
Diversity and equal opportunities in television

In-focus report on the main five broadcasters

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1. Introduction

- 1.1 This In-focus report provides more in-depth analysis across each of the main five broadcasters¹ and should be read in conjunction with the main report.
- 1.2 Each section gives an overview of the six protected characteristics for which we collected data, showing profiles for all UK employees across each broadcaster. The top row (purple) shows profiles for gender, racial group and disability, for which data provision was mandatory. The bottom row (blue) shows profiles for age, sexual orientation and religion or belief, for which provision was voluntary.
- 1.3 Though broadcasters were not required to provide the information requested on a voluntary basis, we consider these to be equally important characteristics that should be monitored to effectively assess how well equal opportunities are being promoted across the industry. We made it clear in our information request that, to provide context and transparency, we would be publishing information on who did and didn't provide the data requested.
- 1.4 Within each broadcaster section, we look at each individual characteristic in turn and where possible the characteristics mentioned above are broken down into the following further subgroups:
- Job level: senior managers, middle/junior managers and non-managers
 - Job role: broadcast management, business management and administrative, technical engineering and data analytics, sales and marketing, creative and content production, journalism, and on-screen talent
 - Joiners: those who joined the organisation across the period²
 - Leavers: those who left the organisation across the period
 - Trained: those who received training (related to developing in their role) across the period
 - Promoted: those who were promoted across the period
- 1.5 We also cover in-depth the various initiatives and strategies they have implemented to tackle under-representation by characteristic and across:
- Nations and regions
 - Gender reassignment
 - Flexible working, parents and carers
 - Encouraging social mobility/social and economic diversity
 - Recruitment, partnerships and training
 - Leading from the top

¹ The BBC, ITV, Channel 4, Viacom (owner of Channel 5) and Sky

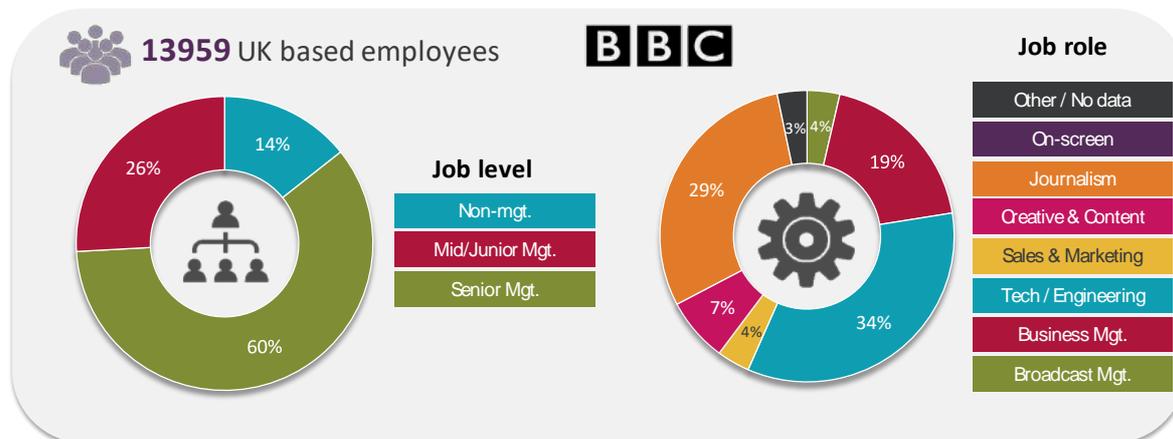
² April 2017 – March 2018

- On-screen and wider diversity work³

1.6 This report summarises broadcaster arrangements as they have been described in the broadcasters' submissions to Ofcom.

³ Though not a focus of this report many of the broadcasters also work outside their direct employees to promote diversity on screen, in their partnerships or in their wider businesses to develop the talent pipeline. We think these activities are an important part of ensuring diversity and inclusion are considered throughout the industry and broadcasters are truly reflective of their audiences, on and off-screen. We have therefore included a section on any such initiatives in each In-focus section.

2. How diverse is the BBC Public Television Service?⁴⁵



“Diversity is vital because we’re a creative organisation. I want us to be the most creative organisation in the world, and that means finding people, employing people, enabling people from all sorts of different backgrounds to come and do their very best work.”

Tony Hall – Director General, BBC.

- 2.1 The BBC’s strategy and targets run across all the BBC services whether on or off-screen, however our report focuses on the diversity and inclusion work that has supported those BBC employees working on, or in relation to, television in the UK Public Services over the period April 2017 to March 2018.
- 2.2 Last year the BBC’s data included its entire workforce. Following our request and further discussions, this year’s data provides a more accurate picture of those employees working in the UK Public Television Service, with radio⁶ and any non UK-based or World Service employees removed.⁷ Because of this the BBC has also provided us with data for 2016⁸

⁴ The data provided in the BBC submission is for all employees connected with the provision of TV content for the BBC’s UK Public Television Services. This includes all of the BBC’s Content Division but parts of four other BBC divisions, i.e. News & Current Affairs (i.e. TV news), Radio & Education (i.e. children’s TV), English Regions, and Nations & Regions. The data also covers employees engaged in group functions for the BBC, e.g. human resources, finance, policy, etc. This comprises two BBC Divisions – the Deputy Director General’s Group and Corporate, Policy and External Affairs. The group functions of the BBC support not only its work on TV but also its other functions (UK radio and online services, the World Service, and the BBC’s commercial activities).

⁵ Senior Management in this report covers BBC employees at grade ten or above.

⁶ Information on the BBC radio division can be found in [Ofcom’s Diversity and Equal Opportunities in Radio report on our diversity hub](#)

⁷ The BBC commercial services licensed by Ofcom (BBC Worldwide and BBC Global News) are included in the UK industry total and more information on their make-up can be found in the tables at the back of the total industry report. Data here excludes those employees directly involved in the production of radio; any employees working on TV output for the BBC’s UK-based World Service, for both English and Languages Services; and employees working for the BBC’s arms-length commercial subsidiaries (Global News Limited (GNL), Studios, and Studioworks).

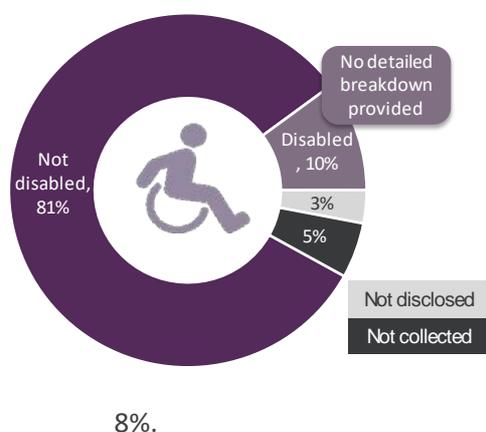
⁸ Re-based data covers the period of April 2016-March 2017.

using the equivalent definitions so we are able to make year on year comparisons. Therefore, the 2016 figures used in this report differ from those we reported on in our published 2017 report^{9,10} and the totals and percentages drawn from the data will therefore vary from the data the BBC publishes in its annual Equality Information Report¹¹, as that is reported by division for the UK Public Services as a whole and commercial services.¹²

- 2.3 In our 2017 report we referenced several BBC schemes aimed at promoting equal opportunities and the BBC informed us that its plan for 2017/18 was to continue progress against its 2020 targets and take forward its Diversity and Inclusion Strategy, published in 2016, looking forward to 2020. The BBC also publishes an annual Equality Information Report and diversity information as part of its annual report.¹³
- 2.4 In addition to the BBC's 2020 targets and strategy which it continues to work towards, this year the BBC has undertaken several internal reviews to improve its understanding of the culture of the BBC and what more can be done to progress the careers of certain groups at the BBC. These are an important step to promote better inclusion and we hope to see progress once the new strategies have been implemented.

Disability

- 2.5 As was the case last year, disabled people are still under-represented across the UK-based industry at 6%. Representation of disabled people is higher at the BBC Public Television Service at 10% but it is still lower than the UK average across the UK population aged 16-64 (18%).¹⁴



2.6 Nine percent of those at senior management level self-define as disabled, compared to 10% at middle/junior management level, and 11% in non-management positions. By job role, the highest proportion of disabled employees is in sales and marketing (13%), whereas the lowest is in journalism at

⁹ <https://www.ofcom.org.uk/tv-radio-and-on-demand/information-for-industry/guidance/diversity/diversity-equal-opportunities-television>

¹⁰ See Section A5 of the separate methodology document for a full description of the comparability between our reporting this year, and the 2017 report.

¹¹ http://downloads.bbc.co.uk/aboutthebbc/insidethebbc/reports/pdf/bbc_annualreport_201718.pdf

¹² In the 2017 published Ofcom report, BBC Studios will have been included because the data was based on 2016 calendar year and Studios was only set up as a commercial subsidiary in April 2017 and before that date would have been in-house production. It is excluded from both the re-based 2016 data and the latest 2017/18 data provided by the BBC this year.

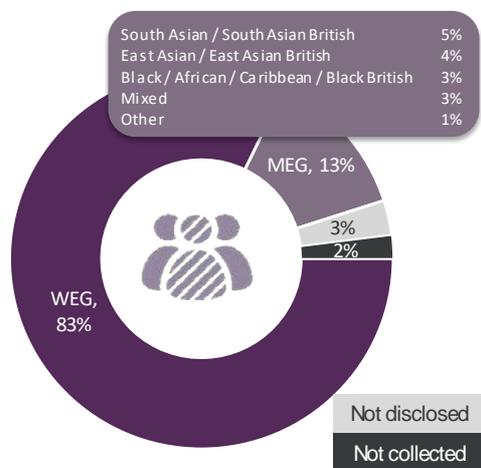
¹³ http://downloads.bbc.co.uk/aboutthebbc/insidethebbc/reports/pdf/bbc_annualreport_201718.pdf

¹⁴ ONS Labour market statistics A08: Labour market status of disabled people (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). Proportion of all 16-64 who are 'Harmonised Standard Definition Disabled' (18%).

- 2.7 The proportion of those who completed training who self-define as disabled (10%) is in line with the profile of all employees. Of those employees promoted, 12% said they were disabled.
- 2.8 Since 2016 there has been little change in terms of the overall proportion of employees for which data are not collected (5% compared to 4% in 2016). However, there have been some improvements in reporting by category – the ‘not collected’ figure has fallen by more than half from 23% to 10% for joiners, and 10% to 4% for leavers.
- 2.9 The BBC has developed new disability awareness training for employees which will be rolled out in 2018/19. It has several schemes targeting relatively small numbers of employees at different levels of progression:
- At entry level, the BBC annual report notes the BBC hosted nine interns in conjunction with disability charity Leonard Cheshire;
 - the Extend scheme offered six-month work placement opportunities for just over 20 people;
 - the Clore Leadership programme aims to develop mid-level managers who are disabled; and
 - Elev8 is a year long mentoring and development programme, now in its fourth year, that provides disabled employees in middle grades with a senior level mentor and access to leadership development workshops.
- 2.10 As highlighted in the main report, the BBC plans to conduct a review of career progression and culture for disabled employees which aims to better understand the experiences of disabled employees at the BBC and identify how any barriers can be removed.
- 2.11 In more targeted areas, BBC News launched a £1 million 12-month programme to train and develop disabled journalists across a range of roles.
- 2.12 The BBC supports BBC Ability, an employee network that provides support and a collective voice for disabled staff, helping the BBC become more disability confident.

Racial Group

2.13 Employees from minority ethnic backgrounds make-up 13% of employees (which is in line with the UK workforce average of 12%).¹⁵ This figure is the same at both middle/junior management and non-management levels, but representation at senior management level is 8%.¹⁶ This figure is the same as it was in 2016.



2.14 Employees from minority ethnic backgrounds are under-represented across all job roles within the BBC Public Television Service except for business management and administration (16%), and technical, engineering and data analytics (13% - in line with the UK average).

2.15 The proportion of joiners (17%), leavers (16%) and those who were promoted (15%) from a minority ethnic backgrounds are all above the BBC Public Television Service and UK averages. The proportion of those who completed training is 12%.

2.16 As 47% of all BBC Public Television Service employees are based in London¹⁷ it should consider the national labour force percentages as the minimum it should be reaching overall, as minority ethnic group representation is much higher in major cities and London in particular. In its annual report the BBC divisional breakdowns show that the nations and regions have a lower proportion of employees from minority ethnic backgrounds, as may be expected, but more London-based teams are not reaching the higher proportions of those populations.

2.17 The BBC acknowledges in its annual report that the highest proportions of employees from minority ethnic backgrounds are in the World Service and professional service groups, and that it needs to do more to ensure this is spread across the whole of the BBC. A new BBC commitment made in the BAME career progression report mentioned below is to develop action plans for all divisions with less than 10% minority ethnic group representation or with below par employee survey results. We support this targeted approach and hope to see progress across all divisions as a result.

2.18 The BBC has conducted an internal review and focus groups with employees from minority ethnic backgrounds, resulting in a published plan on 'BAME career progression and culture'. The report¹⁸ makes nine recommendations, that the BBC has accepted, including a BBC commitment to having at least two members from a minority ethnic background on the Executive Committee and Divisional Senior Leadership Teams by 2020, for shortlists to include at least one person from an ethnic minority background, and for better

¹⁵ ONS Labour market statistics A09: Labour market status by ethnic group (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). All in employment.

¹⁶ This compares to 83% who self-define as from white ethnic backgrounds, 3% not disclosed and 2% not collected.

¹⁷ Page 75, BBC Annual Report 2017/18.

¹⁸ <http://downloads.bbc.co.uk/mediacentre/bame-career-progression-and-culture-report.pdf>

representation of people from minority ethnic backgrounds across interview panels and on development and leadership programmes.

- 2.19 A similar scheme to the Elev8 development programme mentioned above is the RISE mentoring and development programme (now in its third year) which offers support to people from minority ethnic backgrounds in middle grades to support career progression. It is noted in the BBC annual report that the number of places on the scheme recently doubled, so if it considered effective could be made more widely available to improve the representation of people from minority ethnic backgrounds in senior roles.
- 2.20 The Clore Leadership programme has the same goal as the RISE mentoring scheme but instead of mentoring offers a 12-month programme of short courses, fellowships and placements, to the relatively small number of six employees a year.
- 2.21 Creative Access Internships are also offered to graduates from minority ethnic backgrounds across BBC production areas. Through the MAMA Youth Project the BBC provides 20 four-week placements for 18-25 year olds from under-represented groups or with limited educational or employment opportunities. The Felix Dexter bursary offers two six-month traineeships and bursaries for two high potential comedy writers from minority ethnic backgrounds.
- 2.22 The BBC supports the BBC Black and Asian Forum (BBFC) an employee led group providing peer support, networking opportunities and a focus for discussions around ethnicity. The BBC also made the 2017 Best Employers for Race Listing.¹⁹
- 2.23 The BBC is the only broadcaster that voluntarily publishes ethnicity pay gap information, reporting a Black, Asian and minority ethnic median pay gap of -1.1% and a mean pay gap of 4% in 2018.²⁰

Nations and Regions

- 2.24 As noted in the main report, the Hilda Matheson scheme is aimed at supporting the progression of women to senior roles in the nations and regions. BBC Apprenticeships are based across the UK in BBC departments in London, Bristol, Birmingham, Salford, Glasgow, Belfast and Cardiff, which means that many can remain at home and don't have to move to more expensive areas to take part.
- The BBC Writersroom has expanded to have bases in Scotland, Wales and Northern Ireland, to find and develop talented script writers from diverse backgrounds through talent searches, development schemes and industry partnerships. BBC Commissioning also has specific Nations' based commissioners developing programming.
- 2.25 The BBC's factual department has network commissioning leads for the Midlands and the North, Northern Ireland, Wales, the South West, and Scotland. These roles, which are

¹⁹ https://race.bitc.org.uk/sites/default/files/business_in_the_community_best_employers_for_race.pdf

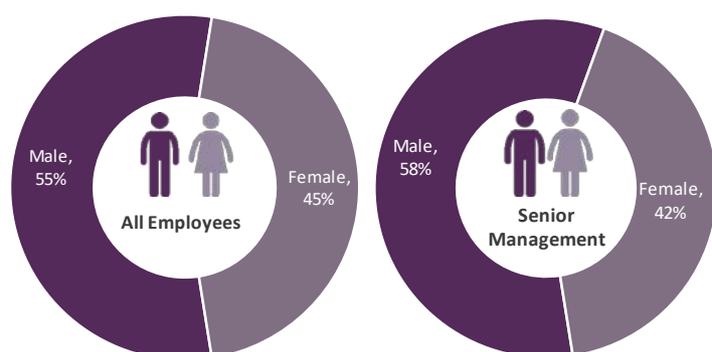
²⁰ http://downloads.bbc.co.uk/aboutthebbc/insidethebbc/reports/gender_pay_report_2018.pdf

carried out alongside the commissioner’s existing responsibilities, aim to assist and champion local producers and talent.

- 2.26 In Drama, there are dedicated commissioners for England and each of the Nations who are there to improve portrayal and to support growing sustainable drama bases.

Gender

- 2.27 Overall, BBC Public Television Service employees are 55% male, and they are increasingly likely to be male the more senior their position. Almost three-fifths of the BBC Public



Television Service’s senior management and middle/junior level management employees are male (58%). This contrasts with non-management positions which are 53% female.

- 2.28 Close to a third (29%) of the roles in the BBC Public Television Service are defined as being within journalism, and 7% are within creative

and content production. While male employees hold just over half of the roles in journalism (53%), employees in creative and content production roles are more likely to be female (54%). Women are over-represented in broadcast management (80%), business management/administration (64%) and sales/marketing roles (61%). In contrast, men are over-represented in technical, engineering and data analytics roles at 76%.

- 2.29 The proportion of those who were promoted across the period who were women²¹ was higher than the proportion of women in the organisation (49% vs. 45%). This was also the case for those who joined the organisation (again 49%), but the female proportion was even higher among leavers at 51%. The proportion of women who completed training was in line with the company profile at 44%.
- 2.30 As the BBC’s representation of senior women needs improvement, we welcome the BBC’s review “Making the BBC a great workplace for Women”²² which presents the findings of a review that aimed to understand how the BBC will become the best place for women to work. The report makes a number of recommendations around working practices, and the BBC’s approach to recruitment. It forms part of the BBC’s drive to have women in half of senior management and on-air roles by 2020 and to make the BBC an exemplar for other organisations. This will be a challenge given the BBC currently has the joint third highest proportion of women in senior management roles of the main five broadcasters, but is a positive goal that we look forward to seeing progress on in future reports.

