High Purpose



High Performance



What We Value



High Purpose

Every company has a purpose, and every purpose, no matter how small, has meaning.

But some companies impact more lives and stories more deeply and positively than others. You could say that the more stories a company changes, and the more profound those changes are, the higher its purpose.



We know the power of story,

a power that has inspired generations to make lives of meaning and imagine what is possible. Our rich history makes us storytellers, but our far-reaching impact on millions of teachers, students, and readers makes us story-changers.

We influence countless stories every day, just like the teachers we serve. We share their understanding of what an enormous privilege it is to invite young people to become the heroes of their own narratives, to shape the arc of a story, and to change a life.

That is the power of learning.

It is through learning that people find their voices, connect with others, and create a better world.





We bring learning to countless students and teachers—transforming lives, supporting communities, and making our society more open, just, and inclusive for all.

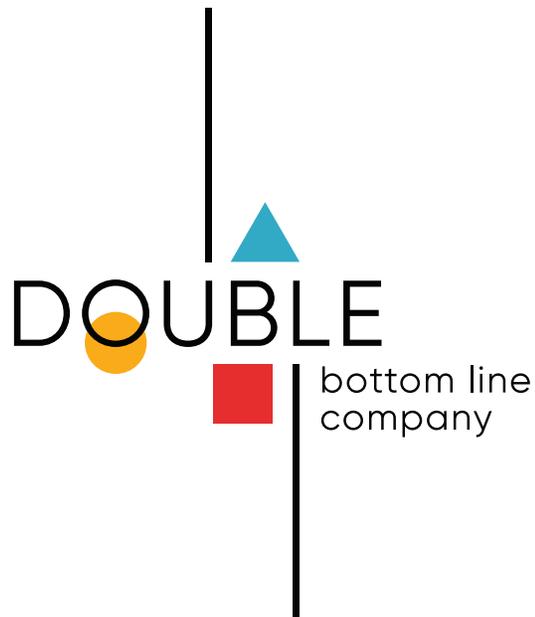
This is our High Purpose.



High Performance

Every company says the work it does matters. Many have an argument for how they can change the world. But at HMH, we are confident in the real, tangible impact we make, because we know that *people* change the world, and we are uniquely positioned to support and empower people—

by improving how they learn, how they teach, and how they are informed, connected, and inspired.



But our purpose is only as valuable as our ability to put it into action.

HMH is a Double Bottom Line business, which means we measure our company success both in profits and in positive social impact. Only when we perform well can we achieve our guiding purpose and improve the lives of teachers, students, and readers around the world. With a purpose as imperative as ours, it is our *responsibility* to succeed.

Our High Purpose demands High Performance.

We pursue High Performance by following a powerful formula for success:

People Success
+ Customer Success
= Company Success



People Success

We believe High Performance starts with our people.

While our purpose draws people in, most will tell you that it's the people they work with that keep them here and that it's our shared drive and commitment that sets us apart. We care deeply about each other and we care just as much about the level of performance required to achieve our high purpose.





+ Customer Success

When our people perform at their best, customer success follows.

Readers are entertained, informed, and persuaded. Students fall in love with learning, unleashing its transformative power. Teachers become better equipped to change lives forever. As our customers achieve their goals, our social impact is amplified—more people are learning, growing, and inspiring others to do the same.



= Company Success

When our people and customers are high performing, we succeed as a company, achieving our purpose and growing our business.

Through our financial success, we are able to build better products, deliver more services, publish more books, produce more media, and ultimately have a bigger impact on society. This is our Double Bottom Line—a mutually reinforcing cycle of growth and achievement.



What We Value

By now you're probably wondering, how do we achieve our High Purpose and High Performance?

What do we do at HMM, every day, that ensures we are actively creating a culture that allows us to do the work we want to do and attracts the kind of people we need to do it?



The answer is in **What We Value.**

All companies demonstrate values.

