
Diversity and equal opportunities in television – Steps taken by broadcasters to promote equal opportunities

Steps taken by broadcasters to promote equal opportunities¹

- 1.1 This document summarises some of the key findings from the television broadcasters' arrangements for promoting equal opportunities². It does not seek to cover all the information that broadcasters provided to us, and they may have more measures in place than they have shared with Ofcom, but instead focuses on the types of initiatives in place and examples of their use. Where we have provided detail on broadcasters' initiatives we have paraphrased the information provided to us.
- 1.2 While some broadcasters have arrangements which support and encourage the employment of under-represented groups, others have schemes that are open to everyone but encourage wide participation or aim to encourage inclusion across their organisation.
- 1.3 Broadcasters were asked whether they have in place arrangements to promote equal employment opportunities and training in relation to gender, racial group and disability, as well as the other protected characteristics of age, sexual orientation, religion or belief, pregnancy and maternity, gender reassignment and marriage and civil partnership. We also asked broadcasters whether they had arrangements in place to promote social mobility.

Equal Opportunities Policies or Statements

- 1.4 Broadcasters were asked whether their organisation has in place a written equal opportunities policy statement.
- 1.5 Figure 1 below shows the responses received from the 78 licensees who met the threshold to complete the questionnaire³. 64 of 78 licensees (82%) had arrangements in place to promote equal employment opportunities and training in relation to gender, racial group and disability. In response to the question regarding whether their organisation has in place a written equal opportunities policy statement, 67 of 78 licensees (86%) stated that they did.

¹ This document duplicates some of the information included in the main report relating to the steps taken to promote equal opportunities by the main five broadcasters, but also includes some additional information on some of the same schemes as well as others.

² This is a requirement for the majority of Ofcom licensees. Further information on the requirements on broadcasters can be found in the methodology document on Ofcom's online diversity hub.

³ Only those broadcasters with more than 20 employees who are licensed to broadcast for more than 31 days a year are required to provide this information under the Communications Act 2003. For further information see the methodology document.