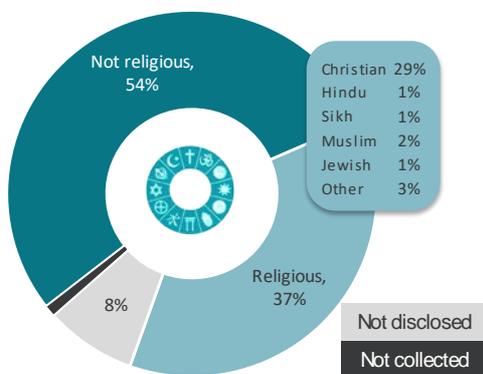
²¹ April 2017-March 2018.

²² http://downloads.bbc.co.uk/aboutthebbc/insidethebbc/reports/gender_equality_recommendations_2018.pdf

- 2.31 A new network, Women at the BBC was launched last year and exists to support career development, wellbeing and progression of all women across the BBC. There are also networks supporting specific roles such as Women in Science, Technology, Engineering and Maths (WiSTEM) a cross-divisional BBC group, which aims to inform, support and educate women into STEM careers and Global Women in News (GWiN), a networking and development group for BBC women working in news. BBC News also runs a Women in Technical Production Programme which includes mentoring, training and sessions by inspirational speakers.
- 2.32 The BBC reported an 8.4% mean and 7.6% median gender pay gap in March 2018, which shows an improvement on its 2017 figures.²³

Religion or Belief

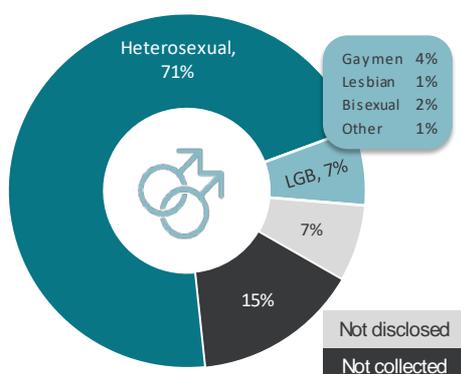
- 2.33 Over half (54%) of the BBC Public Television Service’s employees self-define as not religious, compared to 37% religious - most of the latter identified as Christian (29% of all employees). Close to a tenth of employees didn’t disclose their religion or belief.



- 2.34 Multi faith prayer rooms are available at all the BBC’s main sites, but there are no targeted schemes or inclusion events focused on different cultural celebrations.

Sexual Orientation

- 2.35 BBC Public Television Service employees who self-define as lesbian, gay or bisexual (LGB) make up 7% of BBC employees, with just over half of these being gay men.



- 2.36 The BBC has been exploring internally through its Culture and Progression workstream how any barriers to LGBT colleagues progressing can be addressed. The BBC also supports the BBC Pride Network that brings together people of all sexualities working at, or in partnership with the BBC. It was found that the data doesn’t always reflect the whole picture and that LGBT employees don’t always feel represented. For example, discrepancies are not always captured within these diverse groups, particularly in terms of progression and opportunities for lesbian and

²³ https://gender-pay-gap.service.gov.uk/viewing/employer-%2ccl_pVUyO0fobu2WI-CkJLA!/report-2018

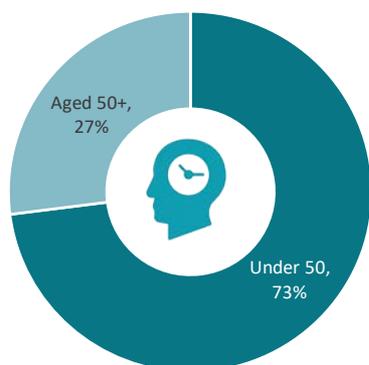
transgender people. We support positive open discussions such as these and look forward to understanding how this has informed BBC policy in relation to the LGBT community.

Gender Reassignment

- 2.37 The BBC emphasised that it is committed to supporting employees who do not identify as a fixed gender or are transitioning between genders. Initiatives include providing paid time off for appointments and setting up individual action plans for employees transitioning between genders, looking at issues such as confidentiality and personal support.
- 2.38 All employees at the BBC Assistance Programme have had Stonewall diversity training and offer advice to managers. This information is contained in the BBC's Diversity and Inclusion Policy and the BBC is developing specific guidance on gender reassignment for employees and managers. The BBC does not operate an official dress code and considers purposefully using an incorrect pronoun to amount to bullying or harassment in contravention of the BBC policy.

Age

- 2.39 More than a quarter (27%) of BBC employees are aged 50 or over and the BBC Public Television Service employs more men than women in this age bracket, a 7 percentage points (pp) difference.



2.40 Employees aged under 30 are invited to take part in various youth panels. Panel members have the opportunity to be a part of development sessions, consult with commissioners, give feedback on pilots, trial new services and take part in reverse mentoring programmes.

2.41 The BBC provided no information on arrangements specifically supporting employees of different ages but given the gap between men over 50 (30%) and women over 50 (23%) we encourage the BBC to consider running employee focus groups on this area to complement the existing work on progression of senior women in the organisation.

Flexible working, parents and carers

- 2.42 The BBC has a flexible working policy which is communicated to all employees and available on the BBC intranet site. All employees are open to request flexible working via a discussion with their line manager. Flexible working encompasses a number of working patterns including part-time working, term time working, working from home, job sharing or a period of unpaid leave.
- 2.43 Recent reviews on Culture and Career progression at the BBC made a number of recommendations for the BBC to do more on flexible working including: working with divisions where reduced hours working is currently below the BBC average to understand why and to increase opportunities; raising awareness of the flexible working options

available to all, regardless of the reason, placing emphasis on men and senior leaders to role model flexible and reduced hours working; and, promoting a job share register across the BBC.

Social Mobility

- 2.44 The BBC was the first broadcaster to monitor and publish the social and economic diversity of all its employees, asking about the type of school they attended, their parents' occupation and the highest level of education of their parents. This data is reported on in the BBC's equality information report.²⁴ The BBC then carried out a deep dive analysis of this data to better understand progression rates and it has a workstream intended to better understand the experiences of employees from low-income backgrounds to ensure that its culture is inclusive. The BBC is now developing a series of recommendations on how to increase the social diversity of the organisation and ensure an inclusive culture with progression opportunities, which we look forward to learning more about over the next year.
- 2.45 Since 2014, the BBC's work to widen access to the BBC has included apprenticeships and pre-employment opportunities aimed at non-graduates. Apprenticeships are offered across the BBC, in different locations across the UK, and some have inbuilt degrees that appeal to those who might otherwise be put off by university tuition fees. Over all schemes, there are currently 350 apprentices and graduate trainees in the BBC. Other initiatives, such as anonymous CVs and creative assessment techniques, are helping the BBC to increase the social diversity of the organisation. The BBC removes names and degrees from applications for internships, traineeships, development programmes and some other jobs.
- 2.46 In February 2018 the BBC announced two new initiatives to help young people from low-income backgrounds compete for future apprenticeships at the BBC,²⁵ as social mobility charity The Sutton Trust's²⁶ research indicates that a disproportionate number of the country's most prestigious apprenticeship places go to teenagers from high-income backgrounds. The first programme, based in London and Salford, is a training course designed to level the playing field for 50 school students from socially diverse backgrounds. The programme, being developed with advice from The Sutton Trust, will help prepare 16 to 18-year olds from less-privileged backgrounds to apply for highly sought-after apprenticeships. The second programme, based in Cardiff, will offer ten full time, paid, pre-employment traineeships to high potential individuals with the ambition to apply for BBC Wales Journalism Apprenticeships.

²⁴ <http://downloads.bbc.co.uk/diversity/pdf/bbc-equality-information-report-2017-18.pdf>
<http://downloads.bbc.co.uk/diversity/pdf/equality-information-report-2017.pdf>

²⁵ Research from the Sutton Trust last year suggested that, across the UK generally, a disproportionate number of the country's most prestigious apprenticeship places are going to teenagers from higher-income-backgrounds and older people, leaving less privileged youngsters behind.

²⁶ <https://www.suttontrust.com/about-us/>

- 2.47 The BBC has been recognised by the Social Mobility Index for two consecutive years, the only broadcaster in the list, ranked in the top 30 of UK companies working to be socially inclusive, using recruitment and employment policies and practices to broaden the socio-economic background of its future workforce.

Recruitment, Partnerships and Training

- 2.48 In terms of progressing through the organisation, the proportion of employees who received training, who were women (44%) or from minority ethnic backgrounds (12%), was in line with the average representation across the organisation. The proportion of LGB employees and employees who self-define as disabled who received training was also in line with the average across the organisation (7% and 10% respectively).
- 2.49 The BBC has a range of different training options which are compulsory for employees and managers including unconscious bias training, disability confidence training, Stonewall diversity training and diverse recruitment training. Some schemes mentioned above aim to encourage in-role development for under-represented groups such as the RISE mentoring programme, the Elev8 development programme and the Clore Leadership programme. In addition, the Commissioner Development programme continues to develop new commissioners and executive producers by giving talented individuals who are disabled or from minority ethnic backgrounds the opportunity to train at the BBC. The BBC has also developed a new disability awareness training package for managers and staff which will be rolled out in 2018/19.
- 2.50 The BBC First Steps pre-employment scheme runs two talent pools with 40 places with the aim to increase the diversity of BBC applicants, and the BBC has begun working with the Job Centre to offer ring-fenced work experience placements to young unemployed people. As noted above in relation to social mobility, the BBC also offers apprenticeship opportunities to a diverse range of candidates.
- 2.51 On recruitment, the BBC monitors all stages to assess the impact of the recruitment processes on diversity. For all schemes, applications and CVs are anonymised by the recruitment team before they are passed to the BBC hiring manager and all employees involved in recruitment are required to complete the BBC's unconscious bias training. All interviews are conducted by at least two people, and recruitment panels must have as diverse a mix of levels of seniority, gender and background as possible. Reasonable adjustments and access services and communication support for deaf or hard of hearing candidates are also arranged.
- 2.52 The BBC also partners with a range of external organisations to promote diversity and inclusion including the Creative Diversity Network (CDN)²⁷, Business Disability Forum, Director General's Diversity Action Group, Creative Access, Leonard Cheshire and MAMA Youth.

²⁷ <https://creativitydiversitynetwork.com/about-us/>

On-screen and wider focus

- 2.53 Our data on the BBC does not include on-screen employees, except those in journalism, as we understand that, beyond journalism, all on-screen talent is either employed by the commercial division BBC Studios, not by BBC Public Television Service, or are freelancers. This section refers to some of the schemes designed to improve diversity on-screen but, given the production sector is not covered by this report, it provides only a snap shot of this work.
- 2.54 BBC Academy's Expert Women programme provides media training and networking to get more women to make on-screen appearances²⁸, as the BBC has announced it is seeking to ensure that there is a 50:50 gender split of expert voices across its airwaves in news, current affairs and a range of topical programmes by April 2019. Programmes are currently monitoring their own output as part of this commitment.
- 2.55 The BBC provides a database of experts from minority ethnic backgrounds who have also received media training as part of the 'Expert BAME Voices programme'.²⁹
- 2.56 The Disabled Presenter Development scheme has supported presenters in factual, daytime, sport and live events. The Class Act: Nationwide Search and Skill Factory aims to develop and network disabled acting talent through an intensive skills training programme for 32 actors. All the actors secured an audition with BBC Studios.
- 2.57 The Make It Digital Virtual Traineeship runs exclusively on social media offering training in digital skills such as website building and is designed to help young people with limited work experience get on the career ladder. Schemes such as the new Centre for Excellence for the commissioning and development of diverse programmes and programme makers in Birmingham, aim to improve all types of diversity in content. BBC Arabic also launched a new training programme for disabled people called 'Aim High'.
- 2.58 The BBC continues to provide funding to support diversity - the £2.1million Diversity Development Fund has been used to accelerate projects with diverse content or talent and the £2million Portrayal Fund aims to provide support for ideas and programmes which represent lives, stories and communities from all areas of the UK.
- 2.59 The BBC has set on-screen targets for disabled people, women, people from minority ethnic backgrounds and LGBT people which aim to ensure that the BBC's content reflects the public the BBC serves. It also works with partners to increase diversity through its diversity commissioning guidelines which were developed with the independent production sector. In addition, the BBC's Diversity Commissioning Code of Practice puts diversity at the centre of the BBC's commissioning processes. The broadcaster invests in a range of schemes to develop new and existing talent, many of which are detailed in the BBC's annual report.

²⁸ <https://www.bbc.co.uk/academy/en/collections/expert-women>

²⁹ <https://www.bbc.co.uk/academy/en/collections/expert-voices>

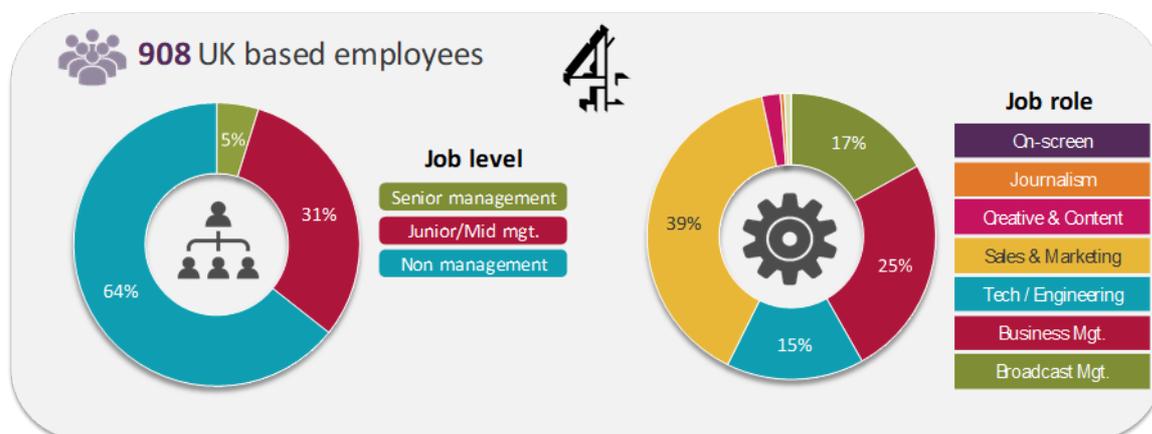
Leading from the top

- 2.60 The Director General is sponsoring the BBC's overall project to review the culture and career progression of diverse and minority groups in the BBC. In addition, the Executive Committee and the Board take an active role in leading diversity and inclusion programmes within the organisation. Each divisional director is accountable for their area's progress and each of the five diversity workstreams is sponsored by an Executive Committee member or senior manager.
- 2.61 **Executive Committee:** The BBC referred to its recent publication of a series of measures to address the lack of representation of employees from minority ethnic backgrounds³⁰ in its leadership teams. This includes adopting a policy of diverse short lists for senior appointments and target of two Executive Committee members from minority ethnic backgrounds by 2020.
- 2.62 Director General of the BBC, Tony Hall, was interviewed about diversity and inclusion at the BBC, a video of which can be found on Ofcom's diversity hub.³¹

³⁰ <http://downloads.bbc.co.uk/mediacentre/bame-career-progression-and-culture-report.pdf>

³¹ <https://www.ofcom.org.uk/tv-radio-and-on-demand/information-for-industry/guidance/diversity/diversity-equal-opportunities-television>

3. How diverse is Channel 4?



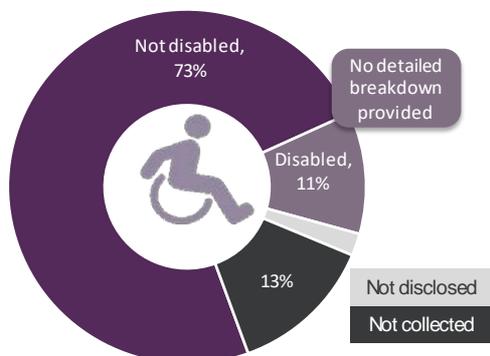
“Diversity for us is part of commercial success. There are numerous studies now that show that if you have a diverse workforce, if you have a set of people that come from different backgrounds, they are allowed to be their authentic selves, that you will have a more commercially and creatively successful business.”

Alex Mahon - CEO, C4.

- 3.1 Channel 4 has published annual updates on its progress on schemes and targets set out in its 360° Diversity Charter since 2015. In May 2018 Channel 4 published the latest of these, which outlined progress against its 30 initiatives and Four New Frontiers for 2017: Focus on progression of employees from minority ethnic backgrounds at C4, Spotlight on diverse directors, boosting diversity in ad breaks, and launching a ‘pioneering’ social mobility strategy.
- 3.2 Channel 4 completed the EY National Equality Standard and at that point was the only company ever to be placed at the highest level ‘Institutionalised Inclusion’. In 2017 Channel 4 was again shortlisted for ‘Britain’s Best Diverse Company’ at the National Diversity Awards, having won in 2016.

Disability

3.3 Disabled employees at Channel 4 make up 11% of employees, which compares to 18%



across the UK population (aged 16-64)³², and this proportion has remained stable year on year. Under-representation of disabled employees at senior management level exists across all the main five broadcasters (7%), and this is also the case for Channel 4 but to a lesser extent. There is little difference in terms of the proportion of those in non-management roles who are disabled (12%) compared to more senior roles (10% across senior/middle/junior management).

3.4 Across job roles, business management and administrative roles had the highest proportion of disabled employees at 16%, while in contrast this figure was 8% among those in broadcast management roles.

3.5 While 10% of those who joined the organisation self-define as disabled, this figure was slightly lower (8%) for leavers. However, for the latter there were 12% who had no data (compared to 4% of joiners) so they cannot be directly compared. The proportion of those who were promoted and self-define as disabled was in line with the company average. Channel 4 did not provide any data among those who completed training.³³

3.6 In addition to its 360° Charter, Channel 4 continues to build on its 2016 Year of Disability, leading the way with its Disability Confident Leader status and its publication of the TV sector guide to employing disabled talent.³⁴ In connection with the Disability Confident award, Dan Brooke³⁵ sits on the Department for Work and Pensions' Disability Confident Business Leaders' Group as their Media Sector champion and the broadcaster runs events³⁶ and has encouraged other broadcasters to sign up to the scheme to drive up disability employment within the media sector.

3.7 Channel 4 runs a range of internal training schemes and public events to promote more informed discussions on disability such as 'vital conversations' training for managers, improvements to the guaranteed interview scheme and improving the disability information it provides to job applicants and new joiners. The broadcaster has overhauled its workplace adjustments process and, since 2016, 34 disabled employees have received

³² ONS Labour market statistics A08: Labour market status of disabled people (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). Proportion of all 16-64 who are 'Harmonised Standard Definition Disabled'

³³ Due to system restrictions Channel 4 does not currently collect any information on the breakdown of employees who have been trained.

³⁴ https://s3-eu-west-1.amazonaws.com/c4-cp-assets/corporate-assets/documents/2018-02/TV%20Sector%20Guide%20to%20Employing%20Disabled%20Talent_Version2.1.pdf

³⁵ Chief Marketing & Communications Officer and Board Champion for Diversity and Inclusion.