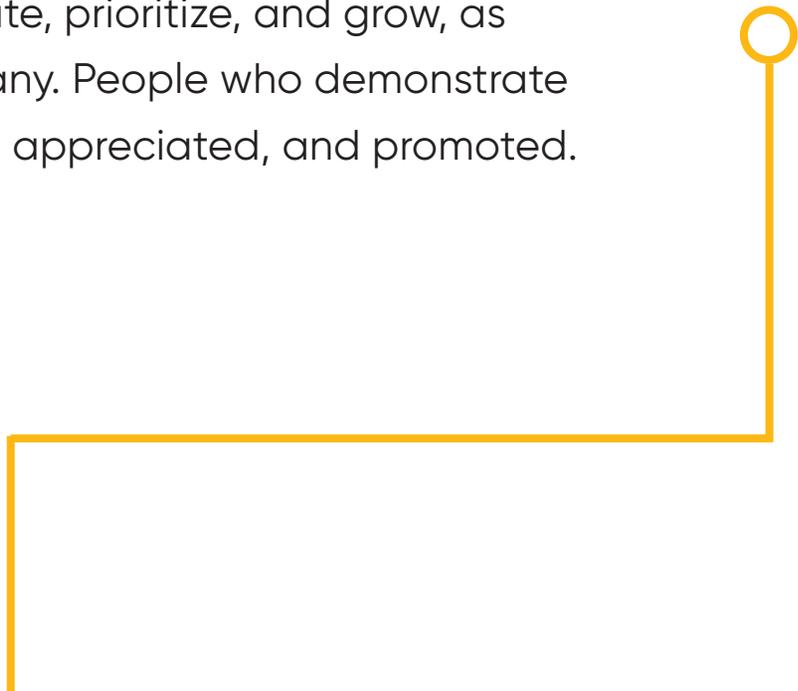
Many companies like to think they can state their values in a document like this and call it a day. But we know there's more to it than that...



**The real values of a company
show up in its actions.**

For us, our values are apparent in who we hire, what we expect, what we tolerate, and what we reward.

Our values guide the way we make decisions, collaborate, communicate, prioritize, and grow, as individuals and as a company. People who demonstrate these values are welcomed, appreciated, and promoted.





HMH
CLASSROOM
CORPS

HMH
CLASSROOM
CORPS

What We VALUE

These values represent the best of who we are, who we've been, and who we strive to be. They are not based on the thoughts of one or two of us but on the beliefs shared by people throughout our organization.

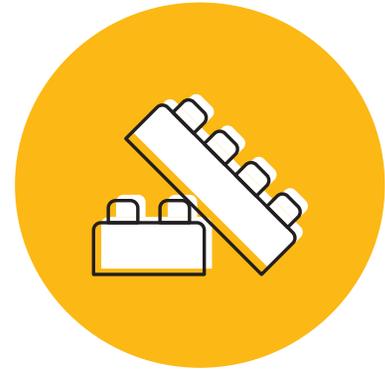
When each of us exhibits these six values, we have the greatest opportunity to realize our purpose.



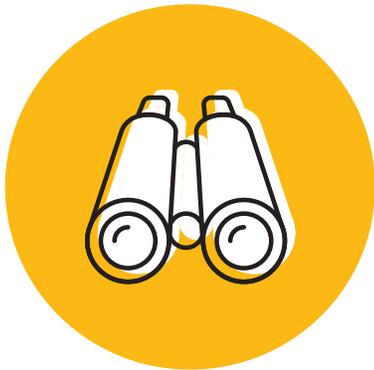
TRUST



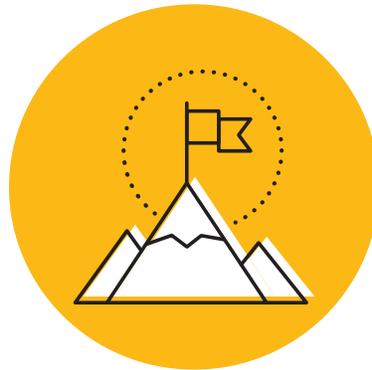
JUSTICE



LEARNING



INNOVATION



COURAGE



OWNERSHIP



TRUST



Trust is the foundation of our business.

Trust in our brand has taken centuries to build, but we're not naïve to the fact that it can be broken in an instant.

Trust is formed when there is alignment between what we say and what we do. It grows from clarity, consistency, competence, and character. We know that every interaction we have with our colleagues and our customers is an opportunity to strengthen or weaken trust.

If there is no trust, there is no "us."