Figure 1: Equal opportunities arrangements

	Equal Opportunities arrangements								
	Gender, Racial Group, Disability	Age	Sexual Orientation	Religion	Pregnancy	Gender Reassign	Marriage	Socio - economic	Equal opps Statement
Abu Dhabi Media Company	Yes	No	No	No	No	No	No	No	No
AETN UK	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes
Al Arabiya News Channel FZ-LLC	No	No	No	No	No	No	No	No	No
Al Jazeera Media Network	Yes	No	No	No	No	No	No	No	No
Al Shirkatul Islamiyyah	Yes	No	No	No	No	No	No	No	Yes
Alaraby Television Network Limited	Yes	No	No	No	No	No	No	No	Yes
APGO Media Limited	Yes	No	No	No	No	No	No	No	Yes
Ariana Radio and Television Network	Yes	No	No	No	Yes	No	Yes	Yes	Yes
Asia TV Limited	Yes	No	No	No	No	No	No	No	Yes
ATN Bangla UK Ltd	Yes	No	No	No	No	No	No	No	Yes
BBC Global News Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
BBC Limited	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes
BBC Worldwide	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes
Bloomberg LP	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Blue Ocean International Media Group Limited	No	No	No	No	No	No	No	No	No
British Telecommunications Plc	Yes	Yes	Yes	No	Yes	No	No	No	Yes
CBS AMC Networks UK Channels Partnership	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Channel Four Television Corporation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Channels Incorporated Limited	Yes	No	No	No	Yes	No	No	No	Yes
CNBC (UK) Limited	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes
CSC Media Group Limited	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Discovery Corporate Services Limited	Yes	No	No	No	No	No	No	No	Yes
Eleven Sports 1 POL	No	No	No	No	No	No	No	No	No
ESTV Limited	No	No	No	No	No	No	No	No	Yes
Fashion One Television Limited	Yes	Yes	No	No	No	No	No	No	No
Fox Networks Group (UK) Ltd	Yes	No	No	No	No	No	No	No	Yes
Fox News Network LLC	Yes	No	No	No	No	No	No	No	Yes
Freesat (UK) Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Governance Ministries	Yes	No	No	No	No	No	No	No	Yes
Hochanda Ltd	Yes	No	No	No	No	No	No	No	Yes
Ideal Shopping Direct Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Immediate Media TV Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Iroko Partners Limited	No	Yes	No	No	Yes	No	No	No	No
Islam Channel Limited	Yes	No	No	No	No	No	No	No	Yes
ITV group	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Joint Stock Company Channel One Russia Worldwide	Yes	No	No	No	No	No	No	No	No
Lancaster LLC	No	No	No	No	No	No	No	No	Yes
Liverpool Football Club And Athletic Grounds Limited	Yes	No	No	No	No	No	No	No	Yes
Made Television Limited	No	No	No	No	No	No	No	No	Yes
Marjan Television Network Limited	Yes	No	No	No	No	No	No	No	Yes
Media Liberty Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Modern Times Group MTG Ltd	No	No	No	No	No	No	No	No	Yes
MUTV Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
NBC Universal Global Networks UK Limited	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes
NDTV Lifestyle Limited	Yes	No	No	No	No	No	No	No	Yes
Netplay TV Group Limited	No	No	No	No	No	No	No	No	Yes
New Delhi Television Limited	Yes	No	No	No	No	No	No	No	Yes
NGC Europe Limited	Yes	No	No	No	No	No	No	No	Yes
NHK Cosmomedia (Europe) Limited	Yes	No	No	No	No	No	No	No	Yes
Notts TV	No	No	No	No	No	No	No	No	No
Perform Investment Limited	Yes	No	No	No	No	No	No	No	Yes
Phoenix Chinese News and Entertainment Limited	Yes	No	No	No	No	No	No	No	Yes
Public Television Company of Armenia CJSC	No	No	No	No	No	No	No	No	No
QVC	Yes	No	No	No	No	No	No	No	Yes
Racing UK Ltd	Yes	No	No	No	No	No	No	No	Yes
Rocks and Co Productions Limited	No	No	No	No	No	No	No	No	Yes
Runners TV Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
S4C	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes
SAT-7 Media Services Limited	Yes	No	No	No	No	No	No	No	Yes
Scripps Networks International (UK) Limited	Yes	No	No	No	No	No	No	No	Yes
Shorts International Limited	Yes	No	No	No	No	No	No	No	Yes
Sky UK Limited	Yes	No	Yes	No	Yes	Yes	No	Yes	Yes
Sports Information Service Limited	Yes	No	No	No	No	No	No	No	Yes
STAR India Private Limited	Yes	No	No	No	No	No	No	No	Yes
STV	Yes	No	No	No	No	No	No	No	Yes
Sunshine Cruise Holidays Limited	No	No	No	No	No	No	No	No	No
The Box Plus Network Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The Genuine Gemstone Company Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
The Jewellery Channel Limited	Yes	No	No	No	No	No	No	No	Yes
The Walt Disney Company Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Turner Broadcasting System Europe Limited	Yes	No	No	No	No	No	No	No	Yes
Txt Me TV Limited	Yes	No	No	No	No	No	No	No	Yes
UKTV Media Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Viacom International Media Networks Europe	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Viasat World Limited	Yes	Yes	Yes	Yes	No	No	No	No	Yes
Vice France TV Limited	No	No	No	No	No	No	No	No	No
Vice UK TV Limited	Yes	No	No	No	No	No	No	No	Yes
YouView TV Limited	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes

- 1.6 Of the 67 broadcasters with an equal opportunities statement, there was a varying range of responses given from full detailed policies to short single sentence statements.
- 1.7 While most broadcasters stated that they had arrangements in place, 18% did not outline any arrangements to promote equal employment opportunities and training in relation to gender, racial group and disability, and 14% did not have a written equal opportunities policy statement. We will be following up with these broadcasters and investigating where appropriate.
- 1.8 Many of the equal opportunities policies are focused on avoiding discrimination and highlighting that all groups can expect to be treated equally. A much smaller number of the statements and policies encourage diversity and mention the advantages of ensuring all staff feel valued. While both are beneficial the additional focus on inclusion as well as avoiding discrimination can help to make the statements a more effective message for promoting equal opportunities.
- 1.9 Many of the equal opportunities statements list or refer to the protected characteristics in the Equality Act 2010 (gender, racial group, disability, age, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity, and marriage and civil partnership). In addition, some broadcasters highlight additional characteristics or circumstances that they consider should be covered by equal opportunities policies. These include social mobility, part-time compared to full-time employment, trade union membership, gender identity, language, responsibility for dependents and, as QVC note, ‘any other characteristic which may unfairly affect a person’s opportunities in life’.
- 1.10 We required broadcasters who said that they have in place arrangements and/or a written equal opportunities policy statement to tell us how often they were discussed at senior management or Board level and how often they were reviewed and assessed. We explore this in more detail at 4.58.

What are broadcasters doing on gender?

- 1.11 Several broadcasters have initiatives in place that are specifically aimed at supporting women in their organisations and increasing female representation at senior levels.
- 1.12 For example, Sky has a ‘Women in Leadership’ programme which aims to achieve a sustainable 50/50 balance of men and women in most senior leadership roles. It has put in place a range of initiatives including:
- requiring 50/50 balanced shortlists for all senior vacancies;
 - providing sponsors, networking and personal development for their female employees;
 - encouraging women to enter and progress in STEM careers at Sky through a ‘Get into Tech’ flagship programme. So far, 99 women have taken part in the free 14-week evening course which equips them with the coding skills needed to switch to a career in technology from non-technical backgrounds;
 - hosting events featuring external guests to celebrate International Women’s Day.

- 1.13 Channel 4 also has initiatives in place to encourage women to develop in senior roles in which they may lack representation, such as commissioning or directing. The broadcaster held a women’s development kick-off day, which involved 13 female commissioners taking part in an offsite meeting to develop confidence, impact and career development. It also supported four women as part of the Women’s Directors Programme, in partnership with Directors UK. This involved paid placements lasting nine to 11 weeks involving shadowing schemes and mentoring.
- 1.14 Turner Broadcasting has also partnered with an external organisation to promote equal opportunities for women. It has ten high potential millennial female employees taking part in the FT.125 Women’s Forum and is also linked with Animated Women UK whose ‘Achieve Programme’ Turner sponsored in December 2016.
- 1.15 MUTV Limited also noted the Manchester United football club’s equality and inclusion officer is developing a mentoring scheme for women, and the Walt Disney Company hosted events and activities in support of International Women’s Day and launched the internal group Women@Disney.
- 1.16 Several broadcasters made reference to initiatives aimed at supporting employees during maternity, or more generally as parents and carers, and the benefits these can have on the representation of women in employment. These initiatives are noted under the maternity, parents and carers section in this document.

What are broadcasters doing on racial group?

- 1.17 Few broadcasters shared information on schemes that aim to increase the representation of minority ethnic groups within their organisations.
- 1.18 Some of the broadcasters did however describe targeted apprenticeships, internships and interest groups. Viacom offers both year-long apprenticeships and paid internships in conjunction with Creative Access, resulting in half of the intakes being from an ethnic minority background.
- 1.19 Sky has set targets for senior production team roles and writers to at least equal representation in society as a whole. Sky stated that it is working closely with independent production companies and external organisations to diversify the talent pipeline into the industry. One example from Sky is that it is providing financial sponsorship and support to the Journalism Diversity Fund, which offers bursaries for accredited journalism courses for disadvantaged students. It is also supporting the work of the Black Collective of Media in Sport, which works for greater diversity in sports media, and the broadcaster also participates in the Creative Diversity Network Commissioner Programme, which aims to broaden the pool of commissioning talent.
- 1.20 The BBC has also partnered with Creative Access to give over 30 graduate interns from ethnic minority backgrounds the opportunity to train in roles at the corporation. Over 75% of these graduates went on to secure contracts within the BBC. The BBC also partnered with the Clore Leadership Programme to develop and launch a senior development programme for ethnic minority talent. The BBC runs a diversity creative talent fund that

supports emerging writers, talent and producers from an ethnic minority background to develop ideas across all areas of TV.