³⁶ These have been run with disability specialist Graeme Whippy and encourage others to start the journey to becoming a disability confident employer.

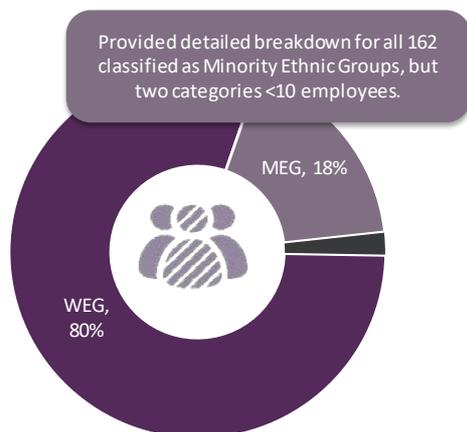
advice, support, training or adjustments to help them at work. In the past year Channel 4 has also launched accessible communications guidelines and its disability network 4Purple.

3.8 As highlighted in the main report, Channel 4 has also trained over 80 Mental Health First Aiders (MHFAs) who make up around 10% of all employees and intends to train more over the next year. In January 2018 Channel 4 held an event to mark its re-signing of the Time To Change Employer Pledge.³⁷ This included producing a new, revised action plan on mental health and having members of the senior leadership talking about their own experiences of mental health.

3.9 Channel 4 has also started its submission to the Disability Standard, which will involve a pan-business assessment of Channel 4 and its capability around disability, with senior leaders acting as champions for their respective parts of the standard.

Racial Group

3.10 Employees from minority ethnic backgrounds make up almost a fifth of employees (18%),



and this remains unchanged from last year. The proportion is higher at non-management level (21%) than more senior positions (12% across senior/middle/junior management),³⁸ though the latter combined group is in line with the UK workforce average of 12%.³⁹

3.11 Across most job roles in Channel 4 representation is above the UK average figure for minority ethnic employees. In broadcast management and those in technical, engineering and data analytics, the proportion of employees from minority ethnic backgrounds is slightly higher than the Channel 4 average at 21%.

3.12 In terms of progressing through the organisation, the proportion of promoted employees who were from minority ethnic backgrounds was 15%, below the proportion of minority ethnic employees represented across the organisation (18%).

3.13 Almost a fifth (19%) of those who joined Channel 4 were from minority ethnic backgrounds, which is in line with the proportion across the organisation. However, amongst those leaving the organisation, this figure was almost a quarter (24%).

3.14 Channel 4 was the first broadcaster to share its findings from internal research⁴⁰ on the experiences of employees from minority ethnic backgrounds and despite some challenging

³⁷ <https://www.time-to-change.org.uk/get-involved/get-involved-workplace/pledged-employers>

³⁸ This combines senior management with middle/junior management figures as the senior management figure alone was less than ten people.

³⁹ ONS Labour market statistics A09: Labour market status by ethnic group (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). All in employment.

⁴⁰ <http://www.channel4.com/info/press/news/alex-mahon-speech-to-isba-annual-conference-6th-march-2018> - mentioned in Alex Mahon speech and reported by Broadcast 5 Dec 2017 'C4 study uncovers BAME discontent' <https://www.broadcastnow.co.uk/channel-4/c4-study-uncovers-bame-discontent-/5124737.article>

findings Ofcom is very supportive of the transparency and commitment demonstrated by publishing this information. Channel 4's action plan to tackle challenges identified is not yet finalised, but we are aware it will focus on four key areas – culture, recruitment, progression and retention – and aims to create an inclusive culture for all staff, level the playing field and provide greater transparency around career progression. This will include:

- work on improving the number of senior talent from minority ethnic backgrounds especially in relation to 'leaders' group and role models;
- introducing a formal talent management programme, working on retention by ensuring annual appraisals cover career development plans;
- setting a 20% target for minority ethnic employees across the organisation and for senior leaders to encourage recruitment and an inclusive culture;
- using the newly established employee network 'The Collective' for employees from minority ethnic backgrounds, to inform and suggest recommendations on the culture at Channel 4. The group is already active and, as well as organising internal meeting and events, has engaged with employee networks from across the sector to consider how they can work together to raise key issues faced by employees from minority ethnic backgrounds in the media sector.

Nations and Regions

- 3.15 Channel 4 has a range of initiatives that are designed to promote equal opportunities in the nations and regions and has a specific team based in Glasgow that works to promote equal opportunities regardless of geography. Notably the 4Talent Pop Ups reach over 600 young people every year, providing information about Channel 4 and media opportunities across the country, linking them with local businesses and providing them with training on basic skills from production to presentation. Following the Pop Ups, 97% of attendees said that they knew what to do next about a career in the media/creative industries. Over 2017, the wider work of 4Talent engaged 1,543 young people from across the country.
- 3.16 More than half of the broadcaster's work experience scheme placements were offered to young people from the nations and regions who were supported financially during their placements. The scheme provides training and hands on experience of working in a Channel 4 team. Apprentices at Channel 4 spend 12 months attached to a department in London, Manchester or Glasgow and financial assistance is provided to help with relocation expenses if incurred.
- 3.17 Channel 4 also sponsors the Northern Writers Awards⁴¹ which provides resources, networks, skills, experience and knowledge to help develop talent and to reach out to a diverse spectrum of writers. More information on several schemes Channel 4 runs in conjunction with its production partners and journalists, that are targeted at the nations and regions, can be found in the on-screen section below.

⁴¹ This is part of the 360 Degree Diversity Charter and is run in partnership with Northumbria University and New Writing North.

3.18 As Channel 4 will be opening a new national HQ and two creative hubs in the nations and regions in 2019 as part of the '4 All the UK Strategy'⁴² we look forward to hearing more about the focus on its increased presence in the nations and regions next year.

Gender

3.19 Employees of Channel 4 are more likely to be female overall (56%), across non-



management (58%) and middle/junior level management (54%). This trend is reversed at senior management level which is male skewed at 58%, but this has decreased from 64% last year.

3.20 Female employees are over-represented in broadcast management and business management/administrative roles (59%

and 74% respectively), while men are over-represented in technical, engineering and data analytics roles at 66%.

3.21 In terms of progressing through the organisation, the proportion of promoted employees who were women (53%) was just below the proportion represented across the organisation (56%).

3.22 Over the last year Channel 4 has worked on a plan to increase the number of women in senior roles. Channel 4 stated that this will include a women's career development programme that will support 200 women across Channel 4, a review to ensure that factors that attract women to Channel 4 as a place of work are applied at all levels - particularly senior levels and new research to better understand views about working at Channel 4 and career development opportunities.

3.23 In March 2018 Channel 4 reported a 28.6% Gender Pay Gap.⁴³ The broadcaster reported that it does not have an equal pay issue – women and men are paid equally for the same job. The size of the gender pay gap reflects the average pay of women versus the average pay of men at Channel 4.⁴⁴ Channel 4 explained that it does have a significant bias towards women in the more junior half of the organisation, where 59% of employees are female, whereas of the top 100 earners in the organisation only 34 are women. In addition to the development programme and reviews mentioned above, Channel 4 will be conducting a review of pay practices including harmonisation of job titles and clear pay principles to help employees better understand progression and promotion routes.

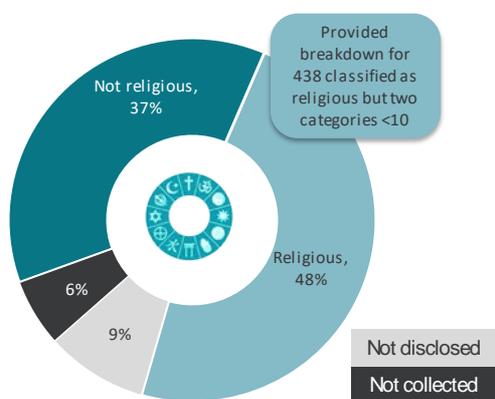
⁴² http://www.channel4.com/media/documents/press/news/4+All+the+UK+-+Pitch+brochure_DIGITAL+FINAL.pdf

⁴³ <https://gender-pay-gap.service.gov.uk/viewing/employer-%2cRajEs-PADC7FDiTNlpaO6Q!!/report-2017>

⁴⁴ Channel 4 Gender Pay Gap Report 2017 - https://s3-eu-west-1.amazonaws.com/c4-cp-assets/corporate-assets/2018-03/190318%20-%20Channel%20%20Gender%20Pay%20Report%202017_FINAL.pdf

3.24 4Women – Channel 4’s employee network – is sponsored by executive member Sarah Rose⁴⁵ and puts on a range of talks, workshops and lunchtime sessions as well as providing a resource to inform policy making.

Religion or Belief

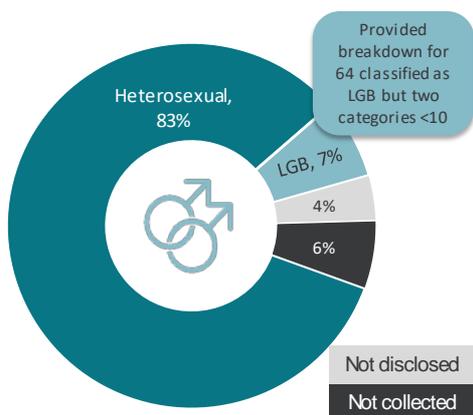


3.25 Forty one percent of those promoted self-define as religious, but this figure is lower than the proportion of employees across the organisation who self-define as religious, which is 48%.⁴⁶

3.26 Channel 4 has a religion and belief policy in place which all line managers are asked to familiarise themselves with and some on-screen work mentioned in the relevant section below.

Sexual Orientation

3.27 Channel 4 employees who self-define as lesbian, gay or bisexual (LGB) make up 7% of the workforce.



3.28 4Pride is Channel 4’s LGBT+ network that holds regular events, discussions, organises Pride event attendance and helps to influence positive change for LGBT+ employees. The network has an intranet site where employees share personal stories, experiences and resources.

Gender Reassignment

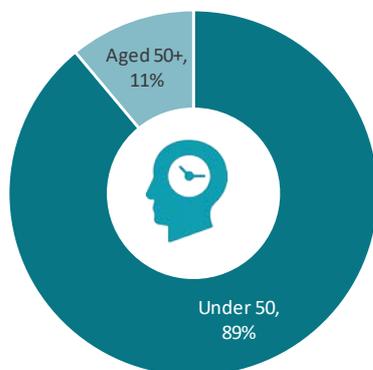
3.29 Channel 4 worked with its 4Pride network to launch transitioning guidance and a framework for an employee transitioning plan that will be tailored to each individual employee. Channel 4 is currently rolling out Trans Allies training to employees, with several senior leaders taking part in the first cohort of trainees. This programme is a CPD accredited one day programme that empowers people of all sexual orientations to be active trans allies with the confidence, knowledge and skills to bring about positive change in the workplace. It gives people the opportunity to hear personal stories from trans and

⁴⁵ Chief Consumer and Strategy Officer.

⁴⁶ As religion or belief is unknown for 15% of employees (not collected or not disclosed) this figure could be higher.

non-binary people, explore terminology and gain a deeper understanding of transphobia on trans people and the wider community.

Age



3.30 Channel 4 employees are among the youngest of the five broadcasters (only Viacom is younger), with 89% aged under 50, compared to the UK industry average of 69%.⁴⁷ Channel 4 employs fewer women in this age bracket than the UK industry average (9% vs 12%). However, Channel 4 is the only broadcaster whose percentage difference between the proportion of men and women employed aged 50 or over is less than the difference across UK industry, 3pp vs 6pp.

3.31 Channel 4 is committed to ensuring equality across all age groups and, as far as practicable, respecting employees'

wishes to work beyond the 'standard' retirement age of 65.

Flexible working, parents and carers

3.32 Channel 4 reviewed and relaunched its Family Friendly policy in July 2017, which covers a range of types of leave and entitlements and aligned its shared parental leave to its maternity and adoption leave entitlement. Mentoring and coaching schemes are offered, including parental coaching for staff taking maternity, adoption and shared parental leave.

Social Mobility

3.33 As noted in the main report, Channel 4 has worked with Nik Miller of the Bridge Group⁴⁸ and LSE academic Dr Sam Friedman (recognised experts in this field) who have helped the broadcaster to consider some key questions to address around the definition and measurement of social-economic background, reaching the conclusion that the main question to provide insight relates to parental occupation when the respondent was aged 14.⁴⁹ All new joiners to the organisation are asked the key question so after the initial gathering of data from all Channel 4 employees, they will always have an up to date picture of social-economic breakdown across all employees.⁵⁰

⁴⁷ As data was missing for 14% of employees this figure could be higher.

⁴⁸ <https://thebridgegroup.org.uk/>

⁴⁹ In social science and government, the dominant approach to measure social mobility is to examine a person's origin (in terms of parental occupation) and destination (in terms of own occupation) and then measure the distance in between. To do this, Channel 4 has used the standard social mobility question which is also used in the UK Labour Force Survey (LFS). This is increasingly the accepted measurement approach. It asks respondents: 'When you were 14 what did the main income earner in your household do for a living'. Answer categories then group respondents into the seven classes of the National Statistics Socio-Economic Classification (NS-SEC) to identify their socio-economic backgrounds.

⁵⁰ While the measurement described registers socio-economic background, it does not necessarily capture the current working position of the person answering the question. Therefore, it is not so much a measure of social mobility and more

- 3.34 With Sam Friedman, Channel 4 carried out detailed research into the social-economic background of people working at the broadcaster and in the wider production industry. The research found that Channel 4 and the television production industry are highly socially exclusive, with similar levels of social exclusivity to professions such as doctors, journalists and lawyers. Dr. Friedman also held 50 1:1 interviews with employees, focusing on commissioners, to unpick some of the reasons behind this social exclusivity. Economic, social and cultural barriers underpinning the social exclusivity were identified and the research contributed to the development of Channel 4's new strategy to improve social mobility across all career stages.
- 3.35 In light of the findings of this research Channel 4 has developed a strategy which includes initiatives to improve social mobility across all career stages. Elements of the strategy for social-economic diversity include:
- Running a grass roots out-reach programme, set up by 4talent (as mentioned in the nations and regions section above). This involves six pop up events around the country (up from 5 last year), in deprived areas, and will reach 1,000 people per year, encouraging people to consider working at Channel 4 and in the creative industries.
 - Running an apprenticeship scheme aimed at applicants who do not hold a degree.
 - Offering financial assistance to new apprentices who need to relocate to take up the role offered.
 - Planning to introduce a mentoring programme that pairs people from the same social-economic background.
 - Piloting unconscious bias training for staff which they will look to make obligatory in future. The training will improve the recruitment process by helping to ensure people think about not recruiting in their own image.
 - Not allowing current employees to bring in family members for work experience unless they go through the same route as anyone else (via HR) so there are no preferential opportunities within the business. Otherwise those who are already advantaged become the ones who benefit most.

Recruitment, Partnerships and Training

- 3.36 In 2018 the broadcaster rolled out an 'Inclusive Hiring' training programme for managers involved in recruitment or promotion decisions. The training explains unconscious bias in depth, and involves assessments, group work and theory to inform managers of their bias and ways in which to minimise it. All new joiners are required to complete online modules which focus on celebrating difference and all employees are offered mental health training. Due to system restrictions Channel 4 does not currently collect any information on the breakdown of employees who have been trained.

a measure of the socio-economic background (class) of the person answering the question. This is in and of itself a very useful measure as it identifies the number and proportion of people within an organisation who have come from each socio-economic background. And if a company/organisation has very few from a low socio-economic background then it shows a lack of attention to improving social mobility.

- 3.37 In addition to the Channel 4 Pop Ups mentioned above (of which 31% of attendees were from minority ethnic backgrounds, 16% LGBT and 8% had a disability), Channel 4 also runs work experience and apprenticeship schemes. In 2017, 53 people joined for work experience in departments including Film 4, Legal, Online, Marketing and Sales and 17 apprentices were recruited to the business, which is the largest cohort to date. Apprentices joined to study a range of Standards including Level 3 Human Resources, Digital Marketing, Junior Content Producer, Paralegal and Level 4 Data Analyst and Public Relations. In 2018 Channel 4 will offer up to ten places on its first ever Production Apprenticeship. A current production training scheme is run in partnership with the Indie Sector to find the next generation of programme makers. In 2017 the scheme received 1,871 applications and recruited 16 trainees across the UK, with 11 out of 16 placements outside of London. 63% of these were female, 56% were from minority ethnic backgrounds, 38% had a disability, 69% were from outside of London.
- 3.38 To attract a diverse candidate pool for roles, Channel 4 makes sure it is transparent by ensuring all job are advertised to all on the Channel 4 careers site, it actively encourages diverse candidates by posting roles on sites such as 'Evenbreak' to raise awareness of opportunities with disabled candidates and on Vercida⁵¹ to raise awareness of opportunities to diverse candidates. Channel 4 displays its Disability Confident leader logo on all job adverts and reduces barriers to entry by only including education requirements on job requirements if absolutely necessary. Guaranteed interviews are offered to all disabled candidates who meet the essential criteria for the role.
- 3.39 Channel 4 partners with a range of organisations on its diversity work including the Creative Diversity Network, production companies and the Department for Work and Pensions' Disability Confident Business Leader's Group.

On-screen and wider focus

- 3.40 Channel 4 describes its on-screen work as sending a message to its employees about how seriously it takes diversity and inclusion. This year, during the month of Ramadan, Channel 4 invited a range of Muslim voices to take guest turns as continuity announcers, introducing programmes and providing insights to viewers about a range of aspects of Ramadan. The guest announcers were on daily in the 8pm slot and included London Mayor Sadiq Khan, comedian Sadia Azmat, Lord Hussain, journalist Myriam Francois and former international rounders player Dana Abdulkarim.
- 3.41 The initiative was the latest of many by Channel 4's continuity team whereby voices from diverse communities provide links between programmes. Previously the team has marked 100 years since women won the right to vote, International Transgender Day of Visibility and International Men's Day. In other work to promote diversity between its programmes, Channel 4 also launched the 2018 Diversity in Advertising Award in May, which this year focuses on the portrayal of women in advertising. The award comes with £1 million worth

⁵¹ <https://www.vercida.com/uk>

of commercial airtime for the winning creative idea, and Channel 4 has invited brands and creative agencies to develop campaigns which explore both the representation and portrayal of women in adverts.

- 3.42 In addition to work with employees, Channel 4 has been working with the production companies in its supply chain, the wider sector and other stakeholders. This includes the DIVERSE Festival, Annual Diversity Lecture and a number of events which Channel 4 has hosted or taken part in around disability, mental health and diversity and inclusion. Channel 4 is committed to facilitating debates around diversity in broadcasting and the sharing of best practice.