How we build trust

We stand by our word—what we say we will do, we do.

- We trust those who are closest to a business challenge to address it.
- We say what we think, even if it's controversial.
- We trust our people to manage their time and responsibilities.
- We share information openly and proactively.
- We build open and honest relationships.



JUSTICE



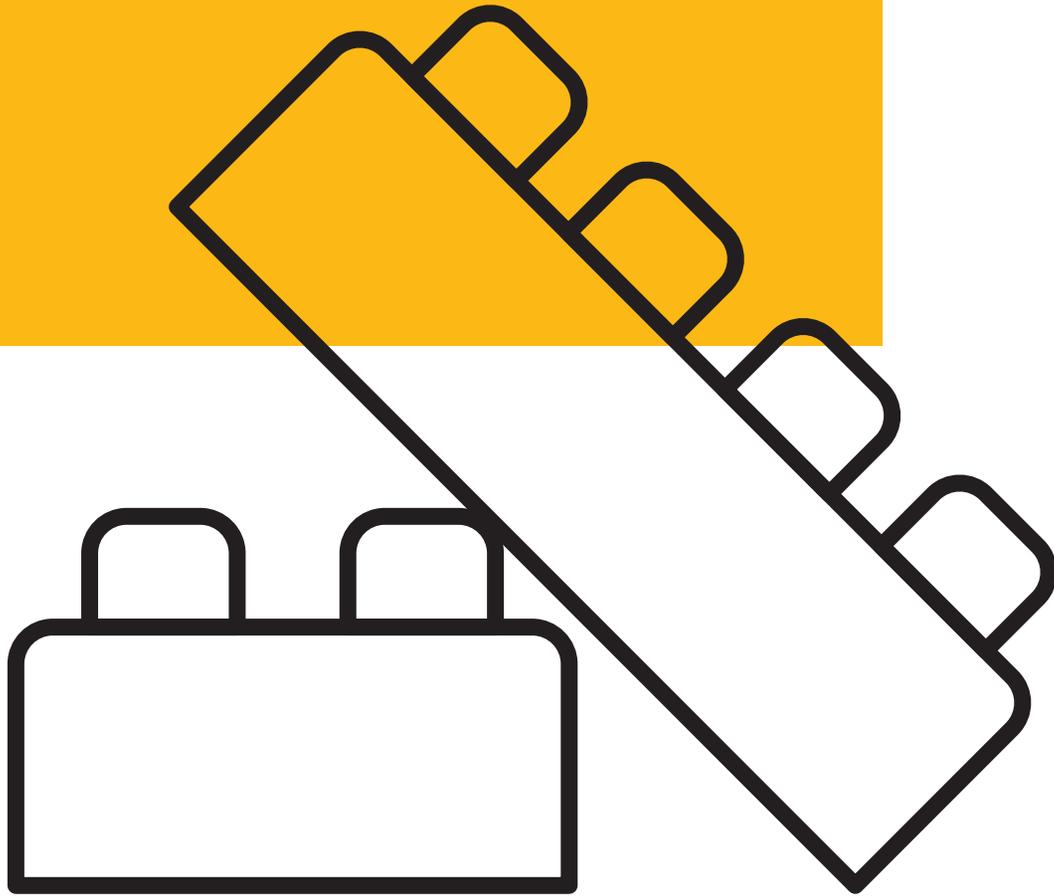
We embrace diversity and inclusion not just because human difference makes us richer, but also because it is the right thing to do.

We are stronger when we celebrate our differences and when we place our talents in the service of those who have the greatest need. Today, there are children who live in extreme poverty, who experience chronic trauma, who go to poorly funded schools, who have teachers who receive low pay. We advocate for them because we know that striving for *justice*, when linked to meaningful action and compassion, can transform lives.

How we pursue justice

We treat everyone with compassion, dignity, and respect, without bias, judgment, or personal favoritism.

- We work to understand the perspectives of those who look, think, and act differently than us.
- We hire people with varied experiences and backgrounds.
- We create opportunities for everyone, including women, veterans, people of color, LGBTQ+, and people of all ages and abilities, to grow and thrive in their careers.
- We cultivate an accepting and welcoming work environment.
- We ensure our dedication to justice is reflected in our products, services, and actions.



LEARNING



We are The Learning Company, which means we have a deep-rooted belief that all people, no matter who or where they are, have the ability and innate desire to learn.

Learning is a fundamental right—it is at the core of a more open, just, and inclusive workplace and society. The only way we can continue to support the learners of every new generation is to learn and grow with them. We embrace challenge and let it fuel our inspiration.

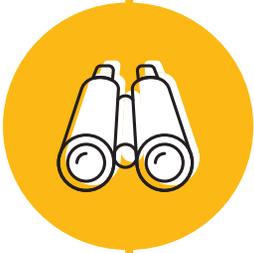
How we learn

We are curious.

- We learn continuously.
- We seek out diverse opinions.
- We stay up-to-date with and advance the latest research, news, and developments.
- We actively commit to ambitious, relevant goals.
- We listen to our customers.
- We cultivate a growth mindset.
- We learn about our colleagues—what motivates them and what slows them down—and we work to build relationships that honor their needs.



INNOVATION



We are a company with nearly 200 years of innovations, from being the first to bring American literature into the classroom in 1882 to using artificial intelligence in our solutions today. We believe innovation starts with empathy and flows from human-centered design.

To create exceptional value for our customers, we need to not only understand our customer experience but also proactively imagine what is possible—and then implement it, without fear of failure. When we do fail, we fail fast and apply our newfound learning to the next innovative product or service we imagine.

How we innovate

We accept that learning from failure is a part of innovation.

- We introduce and support initiatives that generate new ideas, conversations, and outcomes.
- We look to our partners, competitors, and other industries to see how we compare and how we must evolve.
- We pursue ways to minimize complexity and bureaucracy.
- We challenge prevailing assumptions and offer alternative solutions.
- We design and continually improve our services, solutions, and technologies based on customer needs and feedback.



COURAGE



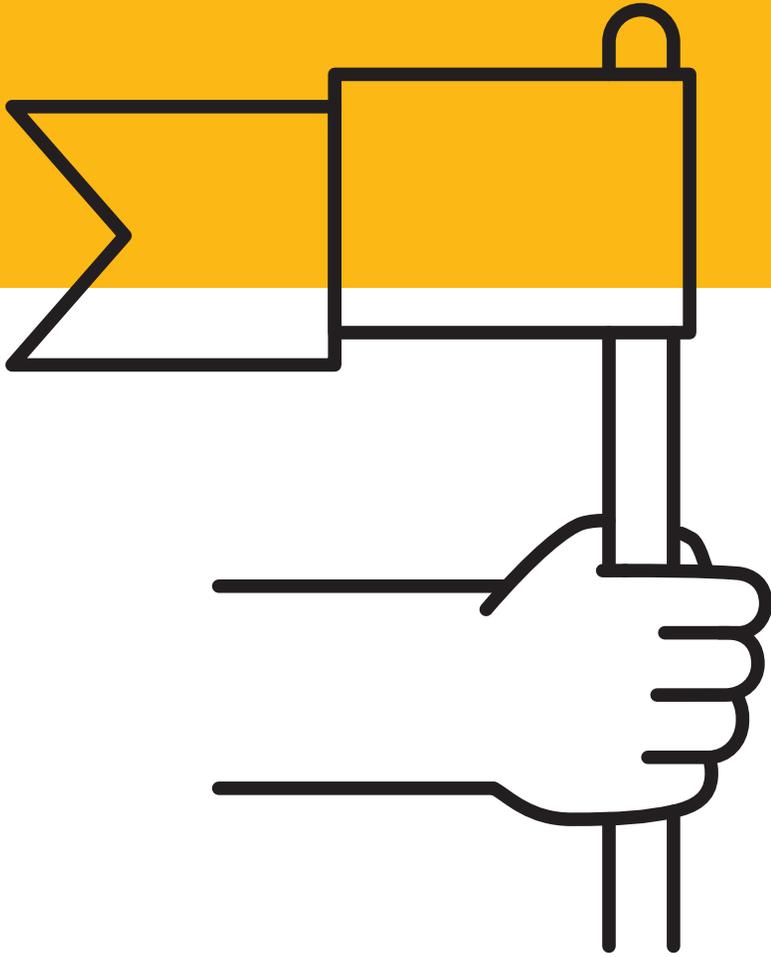
As our world and industry evolve, we are not passive—we are unafraid to lead, disrupt, and take meaningful risks. We are courageous because what we value demands it.