Production in the Nations and Regions

- 3.43 Following its pilot in 2016 Channel 4 has continued to run the Production Training scheme based in Glasgow and in 2017 funded 16 young people through the scheme, of which 11 were with companies based in the Nations and Regions, with placements in Birmingham, Bristol, Glasgow, Liverpool, Manchester and Newry. In parallel, Channel 4 invested in mid-level talent in Glasgow to help grow and develop the careers of high-potential people identified by production companies. Channel 4 supported two individuals: at Raise the Roof and IWC.⁵²
- 3.44 The Alpha Fund is a dedicated development fund which provides seed-funding aimed at supporting diverse and emerging production companies based in the nations and regions. In 2017 the nations and regions team spent £450,000 through the Alpha Fund, providing development funding to seven companies in the English regions, five companies in Northern Ireland, three companies in Wales and three in Scotland. This funding aims to help companies across the UK to increase their creative expertise and business scale and dedicate valuable time and effort to support development over prolonged periods. It has helped to fund talent development in areas where senior talent in a certain skillset is lacking, as well as training schemes like the investigative journalism scheme.
- 3.45 Though Channel 4 journalists are not employed by the broadcaster and therefore not included in its data set, Channel 4 runs the Investigative Journalism Training Scheme which provides on-the-job training to talented journalists and takes two sets of trainees: entry-level and more experienced candidates who are looking to move into more senior roles. Places are within production companies working on Channel 4's Dispatches strand and other current affairs programmes and have included placements with independent production companies across the UK, such as Matchlight and Firecrest Films in Glasgow; Nine Lives Media in Manchester; Below the Radar and Erica Starling in Belfast; and True North in Leeds. This collaboration has resulted in the successful development and retention of new journalistic talent outside of London. To date, 40 people have been on the junior scheme, 14 of whom trained in the nations and regions. Sixteen more advanced journalists have also been trained on the senior scheme.

⁵² <http://raisetherooftoproductions.com/> and <https://iwcmmedia.co.uk/>

3.46 Channel 4 has also partnered with De Montfort University's Media School in Leicester to launch a new Investigative Journalism MA. Although most of these types of courses are based in London, Channel 4 chose to partner with De Montfort because of Leicester's reputation as Britain's most diverse city and its fit with Channel 4's commitment to diversity. 2017 saw the first graduates of MA and many of the degree's first cohort of seven students, who joined the course in October 2016, have already secured journalism jobs. Demand for places on the programme is strong, with the second intake of MA students expanding to a group of 13 students.

Leading from the top

3.47 Our data on Channel 4 does not include on-screen employees, as we understand that the Channel 4 on-screen talent are employed by third party production companies. This section refers to some of the schemes designed to improve diversity on-screen but, given the production sector is not covered by this report, it provides only a snap shot of this work.

3.48 Alex Mahon, Channel 4's first female chief executive, has made making 'A Creative and Inclusive Culture' one of three priorities in her vision for Channel 4. At Channel 4, 91.5% of Channel 4 leaders had diversity objectives in 2017 and an executive and board diversity review process is part of the 360° diversity charter commitments. The Board receive quarterly updates on progress against the charter and responsibility for different diversity and inclusion initiatives has been spread across the business, governed by a Core Task Force and the Board Champion for diversity Dan Brooke.⁵³ The Core Task Force which meets monthly, is a pan-departmental steering committee comprised of those directly responsible for delivery of the initiatives outlined in the 360° Charter; senior managers from relevant departments and a network of engaged advocates that ensure this agenda is a priority across the business.

3.49 Channel 4 wants to build on this further to improve governance and accountability around diversity, with broadening Executive sponsorship and accountability and promoting inclusive leadership key objectives for 2018/19.

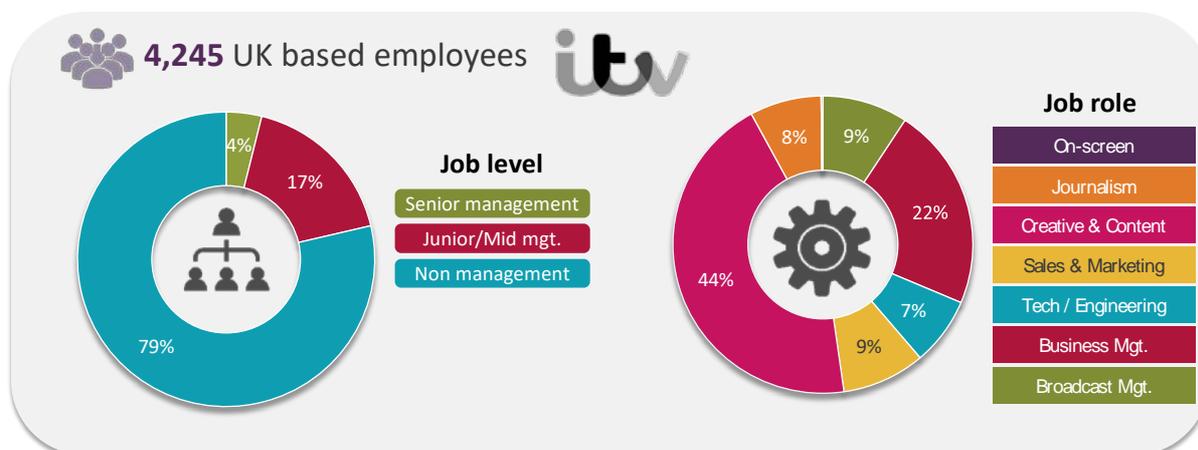
3.50 **Board level:** Channel 4 explained it works closely with the Secretary of State for the Department for Digital, Culture, Media and Sport to ensure the Channel 4 board reflect its equal opportunities principles and commitment to Diversity and Inclusion. In 2018 four new non-execs joined the board - Althea Efunshile CBE, Uzma Hasan, Fru Hazlitt and Tom Hooper. Channel 4 also welcomed the appointment of Lord Chris Holmes as Deputy Chairman, someone who has been a strong champion for diversity both at Channel 4 and more widely.

⁵³ Chief Marketing & Communications Officer and Board Champion for Diversity & Inclusion

3.51 Channel 4's CEO, Alex Mahon, was interviewed about diversity and inclusion at Channel 4, a video of which can be found on Ofcom's diversity hub.⁵⁴

⁵⁴ <https://www.ofcom.org.uk/tv-radio-and-on-demand/information-for-industry/guidance/diversity/diversity-equal-opportunities-television>

4. How diverse is ITV?



“Diversity is very important in the industry because it is really important that we are representing society and we are proportionate about that. ITV engages millions of viewers every single day and has a very important part in shaping society, so whether that’s on screen or off screen, we have an incredibly important part to play in that and we take it very seriously.”

Carolyn McCall – CEO, ITV

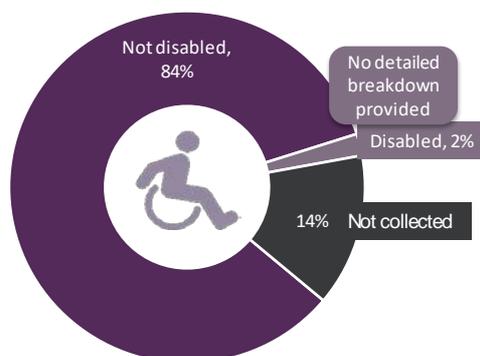
- 4.1 ITV published its Corporate Responsibility Summary Report 2017, which provided an update on its diversity and inclusion work as well as publishing more granular data than previously. ITV has continued to develop some existing schemes and has introduced new ways to support the progression of all employees. In the last year ITV has introduced two new employee networks – Embrace, to represent the views of employees from minority ethnic backgrounds and Balance, to promote a work-life balance for all employees.
- 4.2 Over the last year ITV has also run the ‘What’s it got to do with you’ employee reporting campaign which explained the ten reasons why colleagues should provide their diversity data, and as a result monitoring has improved. There is still progress to be made however as ITV has the highest data gap on racial group of the main five broadcasters and does not currently monitor religion or belief, though it plans to introduce this next year. ITV is considering what specific actions can support better disclosure levels.
- 4.3 One of ITV’s key initiatives, which is sponsored by CEO Carolyn McCall, is the Plus 1 Initiative which encourages leaders and managers to look at ways to improve the diversity of their teams, with a focus on recruitment, development and succession planning. This is supported by key objectives for senior managers to embed the initiative. ITV has internally shared video clips of board members and senior leaders sharing their commitment and the actions they are taking to drive improvement. Successful aspects of the initiative included a review of different ways of advertising to under-represented groups, trialing blind CV

sifting, working in partnership with charities to open up opportunities and the ‘breaking into news’ programme, which saw a successful participant gaining a permanent position at ITV.

- 4.4 ITV explained that its HR Directors work closely with the management board members on their talent management and succession planning. It has reviewed the senior leadership team, specifically looking at women who have capacity to do a bigger job but have not been identified as successors. It is positive that these women have been identified and are now being offered bespoke plans, and we recommend that a similar review is given to people from minority backgrounds or disabled people as those areas are more under-represented at ITV.

Disability

- 4.5 Disabled employees make up just 2% of ITV’s employees (the lowest proportion across the main five broadcasters), compared to 18% across the UK population (aged 16-64).⁵⁵ At ITV



representation of employees who self-define as disabled are under-represented across all job levels and job roles. The proportion of disabled employees is highest in broadcast management at 4%, and lowest in creative roles at just 1%.

- 4.6 Among those who joined the organisation the figure increases to 5%. The proportion of those who completed training who are disabled (2%) is in line with the profile of all employees.

- 4.7 ITV has a number of arrangements to support disabled employees including making any required adjustments for new starters in line with its reasonable adjustment policy, working with [Microlink](#)⁵⁶ for any specialised assessments, working with Signpost to ensure videos and training are subtitled wherever possible and are currently piloting Read & Write literacy software to normalise the use of tools that may be helpful to people with particular needs.
- 4.8 ITV worked with MIND to deliver mental health awareness training sessions and ran a campaign during mental health awareness week around stress and wellbeing. This involved organising a lunchtime walk to encourage employees to take some time for themselves, and the campaign also encouraged employees to sign up to be mental health champions.

⁵⁵ ONS Labour market statistics A08: Labour market status of disabled people (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). Proportion of all 16-64 who are ‘Harmonised Standard Definition Disabled’

⁵⁶ <https://www.microlinkpc.com/>

- ITV has committed to the Time to Change pledge and has an action plan to support mental health including running mental health awareness sessions.⁵⁷
- 4.9 The broadcaster ran an event in March 2017 on disability titled ‘Ending the Awkward: Demystifying Disability’ in partnership with Scope⁵⁸ aimed at raising awareness and normalising the conversation about disability. This was followed up by a focus group to look at what the next steps are to support disabled colleagues, working with Purple Space.⁵⁹
- 4.10 ITV recently became a member of the Apprenticeship Diversity Champions Network, which includes a pledge to increase the diversity of applications received and the apprentices hired by 15%, specifically working to improve disability representation⁶⁰ at all stages. ITV has reached Disability Confident status⁶¹ and is progressing an action plan to progress to leader status. This includes guaranteed interviews for disabled applicants who meet the minimum job criteria.
- 4.11 In terms of recruitment, ITV has also organised dedicated careers events for disabled candidates to share information about ITV, advise on CVs and answer any questions candidates have about working at the broadcaster. It also raises awareness of the career opportunities available at ITV at the annual Disability Awareness Day exhibition in Warrington. ITV further works with charities that support disabled people such as Mencap, Scope and Remploy to advertise its roles and offer work trials for disabled candidates to get some experience with the broadcaster before applying for a role. For example, ITV has offered placements in connection with SharpFutures⁶² and Mencap.⁶³

⁵⁷ ITV told us it submitted its plan for Time to Change in February and it was approved by the organisation on 24th January 2018. The broadcaster has started implementing the plan in the pledge and plans to have the official signing ceremony later this year.

⁵⁸https://www.scope.org.uk/campaigns/gamechanger?gclid=EAIaIQobChMI5ZGD94HS3QIVBbDtCh1L_gsWEAAYASAAEgLt6PD_BwE

⁵⁹ <https://www.purplespace.org/>.

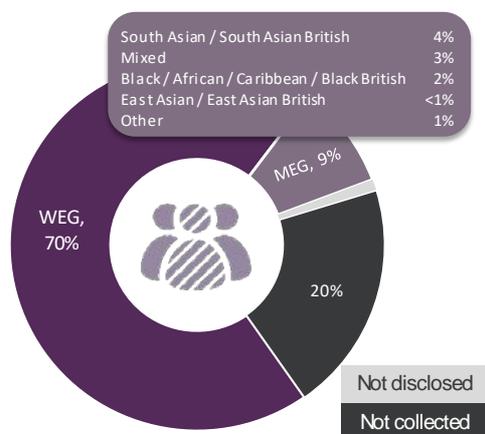
⁶⁰ And minority ethnic group representation

⁶¹ <https://www.gov.uk/government/collections/disability-confident-campaign>

⁶² <http://sharpfutures.org.uk/>

⁶³ https://www.mencap.org.uk/?gclid=EAIaIQobChMIrPP2rLmP3QIVQbTtCh2ZPge8EAAYASAAEgJrRPD_BwE

Racial Group



4.12 Employees from minority ethnic backgrounds are significantly under-represented at ITV at 9%;⁶⁴ this figure is both below the UK workforce average of 12%,⁶⁵ and the lowest figure amongst all the main broadcasters, remaining stable year on year. Employees from a minority ethnic background are more likely to be non-management (10%) than at a more senior level (7% across senior/middle/junior management).⁶⁶

4.13 Employees from minority ethnic backgrounds are under-represented in all job roles except for technical, engineering and data analytics at 18%, and in broadcast

management where the proportion is in line with the UK workforce average at 13%. The job roles with the lowest representation of people from minority ethnic backgrounds are creative and content production and journalism roles, both at just 7%.

- 4.14 Among those who joined the organisation, a higher proportion were from minority ethnic backgrounds (15%) than the company average (9%), but this was also the case among leavers, albeit slightly lower at 13%. The figure for those who completed training was 10%, in line with the profile of all employees.
- 4.15 In November 2017 ITV launched the new employee network ITV Embrace, as mentioned above. The group has a clear ambition to enhance the career aspirations and experiences of colleagues from minority ethnic backgrounds, increase awareness and engagement with external minority ethnic communities, support inclusive programming and talent on and off-screen, to be a strategic resource for ITV to improve representation and inclusion of employees from minority ethnic backgrounds and to promote a better understanding of race equality and cultural diversity across the organisation. The group has hosted events such as a Q&A with CEO Carolyn McCall and Ofcom CEO Sharon White and a panel discussion with ITV on-screen talent.
- 4.16 ITV also runs the Original Voices initiative⁶⁷ which offers four writers the opportunity to spend six weeks in the Emmerdale story department, followed by feedback on a trial script from the show's producers. ITV is also a member of the Apprenticeship Diversity Champions Network.⁶⁸ The Network's remit includes increasing the representation of people from minority ethnic backgrounds in all industries and ITV has committed to

⁶⁴ A fifth of ITV's workforce remains undefined so this figure could be higher.

⁶⁵ ONS Labour market statistics A09: Labour market status by ethnic group (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). All in employment.

⁶⁶ This combines senior management with mid/junior management figures as the senior management figure alone was less than ten people.

⁶⁷ <http://itvresponsibility.com/news/original-voices-returns-to-emmerdale/>

⁶⁸ Chaired by Helen Grant MP.

increasing the diversity of applications received and apprentices hired by 15%, specially working to increase the representation of people from minority ethnic backgrounds.

- 4.17 ITV continues to have a close partnership with Creative Access, a Community Interest Company (CIC) that provides opportunities for paid internships in the creative industries. Aimed at young people at a graduate level from minority ethnic backgrounds, 85 interns and alumni have been taken on at ITV and its partner companies. The Creative Access offices are currently located at ITV.
- 4.18 ITV has several positive schemes that focus on overarching inclusion and diversity, such as the Plus 1 initiative mentioned above. However, given that ITV’s representation of employees from minority ethnic backgrounds is lower than any of the other main four broadcasters, it would likely benefit from more targeted schemes to increase both recruitment and progression of employees from minority ethnic backgrounds. We were glad to hear that over the next year ITV intends to hold research sessions with employees from minority ethnic backgrounds, which it hopes will provide data and insights to help shape a targeted approach for recruitment and progression. We look forward to hearing more about this in next year’s submission and hope it will lead to a clear strategy in this area.

Nations and Regions

- 4.19 ITV recently set up a northern diversity hub of business and HR reps across Leeds and Manchester to bring together activities in those locations, and it has branches of its employee network groups based in Leeds and Manchester. For news, the regional news teams have diversity champions who attend a quarterly meeting led by the director of news and current affairs to talk about the on-screen and off-screen diversity successes and challenges. Regional on-screen portrayal is regularly discussed.
- 4.20 For employees further afield or with English as a second language, ITV has translated eight internal policies (such as its code of conduct) into Welsh, French, German, Italian and Dutch to ensure UK and European offices have full access.

Gender

- 4.21 ITV’s employees are more likely to be female overall (53%) and across non-management (54%) (at middle/junior management level the split is 50:50), this trend is reversed at senior management level with a male skew of 55% (down from 58% last year). Of the five main broadcasters, ITV has the joint highest proportion of women in senior management at 45%.



- 4.22 Forty-four percent of the roles at ITV are defined as being within

creative and content production with just 7% within technical, engineering and data analytics. While female employees hold just over half of these roles in creative and content production (51%), employees in technical roles are more likely to be male (65%). Women are over-represented in all the other job roles; broadcast management (61%), business management/administration (56%), sales/marketing (59%) and journalism (55%). Of all the employees who received training, 66% were women, 13pp higher than the proportion of women across the organisation.

- 4.23 ITV ran career development workshops targeted at women in partnership with Shine for Women focusing on confidence, influencing and impact. The broadcaster also ran an interactive workshop around personal branding with Otegha Uwagba, author of the Little Black Book, a toolkit for working women.
- 4.24 To target women in STEM, this year ITV has hired a small number of female graduates to a technology graduate programme, offering entry level opportunities to graduates and helping to build more diverse representation in its Technology team.
- 4.25 ITV has an active women's network which provides a platform to support the advancement of women's careers at ITV. The network connects and develops ITV colleagues across all levels of the organisation, running speaking events such as panel discussions with senior women at ITV.
- 4.26 ITV reported an 18% mean and 10.7% median gender pay gap⁶⁹ in 2017.

Religion or Belief

- 4.27 ITV is the only one of the five main broadcasters who didn't provide any data on religion or belief, though it is currently working on introducing this, planning to start monitoring from next year.

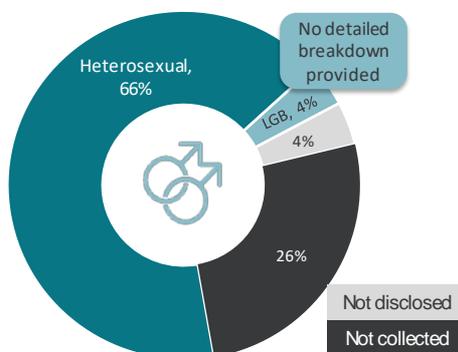


- 4.28 Following the launch of its ITV Embrace network, the group was consulted on new Ramadan guidance for managers and colleagues ahead of 2018 Ramadan. The guidance aimed to raise awareness, plan for the month and answer managers' and colleague questions. ITV also shares colleague blogs to raise awareness of different cultural events and has contemplation rooms in its new sites.

⁶⁹ https://gender-pay-gap.service.gov.uk/viewing/employer-%2ca3_m5hB40yN1rNzwkftD5g!/report-2017 for ITV Broadcasting Limited. ITV Breakfast Limited and ITV Studios Limited published separate gender pay gap reports.

Sexual Orientation

4.29 ITV employees who self-define as lesbian, gay or bisexual (LGB) make up 4%⁷⁰ of the organisation’s employees. Of those promoted at ITV over the period, 3% self-define as LGB.



4.30 On sexual orientation, ITV’s well-established Pride network runs a series of events over the year, has a board sponsor⁷¹ and ITV will be entering the 2019 Stonewall Workplace Equality Index to measure its performance against the Stonewall benchmark for LGBT+ inclusive employers. The network has a representation at many Pride events in the UK, including Belfast Pride for the first time in 2017. This helps to raise ITV’s profile as an

inclusive organisation.

4.31 Matt Scarff,⁷² co-chair of ITV Pride, has been included in the Financial Times and OUTstanding list of global LGBT+ business executives for his dedication to promoting LGBT+ issues at work and in society.⁷³ ITV’s 2016 colleague engagement survey highlighted that the engagement of LGB colleagues at ITV is 4pp higher than overall levels of engagement at 87%.

Gender Reassignment

4.32 ITV introduced a transitioning at work policy and some supporting Q&As in November 2017, following consultation with Stonewall and the ITV Pride network. The policy includes areas such as transitioning and time off for medical appointments. Colleagues at ITV have the option to choose a gender-neutral pronoun when they enter their details and in 2018 ITV started to collect gender identity data from its colleagues. ITV has organised workshops on trans issues to raise awareness at ITV and worked with On the Road Media⁷⁴ to organise a session about trans inclusion called ‘All about trans’.

⁷⁰ Over a quarter of ITV’s employees remain undefined in terms of this characteristic so this figure could be higher.

⁷¹ As do all ITV’s employee networks.

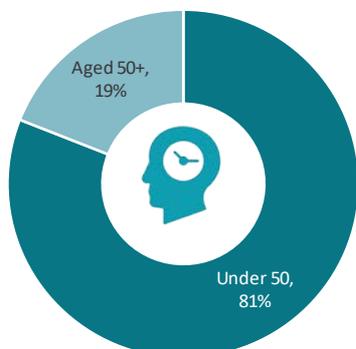
⁷² Director of ITV Creative and Experience.

⁷³ <http://itvresponsibility.com/news/itvs-matt-scarff-makes-outstanding-leading-lgbt-executives-list/>

⁷⁴ <http://www.onroadmedia.org.uk/> On Road is a charity that tackles social problems by improving media coverage of misrepresented groups and issues

Age

4.33 Almost a fifth (19%) of ITV's employees are aged 50 or over, with only the BBC having a higher proportion of employees in this age bracket. However, ITV also has one of the largest percentage difference between the proportion of women and men aged 50 or over, with 8pp more older men employed than older women.



4.34 ITV has a number of initiatives in place to attract new young talent to ITV, such as speakers for schools, as explained in the training and recruitment section. ITV's apprenticeship programme is open to applicants from 16+ and has no age limit for applications but tends to attract school leavers.

Social Mobility

4.35 ITV has started to look at social mobility, and specifically monitoring, by running a pilot survey with its Senior Leadership Team (SLT) - 75% of SLT responded to the survey.⁷⁵ Next steps are to extend data collection across ITV and to carry out a communication campaign to highlight the purpose of the initiative and how current employees can update their data.

4.36 ITV has partnered with a number of external groups to discuss social mobility and gain an understanding of how other organisations are looking at this area and what best practice looks like, this included the Sutton Trust and the Bridge Group to understand metrics and latest guidance. ITV also met with the civil service to understand more about the work that they have done in this space and to understand any guidance that the government may look to provide in support of this. This year ITV also signed the new Social Mobility Pledge⁷⁶ which requires businesses to commit to three steps - partnering with schools, giving access to apprenticeships of work experience opportunities to disadvantaged young people and having open recruitment practices that promote a level playing field for candidates.

4.37 ITV works with Business in the Community on their Business Class initiative. Business Class creates effective and mutually beneficial school-businesses partnerships. Repeated, in-depth engagement between employers and young people can help prevent social

⁷⁵ Of the three groupings of job categories;

37% of SLT providing data had a parent/guardian at age 14 in categories 1-3(Senior Manager/Administration, Traditional Professional, Modern Professional eg CEO, exec producer, doctor, teacher)

23% of SLT providing data had a parent/guardian at age 14 in categories 4 & 5(Middle or Junior Manager, and Clerical or intermediate)

29% of SLT providing data had a parent/guardian at age 14 in categories 6-8(Technical and Craft, Semi-routine Manual and Service and Routine Manual and Service eg mechanic, plumber, hairdresser)

68% of SLT responders don't have a parent who had a degree;

45% of SLT responders attended a non-selective state school eg comprehensive, academy and 25% attended a fee paying /private school.

⁷⁶ Spearheaded by the Rt Hon Justine Greening MP, to enable people of all backgrounds reach their full potential in the workplace.

background predicting a young person's success at school and beyond. Over the last two years, ITV's Cardiff team has been working with what was the worst performing school in Wales, which has since seen an uplift in GCSE results.

- 4.38 ITV is also in the process of reviewing a proposal to work with Speakers for Schools to provide some more formal work experience programmes. ITV is keen to offer these opportunities to those from lower social-economic backgrounds and those who would find it difficult to get work experience. As part of this proposal ITV will provide training around CV and interview skills and personal branding, which it believes will support participants further in preparing them for the transition from school/college into employment.
- 4.39 ITV is a founding member of the Social Mobility Business Partnership (SMBP), an award-winning scheme that promotes social mobility in business, especially in the legal and accountancy professions.⁷⁷ The scheme offers week-long work insight and skills programmes for Year 12 students. Over the week the students spend a day at four different high-profile businesses, including ITV, and a day run by a professional sports club to learn about the psychology of resilience.⁷⁸

Flexible working, parents and carers

- 4.40 ITV runs several initiatives to support pregnant women, new mothers and parents and carers, including a flexible working policy and providing enhanced maternity, paternity and shared parental pay.⁷⁹ This year ITV has run five maternity returner workshops for colleagues about to go on, or coming back from, maternity leave and their managers. So far 39 new mothers have attended, and ITV has two more workshops planned for 2018. ITV is piloting a programme offering coaching to support women through their pregnancy and as they transition back into their job, following maternity leave.
- 4.41 In June, ITV ran a focus group for dads at ITV to find out about their experience and understand more about what they can do to better support them as well. ITV has signed up to the Equality and Human Rights Commission Working Forward pledge to demonstrate its commitment to create the best workplace possible for pregnant colleagues and new parents.
- 4.42 The colleague network, ITV Balance, supports working families and carers by raising awareness, being a support network and influencing policy making. Balance was formed in late 2017 and had its formal launch in June 2018. As part of the launch promotion, Balance co-chairs filmed ITV colleagues, who are working flexibly in the organisation, including two daytime commissioners who are doing a job share.

⁷⁷ Director of Legal and Third-Party Sales, Barry Matthews, is the voluntary CEO of the SMBP and Group Legal Director is Chair of the SMBP Board of Trustees.

⁷⁸ It has grown since its inception in 2014, with now 80 businesses offering work insight opportunities all over the country. See <https://smbp.org.uk/> for more information.

⁷⁹ Depending on length of service.

Recruitment, Partnerships and Training

- 4.43 In terms of recruitment, in the last year ITV introduced 'The ITV Way' which is the new ITV framework for interviewing. By using a mix of scenarios, strengths and motivational questions ITV can better measure for potential, skills, knowledge and experience alongside the company behaviours, which broadens the pool of applicants. All internal resourcing managers and recruitment firms are required to have diverse shortlists and guidance on this has been set out in official terms and conditions for recruitment agencies. ITV undertakes quarterly data analysis of its recruitment process to understand any trends and measure the fairness of the recruitment programme - action plans are put in place to tackle any under-representation. ITV has also refreshed its website to include more diversity information and ensure accessibility. It advertises on the Vercida job portal, in Enable disability magazine, 'Able' disability lifestyle magazine and also in the published programme for the British Para-Swimming International Meet.
- 4.44 As part of the Plus 1 initiative, ITV has trialled blind CV sifting, has worked in partnership with various charities to share opportunities and is reviewing different ways of advertising to under-represented groups. All hiring managers undertake unconscious bias training as part of interview skills and ITV plans to incorporate more intensive training over the year. The online platform My Academy has diversity and inclusion resources all employees can access.
- 4.45 ITV has run an apprenticeship scheme for eight years, over which time they've had around 200 apprentices study for a variety of qualifications across the business. Nearly 70% of ITV apprentices go on to permanent roles, while a further 10% join other organisations or undertake further education. The 2017/18 programme had 16% participants from minority ethnic backgrounds, several disclosed a disability⁸⁰ and 70% were female. As noted above, ITV is a member of the Apprenticeship Diversity Champions Network.
- 4.46 ITV works with a variety of diversity partners across apprenticeships, early careers and recruitment including Mencap, Scope, Remploy, Sharpfutures, the Apprenticeship Diversity Champions Network,⁸¹ and as mentioned in last year's report, Creative Access.
- 4.47 This year ITV partnered with the Ideas Foundation which asks organisations to provide real creative projects for students in schools to tackle. The students are mentored by ITV employees and present back to them later in the year. The Ideas Foundation works with schools where the students would not normally have access to opportunities in the media industry. In addition, about 15 senior ITV colleagues are speakers with Speakers for Schools⁸² and about 25 with Education and Employers.⁸³

⁸⁰ ITV provided a percentage, but this has been removed to reduce the risk of publishing personal data.

⁸¹ Chaired by Helen Grant MP.

⁸² <https://www.speakers4schools.org/>

⁸³⁸³ <https://www.educationandemployers.org/>

4.48 In partnership with the Media Trust, ITV runs ‘Breaking into News’, which gives aspiring journalists the opportunity to research, write and produce their own news story, with support and advice from top broadcast journalists. The finalists from this programme have gone on to get shadowing experience and/or be employed by ITV.⁸⁴ Also with the Media Trust, the ‘Transforming Hidden Talent’ programme, targeted at under-represented groups, creates opportunities for 16-25 year olds in London, Manchester and Birmingham who are interested in the creative and media industries. Participants are mentored over 12 months and are given an inside view into what it’s like working in the media industry.⁸⁵

On-screen and wider focus

4.49 Our data on ITV does not include on-screen employees, as we understand that ITV on-screen talent are employed by third party production companies. This section refers to some of the schemes designed to improve diversity on-screen but, given the production sector is not covered by this report, it provides only a snap shot of this work.

4.50 ITV also works with its commissioning partners to improve diversity, most notably on its Social Partnership Commissioning Commitments which set out its corporate responsibility expectations and are designed to encourage conversations amongst senior decision-makers at the very start of the programme-making process. In 2017 ITV asked producers to commit to a minimum of two production promises on-screen and two production promises off-screen relating to diversity.⁸⁶

4.51 ITV continues to participate in the Commissioner Programme in partnership with the Creative Diversity Network which offers a 12-month contract to experienced media professionals from under-represented backgrounds.

4.52 In each ITV regional newsroom, there are boards displayed that show on-screen portrayal of diversity, to keep the figures at the forefront of everyone's minds and to consider representation. Diversity champions from across the UK also chair a viewer’s diversity panel in their region, inviting viewers to watch content and provide feedback on how they view it - providing perspectives from different people in the community. On religion, ITV news produced a new programme called Young, British, Muslim which has been shared with colleagues internally. ITV told us the programme aims to re-define what it is like to be young, British and Muslim.⁸⁷

4.53 On disability, ITV piloted mental health first aider sessions for teams on shows that are on location, such as Love Island and I’m a Celebrity Get Me Out Of Here. This Morning ran a

⁸⁴ For more information see: <https://mediatrust.org/communications-support/programmes-for-young-people/breaking-into-news/> or the dedicated website at <https://www.breakingintonews.co.uk/>

⁸⁵ During its pilot year, ITV have mentored 15 young people. 80% of the young people who participated in the pilot year have moved into work, apprenticeships or educational opportunities within the creative industries. See <https://mediatrust.org/communications-support/programmes-for-young-people/tomorrows-media-professionals-today/>

⁸⁶ <http://www.itv.com/commissioning/guidelines/social-partnership>

⁸⁷ <http://www.itv.com/news/2018-04-25/how-these-three-people-are-redefining-what-it-means-to-be-young-british-and-muslim/>

prominent awareness-raising campaign with CALM⁸⁸ about male suicide, which included the installation of 84 mannequins on the Southbank tower to showcase that 84 men in the UK take their own lives every week. The campaign and the Samaritans also worked with Coronation Street on a storyline about male suicide in a recent episode.

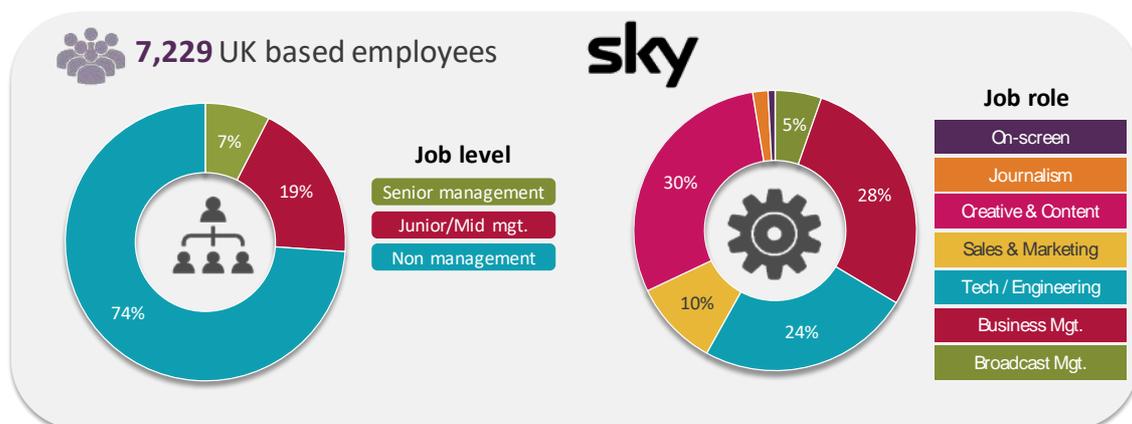
Leading from the top

- 4.54 ITV's chief executive Carolyn McCall is the diversity and inclusion sponsor. Members of ITV's management board sponsor employee networks and its senior leaders have objectives on diversity and inclusion, for example, they are required to embed the Plus 1 initiative for senior managers. ITV is also looking at management board sponsorship programmes for its high potential female and minority ethnic employees to help build their profiles, increase their visibility and build a broader and more diverse pipeline into manager and senior leader roles. In addition, every commissioning editor has measurable diversity objectives as part of the KPIs in its bonus scheme which requires them to demonstrate the work done on diversity and inclusion. ITV has refreshed its recruitment agency terms and conditions to be more inclusive and provided guidance on providing a diverse pool of candidates.
- 4.55 Around 700 leaders and managers in ITV have attended 'Leadership Labs' which focused on personal leadership, commercial leadership and creative leadership. These Labs' core principles emphasised the importance of collaboration and diversity in driving creativity, which in turn drives business performance.
- 4.56 **Board Level:** ITV noted it is one of only seven FTSE 100 organisations with a female CEO and was highlighted in the 2017 Hampton Alexander Report as being one of the ten top performing companies, in terms of percentage of women on the board and in direct report roles, and the only Media & Entertainment company appearing in the Top Ten. In addition, all ITV's employee networks have a board sponsor.
- 4.57 ITV's CEO, Carolyn McCall, was interviewed about diversity and inclusion at ITV, a video of which can be found on Ofcom's diversity hub.⁸⁹

⁸⁸ <https://www.thecalmzone.net/>

⁸⁹ <https://www.ofcom.org.uk/tv-radio-and-on-demand/information-for-industry/guidance/diversity/diversity-equal-opportunities-television>

5. How diverse is Sky?⁹⁰



“We are conscious that there is an incredible diversity in this incredible country of ours and it’s important therefore that we reflect that in our workforce and we reflect that because we think we get better ideas and much better creativity when you bring diverse groups together”.

Stephen Van Rooyen – CEO Sky UK and Ireland

5.1 Sky has set out three key objectives for its diversity and inclusion work and a wide range of activities and initiatives are in place to help it achieve those objectives. The objectives are to:

- build and promote an inclusive culture where everyone can be themselves and give their best;
- become an employer of choice for women with a 50:50 leadership team: and
- increase efforts to increase representation of employees from minority ethnic backgrounds.

5.2 Last year Sky provided no data on age, sexual orientation and religion or belief of their employees.⁹¹ This year Sky provided data across all characteristics - this is a significant improvement but monitoring still needs to improve as large proportions of Sky’s employees remain undefined (data ‘not collected’), particularly across disability and religion or belief (both 45%). Sky is working on this and during National Inclusion Week 2017 Sky asked employees to check their details were up to date and reflect who they are today. This year, in the lead up to National Inclusion Week,⁹² which Sky is sponsoring, the broadcaster is once again planning a declaration campaign and will continue to take an annual campaign approach to encouraging more colleagues to share their details.

⁹⁰ Sky data represents those employees who work predominantly on TV services and is therefore different from Sky’s own published data which is published across the entire organisation (including for example telecoms and home service).

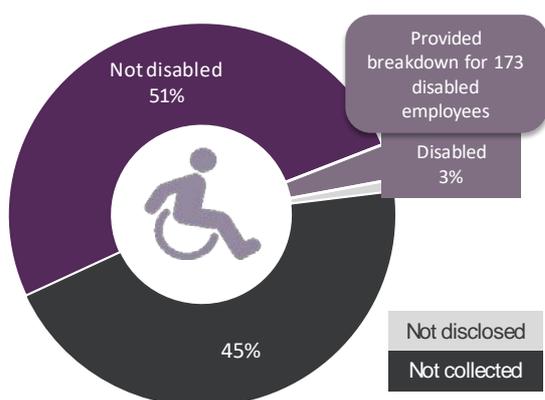
⁹¹ Sky has subsequently provided us with comparative data for 2016 on all three of these characteristics, to enable us to draw sensible year-on-year comparisons.