Without courage, we can't practice our other values with consistency. Trust takes courage because it requires letting go of control. Justice takes courage when we must do what is right, even when others have yet to stand up. Learning takes courage because it requires failure and vulnerability. Innovation takes courage because it involves leading the way into the unknown.

How we exhibit courage

When we make a mistake, we admit to it and dedicate ourselves to fixing it.

- We make tough decisions and avoid analysis paralysis.
- We not only stand up for what we know is right but also take the actions required to bring our words to life.
- We question actions that are inconsistent with our values.
- We choose to do what is right rather than what is easy.



OWNERSHIP



We take ownership of our performance, our behaviors, and our actions because we know our work is so much greater than our individual achievements. We hold ourselves accountable to each other, to our students and teachers, and to our wider communities and stakeholders.

Our success is tied to the success of the people we serve.

How we take ownership

We accept responsibility for the successes and failures of our own work and the work of our teams.

- We create clear expectations and empower people to achieve them in their own way.
- We welcome feedback and own putting it into practice.
- We own our actions and reactions, demonstrating agility, flexibility, and responsiveness in all we do.
- We admit problems quickly and seek to drive improvement.
- We own our personal and professional growth.



So what does culture look like at HMH?

**We are a High-Purpose and
High-Performance organization.**

Our continued success requires growth in student outcomes, equitable learning opportunities, AND simultaneous growth in revenue and profits.





In order to achieve our shared goals, we need a culture that is **built on trust** and **committed to the pursuit of social justice.**



We need a culture that supports **continuous learning** and **rapid innovation**.

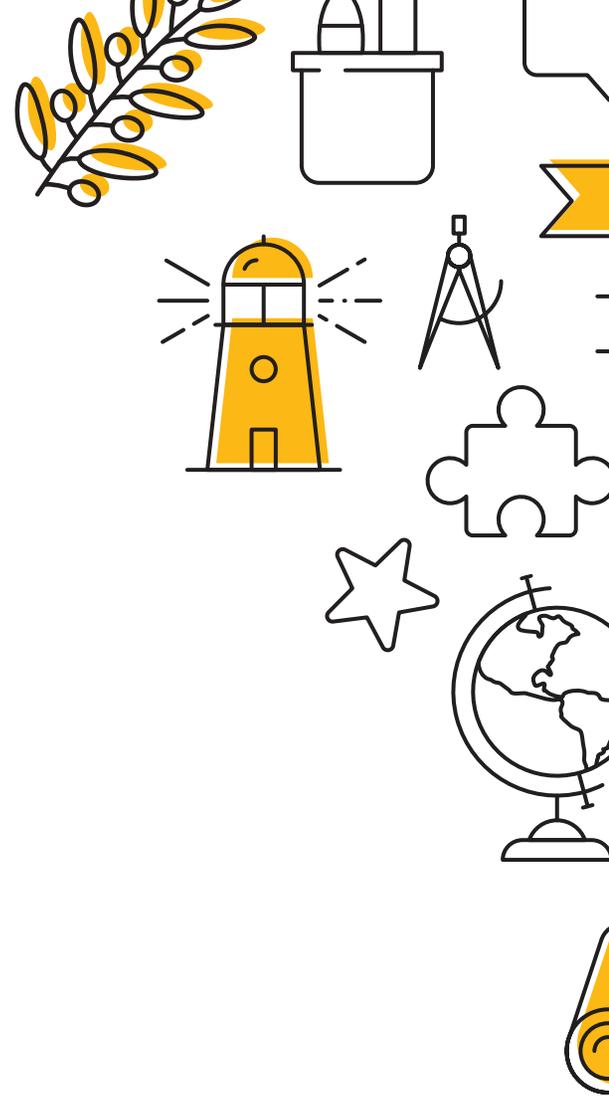
We need a culture filled with **courageous, high-performing people** who **take ownership** in helping us change the world.





This document represents
our collective beliefs.

It is what we stand for.



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