⁹² <https://www.inclusiveemployers.co.uk/national-inclusion-week/about>

5.3 Sky measures how inclusive its culture is by a twice-yearly engagement survey. It compares the overall engagement scores for different demographic groups as well as how people in those different groups respond to six specific survey questions that best indicate how inclusive the Sky culture is. The broadcaster aims to maintain engagement and reduce or eliminate differences between demographic groups, and it also pays attention to intersectionality. The data is considered at the Sky-wide level for all demographic groups and by department for gender and ethnicity only (for reasons of anonymity). Sky states it also collects comments that provide a sense of how well employees are connecting with, and responding to, its inclusion ambitions. Sky employee networks receive a cut of this data once a year to inform their strategy. For example, Sky told us multiculture@sky are interested in both ethnicity and religion when planning the celebrations they'll mark throughout the year.

5.4 Sky was ranked 11th in a ranking of the Top 50 Inclusive Employers.⁹³

Disability



5.5 Disabled employees make up just 3% of employees compared to 18% across the UK population (aged 16-64).⁹⁴ Sky has no disability data for almost a half of their employees (45%), the highest proportion across all the main broadcasters, so it is difficult to get an accurate picture of disability representation across Sky.

5.6 Sky has acknowledged that due to the low declaration rates of their employees they have not been able to confidently set representation targets

for disability like they have for gender and racial group. However, disability is captured as part of the first of their three overall objectives – building an inclusive culture.

5.7 Sky has become a Disability Confident (Committed) Employer - the voluntary scheme is providing Sky with practical guidance, self-assessment and resources to progress and become a Disability Confident Employer. Sky's healthcare plan is available without a GP and includes a 'back to better' support service where employees are triaged by a physiotherapist and offered daily exercises and a referral if required.

5.8 Sky has set up an Ability Taskforce to improve its reasonable adjustments process and has bundled and communicated the wide range of support services and benefits they make available to all employees to help them better manage their physical and mental wellbeing. For example, mental health support is provided via Cognitive Behavioural Therapy Clinics which offer online modules, therapy by phone and face to face counselling through Sky's healthcare plan. Sky describes its newest Mindandbody@sky employee led network as

⁹³ <http://inclusivetop50.co.uk/2017rankings/>

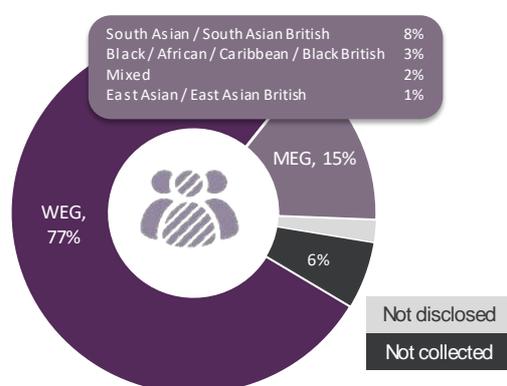
⁹⁴ ONS Labour market statistics A08: Labour market status of disabled people (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). Proportion of all 16-64 who are 'Harmonised Standard Definition Disabled'.

passionate about raising awareness and reducing stigma about physical disability, mental health and illness.

- 5.9 Sky Drama Commissioners offer work experience and additional support for disabled people, including structured monitoring before and after the placement and Sky’s Thomas Read Bursary raises money to support disabled students hoping to study journalism.
- 5.10 Sky is also a member of Business Disability Forum, a not for profit organisation that makes it easier and more rewarding to do business with, and employ, disabled people.

Racial Group

5.11 Employees from minority ethnic backgrounds make up 15% of the workforce, but



representation at senior management level is at 7% compared to 87% who self-define as being from white ethnic groups, with the remaining 6% either not disclosed or not collected. At middle/junior level management, 14% of employees are from minority ethnic backgrounds, above the UK workforce average of 12%.⁹⁵

5.12 Employees from minority ethnic backgrounds are under-represented in journalism (8%), broadcast management (9%) and creative roles (9%). In contrast, they are over-represented in technical, engineering and data analytics (27%) and sales and marketing (16%). Minority ethnic employees in business management/administration are represented in line with the UK average workforce figure (13%). The proportion of those who completed training from minority ethnic backgrounds (17%) is slightly higher than the profile across all employees (15%).

- 5.13 Sky is aware people from minority ethnic backgrounds are under-represented at Sky relative to the general population, especially in its Content, Corporate, Commercial and Operational teams, and this is even more so in those teams based in and around Greater London. Therefore, every department in those areas has a representation target for employees from minority ethnic backgrounds. Across Content teams the target is to reach 15% representation by 2020 and across all other groups it is to reach 25% by 2020. Sky supports its leaders, managers and employees to become more comfortable talking about race by providing access to toolkits and facilitators, to get the conversation going about what more needs to happen to improve engagement and belonging.
- 5.14 Sky has also taken several steps to help it to meet these targets, including the new initiative ‘Digify’. Digify is a paid training and placement programme actively addressing the lack of diversity in the digital and creative industries, while also plugging a skills gap. Each

⁹⁵ ONS Labour market statistics A09: Labour market status by ethnic group (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). All in employment.

cohort involves 15 talented digital creatives from minority ethnic backgrounds⁹⁶ receiving two months of training followed by six-month placements across a range of Sky departments. Sky has appointed an executive sponsor for Black, Asian and minority ethnic inclusion efforts, who also sponsors the multiculture@sky employee network, which aims to build an environment where people from minority ethnic backgrounds can achieve their potential and promote inclusion across Sky.

- 5.15 Sky also continues to work with the MAMA Youth Project⁹⁷, helping 18-25-year olds from under-represented groups to gain the skills needed to get a job in the media industry, covering research, camera work, lighting, sounds operation and editing. The programme puts the participants into a ‘real-time’ work situation during which they must work in a team to produce a TV show called ‘What’s Up TV’, which is broadcast on Sky One. Sky also kicked off a Reverse Mentoring scheme connecting aspiring young talent from minority ethnic backgrounds with senior staff to help build connections and understanding, and so more junior people can impart some of their digital wisdom for the benefits of the leadership team.
- 5.16 Over the past year Sky conducted an end to end review of its attraction and recruitment processes to ensure bias is engineered out of them. It is now conducting a similar review of its promotion processes, particularly in its customer facing teams, to ensure people from minority ethnic backgrounds progress through the organisation at the same rate as people from white ethnic backgrounds.
- 5.17 Sky states that it ensures that women and people from minority ethnic backgrounds are represented on all succession plans and also puts in place development plans to help those individuals close the development gap.
- 5.18 Sky supports the Journalism Diversity Fund which provides both financial and practical support to help newsrooms better reflect the communities they serve. The fund awards bursaries to people from socially or ethnically diverse backgrounds who need help funding their journalism training.

Nations and Regions

- 5.19 Sky operates across the UK and in addition to its headquarters in Osterley, has set up a technology hub in Leeds; employs people in customer contact centres in Glasgow, Uddingston, Dunfermline, Livingston, Newcastle, Leeds, Stockport and Sheffield; and employs retail and home service staff across the country.⁹⁸
- 5.20 Sky employs people of more than 80 different nationalities in its UK business. As part of the wider Sky Group it shares its success with colleagues in Sky Italia and Sky Deutschland. Sky

⁹⁶ The first cohort was found in conjunction with Livity, a youth led creative network. Recruitment for the second cohort is underway.

⁹⁷ <http://www.mamayouth.org.uk/> - MamaYouth is a registered charity. The MAMA Youth Project recruits, trains and nurtures young people between 18-25 years of age from under-represented groups or with limited educational or employment opportunities. Sky also provide Mama Youth with free office space and business support.

⁹⁸ Many of these employees are not specifically dedicated to Sky’s broadcasting business (and are therefore out of scope for this submission).

UK also creates opportunities to share ideas and talent with colleagues elsewhere in Europe either through formal secondments or through on-going working groups and relationships. This is helping Sky develop an ever more international outlook.

Gender

5.21 Sky employees are more likely to be male across the whole organisation (62%) and across



each job level – senior management at 62%, middle/junior management at 59% and non-management at 62%. Although the proportion of women in senior management is the same as the average across the organisation (38%), this is still the lowest across all the main five UK broadcasters. However, Sky has the lowest gender pay gap of the five reporting a

mean gender pay gap of 5.2% and a median of 8% in its TV business in 2017.⁹⁹

5.22 Creative and Content is the largest job role group in Sky, where two-thirds of roles are held by men. Women are under-represented in all job roles except for business management/administration, where they make up 54%, and sales/marketing where there is a 50:50 gender split.

5.23 In terms of progressing through the organisation, the proportion of employees who were promoted that were women (34%) was lower than the proportion of women represented across the organisation (38%).

5.24 Sky's Women in Leadership programme¹⁰⁰ is aimed at increasing the number of women in senior positions and has several different elements including:

- A target of 50% female representation by 2020, which is broken down departmentally, so every Sky leader is accountable.
- An executive sponsor championing the programme, supporting other leaders and holding them to account.
- Ensuring that job descriptions are written in language that appeals to men and women, that all senior vacancies are transparently advertised internally and that hiring managers build 50:50 gender balanced shortlists.
- Offering formal sponsorship and development support for women and running inspiring networking events.

5.25 This year Sky also launched a new Women into Leadership development programme aimed at helping women at mid-level management level prepare for leadership roles and is developing a returners programmes to help women who've been out of the workforce for

⁹⁹<https://gender-pay-gap.service.gov.uk/viewing/employer-%2cYSfjM3Ebeds7sgVyHjtjLw!!/report-2017> .

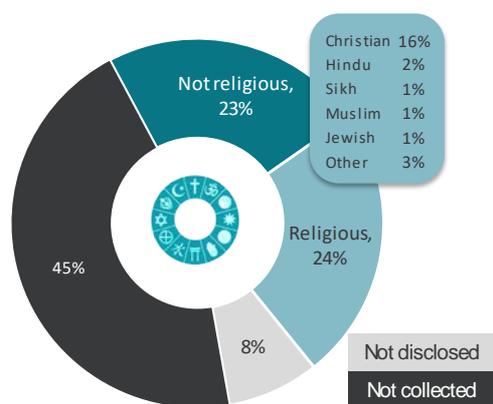
¹⁰⁰ This scheme was also referenced in last year's report when it kicked off. Across all of Sky's business (not just TV) when the scheme was launched 32% of senior roles were held by women and that increased to 39%.

some time to return to work in a structured, supportive way. Sky continue to support and drive up flexible and part time working to demonstrate it is a flexible and family friendly employer.

- 5.26 Sky's strategy is also focused on increasing female representation in areas where women are currently under-represented. This means the following teams also have female representation targets: Technology (30%), Product Development (30%), Digital (40%), Home Service (20%) and Dublin based team (40%).
- 5.27 To increase the proportion of women in these roles Sky runs the Women in Technology initiative aimed at increasing the number of women working across Sky's technology divisions. This is made up of a range of different elements:
- **Sky Tech Scholars:** Three young female technology entrepreneurs are each awarded a £25,000 scholarship, given a mentor and access to Sky's vast technology resources to help turn their technology ideas into reality.
 - **Get into Tech:** An award winning, free 14-week evening course, targeted at women with little or no previous technical experience, teaching some of the skills necessary to begin a career in software development.¹⁰¹ The programme has just been awarded the Gender Game Changer Award by Business in the Communities Top 50 Employers for Women 2018 List.
 - Sky stated it also aims to ensure its technology graduate intake is gender balanced and runs a range of events so women working in technology at Sky can connect, be inspired and build their network.
- 5.28 Sky was also featured in the Times Top 50 employers for Women for the third year running.

Religion or Belief

- 5.29 Sky's employees appear to be split evenly in terms of religious vs not-religious, but 45% of their workforce remain undefined ('not collected') so these proportions could change.



5.30 Sky provides faith rooms so everyone at Sky can worship their way and the multiculture@sky employee network¹⁰² runs a series of events and restaurant take-overs throughout the year to raise awareness of a range of different religious festivals.

5.31 Sky also publishes a notable dates calendar on its internal website, so all employees and managers can educate themselves about the festivals important to

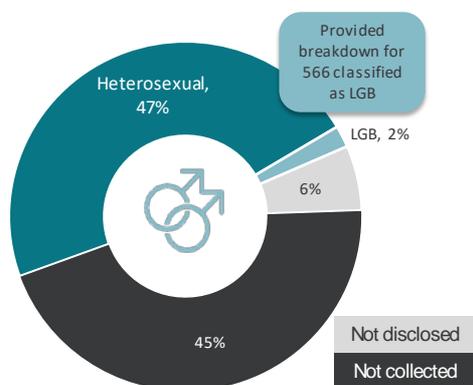
¹⁰¹ More than 500 women have applied to the scheme and over 130 women have taken part so far. Nearly 30 of those women have gone on to secure permanent technology jobs with Sky and many others have gone on to pursue technology careers elsewhere.

¹⁰² In partnership with colleagues in property services group.

people of different faiths - some leaders use this as a reference document when communicating with their teams.

Sexual Orientation

5.32 Sky's employees who self-define as lesbian, gay or bisexual (LGB) make up 2% of the organisation's employees across the whole organisation and at senior management level.¹⁰³ Two percent of employees who were promoted self-define as LGB.



5.33 Sky was ranked 29th in the UK on the 2018 Stonewall Workplace Equality Index¹⁰⁴ (up from 162 in 2017) and is the highest ranked media organisation in the UK. On Stonewall's recommendation, Sky added two gender identity questions to its internal survey following its submission for their Workplace Equality Index.

5.34 Sky employees marched at ten pride events throughout the UK and Ireland. Its LGBT+@sky network raises awareness by marking dates such as IDAHOT¹⁰⁵ and Transgender Day of Visibility with employee blogs and LGBT+ Allies host colleague lunches to share tips with others about how to show support.

Gender Reassignment

5.35 Sky has a transgender policy to help managers and teams support transgender employees through transition. It explains the difference between L, G, B and T and offers practical guidance on how to offer support and inform the wider team when a team member will be working in the business with a new gender identity. Sky is also rolling out all-inclusive toilets across campuses.

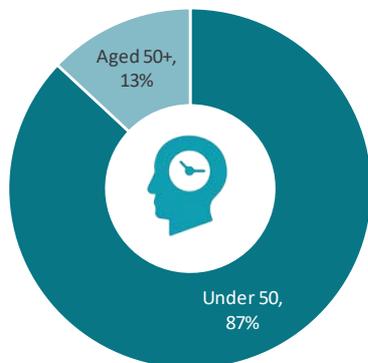
¹⁰³ 45% of employees remain undefined in terms of their sexual orientation and therefore this figure could be higher.

¹⁰⁴ <https://www.stonewall.org.uk/workplace-equality-index>

¹⁰⁵ International Day against Homophobia - <https://dayagainsthomophobia.org/>

Age

- 5.36 Thirteen percent of Sky's workforce is aged 50 or over, compared to the UK industry average of 16% and the UK workforce average of 31%. Sky employs fewer women in this age bracket than the UK industry average (9% vs 13%), and the difference between the proportion of men and women employed aged 50 or over is marginally higher than the difference across UK industry (7pp vs 6pp).



- 5.37 Sky describes itself as thoughtful about the broad implications of Britain's aging population and says it is committed to supporting a changing workforce, so everyone can be themselves and give their best no matter their stage of life. With support from its parents@sky network Sky recognises that caring responsibilities are life changing and multi-generational.

Flexible working, pregnancy and maternity

- 5.38 Sky encourages flexible working for everyone at Sky (not just parents), so teams focus on what is delivered rather than on presenteeism and work together to find the best way to make it work. All family policies are gender neutral, with enhanced maternity / primary carer entitlement, paternity/ secondary carer entitlement and shared parental leave.
- 5.39 The employee network parents@sky was formed by a group of parents passionate about having a work life balance. The network says that 'being a parent is tough...being a working parent is even tougher'. So, through face to face sessions, webinars and employee blogs they bring support to colleagues before, during and after periods away from the broadcaster. To show support for a Cabinet Office campaign to increase up-take of Shared Parental Leave (SPL), the network approached three Sky dads to share their experience of SPL and how it helped establish a better balance of typical gender roles between them and their partners, both at home and at work. Their blogs reached more than 80,000 internally and on LinkedIn and generated a hugely positive response with people sharing their own experiences too.
- 5.40 Six free emergency family care sessions are available to support the families of all Sky employees providing emergency access to pre-approved professional support for when people's regular family care arrangements fall down. It includes:
- Emergency Childcare – nursery, childminder or nanny
 - Backup Adult & Eldercare – a carer can help with a loved one
 - Emergency School Holiday Cover – last minute places at holiday clubs and camps

Social Mobility

- 5.41 Following the roundtable discussion hosted by Ofcom, Sky continues to work with Ofcom and other broadcasters to agree an industry standard metric for monitoring Social Mobility. When it is agreed, Sky will start gathering this information as part of its recruiting

and on-boarding process as well as through its annual declaration campaigns. As Sky has not settled on a measure, it holds no data about the social-economic starting point of employees. Therefore, increasing the social and economic diversity of the workforce is not yet an explicit objective of Sky's inclusion strategy. As Ofcom has now indicated an advised metric¹⁰⁶ we hope that Sky will begin gathering this information as part of its recruiting and on-boarding process, as well as through its annual declaration campaigns as it has suggested.

- 5.42 Sky is confident that some of the initiatives it already has in place, though not targeted at social mobility, already promote equal opportunities for people from different social and economic backgrounds whether by design or due to intersectionality. They include: Sky Academy Studios; its work experience programme; Sky News Diversity Work Experience Programme; Journalism Diversity Fund; Fast Forward; MAMA Youth Project; Digify and the Sky Production Services Early Careers Programme.
- 5.43 Nearly 20,000 young people from across the UK's social and economic spectrum attended a Sky Skills Studio learning experience last year¹⁰⁷ as part of Sky Academy Studios.¹⁰⁸

Recruitment, Partnerships and Training

- 5.44 Sky has reviewed all its attraction and recruitment processes to make sure they are tuned for diversity and inclusion and has built data driven nudges into the personal development plan and salary review processes to disrupt any bias and help managers and leaders to make better, fairer decisions.
- 5.45 Learning and development is delivered to managers at, or as close to, their point of need as possible. Sky commented that as research shows delivering diversity and inclusion training in a mandatory, wholesale way doesn't improve outcomes and often has a negative impact, Sky doesn't do it, though plenty of unconscious bias and diversity and inclusion learning materials are available for all employees to access on demand. For recruitment specifically, hiring managers are reminded about their departmental diversity objectives and are guided through unconscious bias training when they start recruiting for a role, so they're aware of biases before shortlisting or selecting candidates.¹⁰⁹ Hiring managers are encouraged to identify the skills and attributes they already have in abundance in their teams, to encourage them to consider what different, new or unique attributes or perspectives the team might benefit from to deliver even better results. Sky encourages teams to think about 'cultural contribution' rather than 'cultural fit'.
- 5.46 Sky job advertisements are written to appeal to a broad audience. Skills and experience are prioritised over qualifications and education, and interviews are conducted using objective

¹⁰⁶ See section re social mobility section in this document re question relating to parental occupation at age 14.

¹⁰⁷ Teachers bring classes of students to Studios in Livingston or Osterley for a half day "where the power of TV and innovation is used to open young minds, develop their creativity, collaboration and communication, as well as to inspire them to consider a career in broadcasting".

¹⁰⁸ <https://teachers.sky.com/skills-studios>

¹⁰⁹ Unconscious bias training is also available to all employees

scoring criteria to further help mitigate cognitive bias. Sky also created a practical inclusion toolkit to help all employees, managers and leaders take immediate steps to build a more inclusive culture in their teams.

- 5.47 All Sky vacancies are listed on workforsky.com (where there's a page dedicated to inclusion). Vacancies are also picked up and posted on Vercida (Values, Equality, Respect, Culture, Inclusion, Diversity, Accessibility), the world's leading diversity and inclusion employer brand platform, and Sky partners with a range of other diversity-oriented job boards depending on the role type.
- 5.48 Sky also has several schemes targeted at entry level:
- Each year Sky offers young people from all social and economic backgrounds the opportunity to take up one of its 1,000 unpaid work experience placements. Each placement lasts for a maximum of two weeks and all travel and expenses are met by Sky.
 - The Sky News Diversity work experience programme is only open to people from minority ethnic backgrounds, disabled people or to people who are economically disadvantaged.
 - Sky Production Services Early Careers Programme starts with a 12-month entry level paid training scheme in Content Services actively targeting people from under-represented backgrounds to feed into entry level roles across Sky Production Services and the wider content production community at Sky.¹¹⁰
 - Sky's Fast Forward partnership with schools in Hounslow offers Year 13 students a paid 11-month placement, it attracts students who love TV and want to work in media.
 - Sky's Thomas Read Bursary raises money to support disabled students hoping to study journalism.¹¹¹
 - Sky runs Women in Sports media days at universities offering accredited sports journalism courses. This is aimed at students thinking about which university courses to apply for, the target being to increase the number of women applying from less than 10% to 25% by 2020.
- 5.49 Sky partners with a variety of diversity related organisations to provide work placements, offer access to the industry and promote diversity and inclusion, such as MAMA Youth Project and the BFI Flare festival. Sky supports the Journalism Diversity Fund and is part of the Creative Diversity Network (CDN).

On-screen and wider focus

- 5.50 Our data on Sky only includes a small number of on-screen employees, as we understand the majority of Sky on-screen talent are employed by third party production companies.

¹¹⁰ Employees on this programme can then go on to take up places on a second level training program to develop multi-skilled studio operators for roles in Sky's broadcast studios and in post-production.

¹¹¹ The scheme was set up in memory of former Sky Sports News journalist, Thomas Read, who had cerebral palsy and died in 2015.

This section refers to some of the schemes designed to improve diversity on-screen but, given the production sector is not covered by this report, it provides only a snap shot of this work.

- 5.51 On screen, Sky has targets to improve its representation of people from minority ethnic backgrounds.¹¹² On sexual orientation the 'My Icon' series features exclusive interviews with top personalities celebrating LGBT+ people from the world of sport, speaking about some of the unique challenges they've faced. Sky is also raising awareness for its customers with a film called Just Charlie, available on Sky Cinema as part of the LGBT+ drama collection. Sky partners with the 2018 BFI Flare: London LGBTQ+ Film Festival and Sky Sports is part of Team Pride: a consortium of ten companies committed to making sport everyone's game and to making Stonewall's Rainbow Laces campaign possible.¹¹³
- 5.52 Sky's Women in Home Service scheme seeks to redress the significant gender imbalance in Sky's Home Service engineering team, where just 2% of engineering roles are filled by women – Sky states this scheme aims to level the playing field and demonstrate its goal to become an employer of choice for women. Despite this population being considered out of scope for this submission, Sky wanted to share some details of the newly launched six-month trainee Engineer Scheme for Women. It provides paid work placements, training and support to 300 women considering switching to, or starting, a career in Home Service. This aims to increase female representation in its home service engineering team from 2% to 20% by 2020. Although still early days, Sky can see initial signs of success in that approximately 30 women from the first intake have gone on to apply for permanent home service engineer roles.
- 5.53 For customers, Sky's dedicated accessibility team (which serves 77,000 registered customers) partnered with the Business Disability Forum¹¹⁴ to find ways of improving its products and services for disabled customers. This includes how to set to box trouble shooting for customers with visual impairments.

Leading from the top

- 5.54 Stephen van Rooyen, Sky's CEO for the UK and Ireland, chairs a bi-monthly inclusion executive steering group (ESG) which is used to define, update and report on progress against Sky's inclusion plan and to discuss new opportunities to do more or make swifter progress. The ESG supports and holds to account all other senior leaders across Sky to help ensure they too are making progress towards their own representation and inclusion goals. The ESG includes several members of the executive committee including the CEO, HR Director, Chief Marketing and Corporate Affairs Officer, the sponsors of the female and

¹¹² More information on which can be found on Sky's website.

¹¹³<https://www.stonewall.org.uk/our-work/campaigns/rainbow-laces>

¹¹⁴ <https://businessdisabilityforum.org.uk/>

minority ethnic employee inclusion strands of the inclusion plan, and the executive sponsors of the LGBT+@sky network and the body&mind@sky network.¹¹⁵

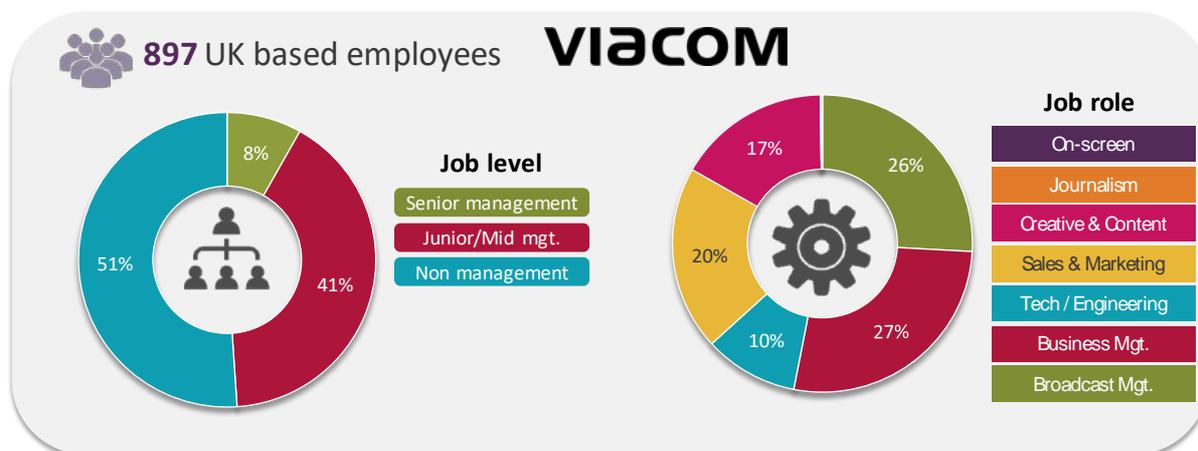
- 5.55 **Board level:** Sky has signed up to the 30% Club,¹¹⁶ making a public commitment to increase the number of women on its board – of the Non-Execs appointed to the board over the last 4 years, 67% are women.
- 5.56 Sky UK’s CEO, Stephen Van Rooyen, was interviewed about diversity and inclusion at Sky UK, a video of which can be found on Ofcom’s diversity hub.¹¹⁷

¹¹⁵ This group aim to raise awareness, reduce stigma and build a support community for people impacted in any way by mental health issues, disability or long-term illness.

¹¹⁶ <https://30percentclub.org/about/membership>

¹¹⁷ <https://www.ofcom.org.uk/tv-radio-and-on-demand/information-for-industry/guidance/diversity/diversity-equal-opportunities-television>

6. How diverse is Viacom?



“As a commercial broadcaster, we succeed by serving the tastes and the interests of our audience, and that audience is diverse, so we need authentic storytellers behind the camera who understand the audience and can reflect society on screen. Internally we need a diverse range of talent within our building to bring different perspectives to inform our creative and commercial decision making.”

James Currell – Executive Vice President and Managing Director, Viacom UK, Northern and Eastern Europe

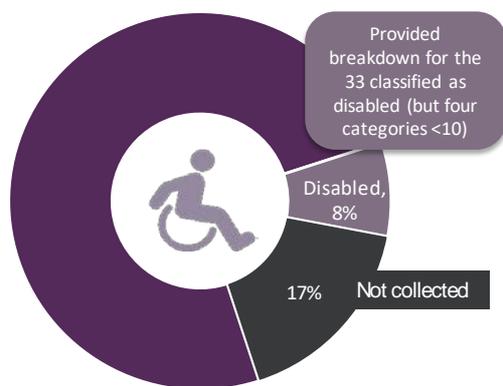
- 6.1 Viacom's Office of Global Inclusion reports directly to Viacom's NYC-based CEO and aims to ensure that diversity and inclusion is always on the agenda and woven into the fabric of the organisation. Viacom's diversity and inclusion objectives are set as a business performance element of the annual bonuses.¹¹⁸
- 6.2 Viacom has an equal opportunities policy and though outside the period considered in this report, it will soon launch an inclusion policy as well. Viacom's five employee resource groups (ERGs) - HERE (women), Fusion (cultural diversity), Emerge (LGBT), Parenthood (working parents), Thursday Think (junior employees) - are a key part of its diversity and inclusion work and give minority and marginalised employee groups a voice. Each ERG is guided and championed by two members of Viacom UK's Senior Management Team (SMT). The ERGs attend a monthly Diversity and Inclusion leadership meeting held by SMT which tracks progress against the strategy and annual diversity and inclusion objectives. This also provides an opportunity for the groups to update the SMT and outline and issues and challenges they are having. The ERGs also partner with HR to deliver policy 'lunch and learns', allowing employees to provide feedback and ask any questions.

¹¹⁸ All Viacom employees have a business multiplier to their individual bonus – that business multiplier includes a diversity and inclusion specific goal.

- 6.3 Viacom has greatly improved its monitoring programme, providing data on 100% of employees for age (27% last year), 84% for sexual orientation (19% last year), and 83% for religion or belief (18% last year).
- 6.4 To promote inclusion across the organisation, Viacom celebrates landmark days across the year such as International Women's Day, Mental Health Awareness Week, World Suicide Prevention Day, Father's & Mother's Day, Black History Month, Pride and many others.

Disability

- 6.5 Disabled employees make up 8%¹¹⁹ of employees at Viacom compared to 18% across the UK population (aged 16-64).¹²⁰ Disabled employees are more likely to hold non-management positions (10%) than management ones (6%).¹²¹



6.6 Viacom's commitment for this year was to do more on mental health and disability, which it has demonstrated through a range of work including its partnership with 'We are Purple', a disability organisation whose fundamental aim is to help Viacom reach a wider candidate pool, specifically disabled candidates. Viacom UK also partnered with a disability consultant who met with employees and ran

educational workshops designed to inform employees about the broad definitions of disability, remove stigma and alter attitudes and perceptions towards disability. These sessions helped Viacom work on creating a barrier free and inclusive working environment, and the broadcaster is working towards earning a Disability Confident award.

- 6.7 Viacom also launched the "Approach Team" in the London office in the last year, a Viacom first. This employee-led mental health first aid team is trained to be the first port of call and provide next step information for employees struggling with mental health issues. This is a confidential service other than when there is a risk to life or the organisation.

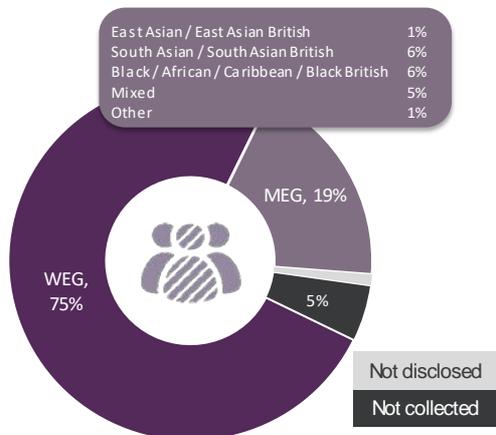
¹¹⁹ 17% of employees remain undefined so this figure could be higher.

¹²⁰ ONS Labour market statistics A08: Labour market status of disabled people (Average of Apr-Jun17, Jul-Sep17, Oct-Dec17, Jan-Mar18). Proportion of all 16-64 who are 'Harmonised Standard Definition Disabled'.

¹²¹ This combines senior management with middle/junior management figures as the senior management figure alone was less than ten people.

Racial Group

6.8 Employees from minority ethnic backgrounds make up almost a fifth of employees, 19%,



up 3pp year on year and closer to the London proportion¹²² than any of the other main five broadcasters. Employees from minority ethnic backgrounds are more likely to hold non-management roles (29%) than management roles (21%) in Viacom.¹²³ However, it has the highest proportion of minority ethnic employees in senior management compared to the other main five broadcasters.

6.9 Employees from minority ethnic backgrounds make up almost a quarter of roles in technical, engineering and data analytics (23%), over a quarter in creative roles

(26%), and a third of roles in business management. All of these are above the 19% average across the organisation.

6.10 Viacom’s Fusion Employee Resource Group (ERG) informs and celebrates cultural diversity, and the Listening groups offer employees a platform through which to share their experiences of what it is like being Black, Asian or Minority Ethnic within Viacom UK. At the same time, this provides HR and senior management with an insight into any challenges, which in turn helps to create a more inclusive work environment. Viacom’s ERG Fusion has also advised on culture and accurate representation of content in relation to the programme ‘Roast Battle’. The ERG was consulted on how diverse audiences may respond to a particular episode. Viacom told us this demonstrates how valuable ERG’s are to the business and how inclusion can benefit improvements in both off and on-screen diversity. Viacom also partners with the Insider Group whose aim is to encourage employees from minority ethnic backgrounds to network and debate issues facing them in the TV industry.

Nations and Regions

6.11 Viacom is the only broadcaster to monitor the regional origins of its employees, asking which Local Authority its employees grew up in. More than 80% of Viacom employees provided data and of the employees who provided data, 78% grew up in the UK, with 13% from elsewhere in Europe and 9% international. The three local authorities most commonly selected were Essex (8%), Surrey (6%) and Kent (5%). Viacom aims to make its intern intake as regionally diverse as possible, as interns input to content as part of the Viacom Breaks internship scheme and there is a high retention rate of its interns at 46% in 2017.

¹²² 36% - ONS Annual Population Survey (Apr 2017 to March 2018) – [NomisWeb](http://nomisweb.co.uk). London, aged 16-64 in employment.

¹²³ This combines senior management with middle/junior management figures as the senior management figure alone was less than ten people.

Gender

6.12 Viacom’s employees are more likely to be female overall (53%) and across middle/junior management (54%) and non-management roles (52%). However, at senior level they are more likely to be male at 55%, and this figure has increased year on year from 52%. Viacom has the joint highest proportion of women in senior management at 45%.

6.13 Twenty-seven percent of the roles at Viacom are defined as being within business management/administration, while 16% are in creative and content production roles and 10% are in technical, engineering and data analytics. While female employees hold most roles within business management (59%) and creative content production (53%), technical (66%) and broadcast management (53%) roles are male skewed.



6.14 In terms of gender, Viacom’s succession plans are gender balanced and supported with development plans where required. Recruitment panels are also gender balanced and gender balance has been built into the terms and conditions of all recruitment agency contracts. The women’s network ‘HERE’ supports female employees and their career development. Viacom celebrated International Women’s Day with a series of speaker sessions and activities including arranging for senior females to mentor more junior female employees, securing inspirational external speakers, holding a female comedy night and using the day to launch the provision of free sanitary products in all the Viacom toilets. Recently, Viacom UK’s President held a number of talks where he personally unveiled the company’s Gender Pay Gap Report 2017 to employees prior to it being made available externally. Sessions were intentionally kept small to encourage questions and an open dialogue, and every effort was made to be as transparent as possible.

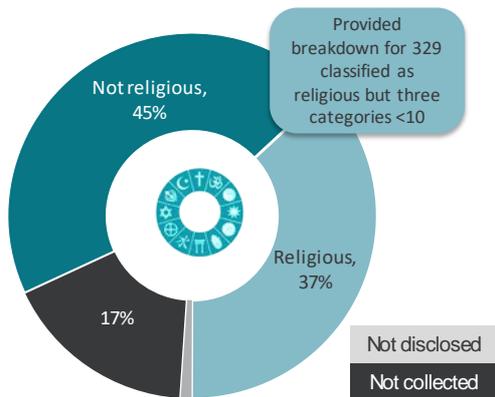
6.15 Viacom reported an 11.8% mean and 13.7% median gender pay gap¹²⁴ in 2017.¹²⁵

6.16 Viacom strongly encourages flexible working and has a range of schemes, such as Shared Parental Leave, to support a climate where men, women and all parents can provide care to their children. More information on flexible working and parental support is covered below.

¹²⁴ https://gender-pay-gap.service.gov.uk/viewing/employer-%2ca3_m5hB40yN1rNzwkftD5g!!/report-2017

¹²⁵ Viacom report separate gender pay gap figures for Channel 5. Channel 5 reported a 2.9% mean and 2.1% median gender pay gap in 2017.

Religion or Belief



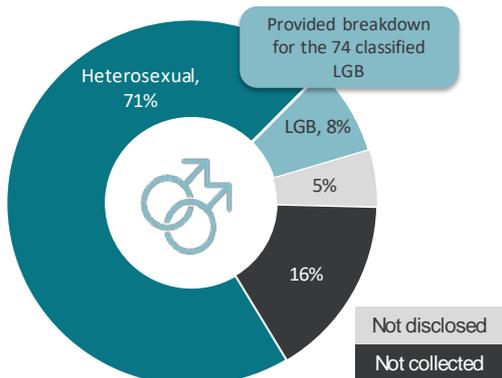
6.17 A larger proportion of employees self-define as not religious (45%) compared to religious (37%). The latter are less likely to hold creative roles (29%), although a fifth of employees in creative roles remain undefined so this figure could be higher.

6.18 Viacom’s Fusion ERG celebrates cultural difference by marking religious festivals and important cultural dates to help foster inclusivity and inform employees of the value of difference. All of Viacom UK’s

ERGs have secured speakers from different religious backgrounds to give talks at the Viacom office and the broadcaster supports its employees acknowledging all religious festivals and events.

Sexual Orientation

6.19 Viacom employees who self-define as lesbian, gay or bisexual (LGB) make up 8% of the organisation’s employees, this is the highest LGB representation of the main five broadcasters.



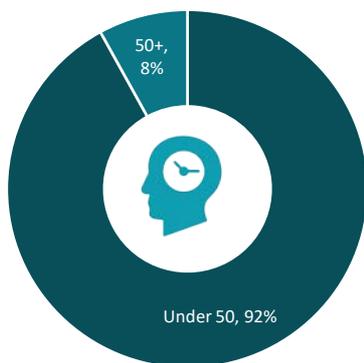
6.20 On sexual orientation, Viacom’s Emerge ERG for LGBT+ employees provide advice to employees. Viacom supports the Pride in London festival, contributing to the InterMedia Pride float with over 60 Viacom UK employees taking part in the festival.

6.21 Viacom sponsors the LGBT Awards and a senior Viacom executive (who is also an executive champion of the employee ‘Emerge’ network) participates on the judging panel. Viacom is a Stonewall Global Champion and utilises its membership of Stonewall to inform and support employees.

Gender Reassignment

6.22 Viacom aims to foster an inclusive environment where the business is ready and able to welcome, include and more importantly support transgender people. Viacom’s Employee Resource Group, Emerge, partners with Stonewall to develop training focusing on gender reassignment and transgender education. This training explores how sex, gender and sexual orientation interact, with a focus on inclusive language.

Age



6.23 Viacom has the youngest workforce, with just 8% of employees aged 50 or over, compared to the UK industry average of 16% and the UK workforce average of 31%. Viacom employs fewer women in this age bracket than the UK industry average (5% vs 13%), and the difference between the proportion of men and women employed aged 50 or over is the same as than the difference across the UK industry (6pp).

6.24 This year Viacom began offering work experience to candidates from Community TIME Camden, a local organisation aimed at creating a time and skills 'exchange' which offers employment support to people over 50 years of age.

Flexible working, pregnancy and maternity

- 6.25 Viacom has a parenthood ERG, which provides support and educational programmes for those caring for children and other dependants. The group partnered with the women's network (HERE) and the LGBT network (Emerge) to explore how to provide additional support and create a more inclusive environment for all parents.
- 6.26 Viacom strongly encourages flexible working, offers reduced hours on a Friday as standard throughout the summer and offers coaching for returners who have taken any enhanced period leave both prior to the leave and on the return to work. Viacom supports an automatic phased return to work from maternity or shared parental leave, has recently introduced matching pay for both parents taking shared parental leave and provides paid leave for those needing to care for dependants.

Social Mobility

- 6.27 Viacom has an ongoing dialogue with the Social Mobility Foundation¹²⁶ and is currently partnering with the Bridge Group to implement questions to understand the social mobility of its workforce. More than 80% of employees completed the social mobility questions and early analysis shows that of the 80% responding, 81% were state school educated with 73% attending a non-selective school and 74% are degree educated. Sixty percent of employees' parents do not hold a degree while 66% held managerial, administrative and professional occupations.
- 6.28 To improve social and economic diversity, Viacom targets the promotion of its Viacom Breaks Internship and work placement scheme to schools and careers offices in social mobility 'cold spots'. Viacom also held an internal careers fair offering insight into the media industry and CV clinics with first places being offered to charities and schools in the identified cold spots. To remove barriers to entry, Viacom's application process is

¹²⁶ <http://www.socialmobility.org.uk/>

education blind, meaning no educational information is requested and applicants are instead assessed based on their skills, competencies and creativity. Viacom is also planning to launch a rental deposit loan scheme for all interns from next year to further encourage take up and remove economic barriers.

- 6.29 The Viacom Breaks internship scheme employs 41 interns and four apprentices annually, all of whom are paid at the London living wage level. For the first time in 2018, Viacom used commercial air-time on Comedy Central & MTV to promote the internships, ensuring it reached as wide a pool of candidates as possible: a potential of more than 1 million 16-34-year olds across the UK. In addition, Viacom offers 64 work experience placements to charities and youth organisations such as Leonard Cheshire, We Are Purple and Global Academy; all travel and living expenses are covered.
- 6.30 In relation to promoting equal opportunities in the nations and regions, Viacom is the only broadcaster to monitor the regional origins of employees as noted above. This gives an interesting insight into the makeup of a UK broadcaster and highlights the importance of work to promote opportunities to people outside London and the South East.

Recruitment, partnerships and training

- 6.31 All of Viacom's recruitment documentation includes its talent diversity statement and its careers site has a diversity and inclusion section highlighting its diversity and inclusion activity. All of Viacom's recruitment agencies have diversity and inclusion requirements for shortlists, and all hiring managers receive unconscious bias training.
- 6.32 Due to system restrictions Viacom does not currently collect any information on the breakdown of employees who have been trained.¹²⁷ This year Viacom has offered 414 internal instructor led training courses with 1883 enrolments. In addition, the broadcaster offers webinars, mentoring, coaching, external training and sponsors several individuals completing professional qualifications.
- 6.33 Viacom describes it as business critical for it to reflect the society in which it operates and to whom it broadcasts. It monitors recruitment and retention to see if any groups face disadvantage in the employee life cycle, and regularly measures the make-up of its workforce against today's society in the UK. Viacom advises that on most characteristics it is meeting this target.¹²⁸ One area Viacom falls short on is in relation to disability and we encourage Viacom to focus on this area with further positive plans such as those undertaken over the last year.
- 6.34 Viacom is a member of the Employers' Network for Equality and Inclusion and attends workshops and seminars to further increase knowledge of best practice. Viacom also ensures its presence and sponsorship of conferences together with regular awards

¹²⁷ This is not something that can be extracted from existing systems.

¹²⁸ Internally Viacom statistics are tracked against the numbers held by the Employers Network for Equality and Inclusion (ENEI).

submissions (such as Diversity in Media Awards) to demonstrate its commitment to diversity and inclusion and ensure Viacom is aware of all the best practices.

- 6.35 Viacom partners with several different diversity focused organisations to improve recruitment such as ‘We are Purple’, a disability organisation, the Insider Group working with employees from minority ethnic backgrounds across the industry and Stonewall to develop training focusing on gender reassignment and transgender education. Viacom is also a member of the Creative Diversity Network (CDN).

On-screen and wider focus

- 6.36 Our data on Viacom doesn’t include on-screen employees, as we understand that Viacom on-screen talent are employed by third party production companies. This section refers to some of the schemes designed to improve diversity on-screen but, given the production sector is not covered by this report, it provides only a snap shot of this work.
- 6.37 Viacom works with its employee network groups to create programming that constantly champions and celebrates difference.
- 6.38 As part of its Diversity and Inclusion strategy, Viacom’s goal is ‘to broadly reflect the make-up of modern British society’ across its on-screen output and in the make-up of the production teams that work on its original programmes.
- 6.39 Viacom told us that the company’s flagship UK network, Channel 5, has issued Diversity Commissioning Guidelines for its independent suppliers, setting down the contribution expected from individual programmes and production teams to help achieve this goal. Each time a new programme is commissioned, the production company is required to explain, via the Commissioning Specification form, how their production will help Channel 5 achieve its goals in terms of on-screen and off-screen representation and to report back at the end of each production on whether or not their diversity and inclusion goals for the production have been met.
- 6.40 In addition, Channel 5 is also starting to use flexible reporting from the Diamond diversity monitoring project to keep track of its performance against its diversity and inclusion goals across the whole of its commissioned output and across all the production teams involved in making its original programmes. Some of the early data from Diamond reveals an equal balance between male and female contributors on-screen and between male and female production talent off-screen in the year to 1st June 2018.
- 6.41 The push by the Channel 5 commissioning team to encourage greater diversity, both on- and off-screen, in its commissioned output, has resulted in some a number of on-screen firsts, including a same sex edition of Blind Date, as well as examples of diverse casting across the breadth of its programming, most notably in its news and children’s output and in returning factual strands such as GPs: Behind Closed Doors.

Leading from the top

- 6.42 As mentioned at the top of this In-focus section, Viacom's SMT holds a monthly diversity and inclusion leadership meeting attended by employee resource groups that tracks progress. All of Viacom UK's SMT have undertaken unconscious bias and inclusive leadership training, as have its board members. Viacom's board is US based and all members have diversity and inclusion responsibility as part of their roles to ensure that promotion of equal opportunities is always on the board agenda.
- 6.43 Employees can also provide anonymous feedback to the CEO via his 'Ask James' inbox and boxes around Viacom UK's campus.
- 6.44 Viacom UK, Northern and Eastern Europe's Executive Vice President and Managing Director, James Currell, was interviewed about diversity and inclusion at Viacom, a video of which can be found on Ofcom's diversity hub.¹²⁹

¹²⁹ <https://www.ofcom.org.uk/tv-radio-and-on-demand/information-for-industry/guidance/diversity/diversity-equal-opportunities-television>

7. Social Mobility – Recommendations from the Bridge Group¹³⁰

7.1 Many of the firms who are leading on supporting diversity and inclusion with respect to social and economic background have told us they have worked in partnership with the Bridge Group to develop their policies and process. We have therefore invited the Bridge Group to share with us the best practice advice for how to monitor workforce socio-economic diversity, and recommendations for organisations that are coming to this area of diversity for the first time.

Bridge Group Recommendations

7.2 Regardless of where you are on your journey of improving social mobility in your organisation, those aspiring to realise the business and societal advantages of increased social and economic diversity should have a cohesive plan in place, rather than focusing on one-off initiatives.

7.3 **How employers should approach diversity and inclusion:**

- Approach the challenge systematically, understanding that to make meaningful change action is required across a range of interdependent areas;
- Collect and share robust evidence to inform and evaluate plans for change;
- Consider what can be achieved with short term actions and what will need a more long-term approach;
- Explore and understand intersections between different areas of diversity;
- Demonstrate commitment to evaluation and constant improvement; and
- Encourage discussion and debate to help drive change across the industry, sharing data and findings collected.

7.4 **With respect to what data to monitor social and economic diversity**, the Bridge Group recommend that organisations follow the guidance they established with the Cabinet Office¹³¹, in engagement with a range of employers, academic and expert bodies, and ask their workforces four questions¹³²:

- Type of school attended
- Highest parental qualification
- Parental occupation
- Free School Meal eligibility.

¹³⁰ <https://thebridgegroup.org.uk/>

¹³¹ <https://www.gov.uk/government/publications/socio-economic-background/socio-economic-background-seb>

¹³² Following Ofcom's discussions with broadcasters it was agreed that the best single question is parental occupation when the individual was aged 14. If broadcasters consider four questions to be a challenge to begin with, we recommend this single question.

7.5 These questions provide you with measurements of socio-economic background (SEB). SEB is the set of social and economic circumstances from which a person has come. There is a significant body of research to show that SEB is closely correlated with individual and societal outcomes, including occupation, wealth, education, and health.¹³³ See Annex 1 for a full briefing on what data to collect.

7.6 Other practical tips for those wanting to take this area of diversity seriously include:

- Offer work experience opportunities to those from lower socio-economic backgrounds, with at least paid travel and food expenses;
- Advertise publicly and pay living wage for all internship opportunities;
- Avoid using prior qualifications as the only aspect of hiring decisions;
- Make use of public data to widen the range of schools and universities that are targeted for recruitment;
- Use data to help explore whether progression and pay are equal in your organisation by socio-economic background, and where this is not the case explore the reasons why.

¹³³ <https://thebridgeworkgroup.org.uk/about/what-motivates-us/>

A1. Guidance from the Bridge Group

Question 1	Which type of school did you attend for the most time between the ages of 11 - 16?
Notes	This measure has limitations, including the diversity of schools contained within each category; it also conflates all employees educated outside of the UK. However, across most sectors it is the measure of SEB that has been in place for the longest time. It is well-established and can be used to benchmark against UK populations and peer employers.
Options	<input type="checkbox"/> A state-run or state-funded school <ul style="list-style-type: none"> <input type="checkbox"/> Selective on academic, faith or other ground <input type="checkbox"/> Non-selective <input type="checkbox"/> Independent or fee-paying school <input type="checkbox"/> Attended school outside the UK <input type="checkbox"/> I don't know <input type="checkbox"/> Prefer not to say

Question 2	What is the highest level of qualification achieved by either of your parent(s) or guardian(s) by the time you were 18?
Notes	This measure is well-established and can be used to benchmark against UK populations and peer employers. There has been a persistent wage differential between those that are educated to a higher level and those that were not, ¹³⁴ which could limit access to higher education for non-university attendant's children. To maximise value, it is likely to need to be collected in combination with other variables, such as age (i.e. given changes in educational attainment levels over time, consideration would need to be given to approximately when respondent's parents were educated).
Options	<input type="checkbox"/> Degree level or Degree equivalent or above (for example first or higher degrees, postgraduate diplomas, NVQ/SVQ Level 4 or 5 etc.) <input type="checkbox"/> Qualifications below degree level (for example an A-Level, SCE Higher, GCSE, O-Level, SCE Standard/Ordinary, NVQ/SVQ, BTEC etc.) <input type="checkbox"/> No qualifications <input type="checkbox"/> I don't know <input type="checkbox"/> Prefer not to say <input type="checkbox"/> Not applicable

¹³⁴ Rising Wage Inequality and Postgraduate Education, Lindley and Machin (2011).

Question 3a	Please tell us about the occupation of your main household earner when you were aged 14. If this question does not apply to you (because, for example, you were in care at this time), you can indicate this below.
Notes	NS-SEC is a measure of employment relations and conditions of occupations, published by the Office of National Statistics. These are central to showing the structure of socio-economic positions in modern societies and helping to explain variations in social behaviour, progression and other social phenomena. This measure provides some sense of scale of disadvantage, and parental occupation is a strong determinant of someone's life chances. ¹³⁵ The methodology for classifying parental occupation is well-established in the academic literature, and used in the national census, and the Labour Force Survey.
Please tick one box to show which best describes the sort of work your primary household earner undertook at this time.	
	<ul style="list-style-type: none"> <input type="checkbox"/> Modern professional occupations such as: teacher, nurse, physiotherapist, social worker, musician, police officer (sergeant or above), software designer. <input type="checkbox"/> Clerical and intermediate occupations such as: secretary, personal assistant, clerical worker, call centre agent, nursery nurse. <input type="checkbox"/> Senior managers or administrators (usually responsible for <small>SEP</small> planning, organising and co-ordinating work, and for finance) such as: finance manager, chief executive. <input type="checkbox"/> Technical and craft occupations such as: motor mechanic, plumber, printer, electrician, gardener, train driver. <input type="checkbox"/> Semi-routine manual and service occupations such as: <small>SEP</small> postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, sales assistant. <input type="checkbox"/> Routine manual and service occupations such as: HGV driver, cleaner, porter, packer, labourer, waiter/waitress, bar staff. <input type="checkbox"/> Middle or junior managers such as: office manager, retail manager, bank manager, restaurant manager, warehouse manager. <input type="checkbox"/> Traditional professional occupations such as: accountant, solicitor, medical practitioner, scientist, civil / mechanical engineer.

¹³⁵ Erikson, Robert & Goldthorpe, John H., 2009. "Income and Class Mobility Between Generations in Great Britain: The Problem of Divergent Findings from the Data-sets of Birth Cohort Studies," Working Paper Series 4/2009, Stockholm University, Swedish Institute for Social Research.

	<input type="checkbox"/> Long term unemployed (claimed Jobseeker's Allowance or earlier unemployment benefit for more than a year) <input type="checkbox"/> Retired <input type="checkbox"/> This question does not apply to me <input type="checkbox"/> I don't know <input type="checkbox"/> I prefer not to say
Question 3b	At age 14, did the main household earner in your house work as an employee or were they self-employed?
Options	<input type="checkbox"/> <small>[SEP]</small> Employee <input type="checkbox"/> Self-employed with employees <input type="checkbox"/> Self-employed/freelance without employees (go to question 3d) <input type="checkbox"/> Not working <small>[SEP]</small> <input type="checkbox"/> I don't know <input type="checkbox"/> Prefer not to answer questions about parental occupation (skip remaining questions)
Question 3c	<p>Where 3a is employee: How many people worked for your main household earner's employer at this time?</p> <p>Where 3a is self-employed with employees: How many people did your main household earner employ at this time? Move to question 3d when you have completed this question.</p>
Options	<input type="checkbox"/> 1 to 24 <input type="checkbox"/> 25+ <input type="checkbox"/> I don't know
Question 3d	Did they supervise employees?
Options	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I don't know

A1.1 High response rates to diversity monitoring questions are important, because they: provide more accurate monitoring of the recruitment and retention of staff; indicate the impact of policies and practices on different groups; and provide a greater depth of understanding of inequality, and areas for action. The Equality Challenge Unit¹³⁶ outline several factors which can influence an individual's decision to disclose equality information, which are corroborated in our own work, including:

- understanding the relevance of the information to the organisation and their experiences at work;

¹³⁶ <http://www.ecu.ac.uk>

- the culture of the institution – whether it is open and inclusive or if there are concerns about possible discrimination;
 - availability of information on the uses and confidentiality of their details;
 - opportunities to disclose information on an ongoing basis; and
 - whether they relate to the options available in monitoring questions.
- A1.2 Applicants and staff are more likely to engage with a diversity monitoring exercise if they see it as an integrated part of an organisation’s strategy for promoting inclusivity and increasing accessibility. A proactive approach to making diversity commitments visible internally and externally, and celebrating achievements, will help to ensure that respondents feel positive about monitoring, and confident that it will be of benefit. Planning a monitoring exercise to coincide with other diversity activity, for example a ‘diversity month’, or to help inform the launch of a strategy, may help build an atmosphere for disclosure.
- A1.3 Visible senior management involvement can have a positive impact. Share examples of how diversity monitoring information has informed initiatives and helped to remove barriers for staff and other stakeholders.
- A1.4 Some respondents may be concerned that information could disadvantage them or encourage discrimination or harassment. It is important to explain why the data are being collected, how the data will be used, and who will have access. It is critical that any exercise to collect information communicates:
- whether individuals will be identifiable from the data;
 - whether the information will be stored separately from personal details (i.e. in applications, and / or in the HR system);
 - who will have access to the information;
 - whether disclosure will lead to further contact from the organisation (for example sharing information about support services or events related to a protected characteristic- this is generally discouraged); and
 - the systems and safeguards being used to safely store and analyse the data in line with the Data Protection Act 1998.
- A1.5 Additional questions that demonstrate commitment to understanding the issues affecting particular groups might help to persuade staff of the benefits of disclosure. For example, ‘We want our workplace to be inclusive and welcoming of all staff – is there more we could do to improve your experience?’, can go a long way in reinforcing this commitment.