- 1.21 In addition to also working with Creative Access, ITV also has in place a targeted mentoring programme for people from ethnic minorities.
- 1.22 Sky has set targets for senior production team roles and writers to at least equal representation in society as a whole, working with independent production companies and external organisations to diversify the talent pipeline into the industry. This includes its financial sponsorship and support for the Journalism Diversity Fund, which offers bursaries for accredited journalism courses for disadvantaged students. Sky also supports the Black Collective of Media in Sport and participates in the Creative Diversity Network Commissioner Programme, which aims to broaden the pool of commissioning talent.
- 1.23 Though this report focusses on the work already carried out over the course of 2016, some broadcasters have made commitments to improving the representation of ethnic minority employees at senior levels. These include Channel 4's plans to conduct in-depth research and focus groups to better understand the barriers that might exist for employees from an ethnic minority background. It also looks at how to address inhibitors to progression and to develop bespoke development plans for each of the participants using a '3 x Es' career development model, focusing on exposure, experience and education. See the section on broadcasters' plans for 2017 later in this document for more information.

What are broadcasters doing for nations and regions?

- 1.24 Though the questionnaire did not specifically request information on schemes related to the nations and regions, a few broadcasters set out their focus on encouraging development in particular nations or regions.
- 1.25 Channel 4's latest 360° Charter update refers to its Nations and Regions production schemes which were introduced in Glasgow, Bristol and Cardiff in 2016 and targeted people with disabilities or from ethnic minority backgrounds working or living in those places. Additionally, Channel 4's partnership with Northumbria University and New Writing North on the Northern Writers' Award provided training for new writers in the North of England.
- 1.26 S4C highlighted that it is a core partner in the 'Labordy' scheme, an immersive scheme to provide training for new directors and producers for theatre, film and television through the medium of Welsh.

What are broadcasters doing on disability?

- 1.27 Some broadcasters have specific initiatives to improve the representation of and support given to disabled employees. These tend to target small groups and focus on offering internships or apprenticeships and reasonable adjustments or access support.
- 1.28 Notably, Channel 4 has been working hard in this area with its 'Year of Disability' that has included a range of initiatives aimed at improving representation both on and off screen.

The Channel 4 'two years on' report notes in addition to on screen achievements that Channel 4 provided career support and development for 26 people working in the industry, working with indie partners to accelerate career progression and to remove some of the barriers to career development facing disabled people. Channel 4 offered 50% of all Channel 4's apprenticeships and 35% of work experience placements to disabled people. The broadcaster also set up a panel of 'Year of Disability Advisers' who offered support, while Channel 4 developed the staff disclosure campaign 'This is Me' (which raised awareness of types of disability and encouraged greater openness, acceptance and disclosure amongst Channel 4 staff) and a specific disability employment strategy. In 2016 Channel 4 partnered with 'Great with Disability' to advertise all its roles on their website and signed up to the Government's scheme 'Disability Confident'⁴ which replaces the 2-Tick Scheme. The broadcaster is currently classified as a 'Disability Confident Employer' and in 2017 will be working to achieve the highest level of accreditation 'Disability Confident Leader'.

- 1.29 Immediate Media TV Limited, though relatively small with fewer than 150 employees, offers both work experience and paid internships to a range of people including those from protected groups with a focus specifically on disability. The broadcaster has offered work experience places through the RNIB, had interns from Research Autism and notes its work with an NHS Foundation Trust to support people recovering from mental health conditions to get back into work.
- 1.30 Turner Broadcasting noted it has partnered with [Leonard Cheshire Disability](#) to offer internships, sponsorships and open days. The broadcaster has signed up to the Government's [Disability Confident Employer Scheme](#) which is something also mentioned by MUTV. Turner has also sponsored the [Oska Bright](#) disabled film festival, held a disabled art exhibition in its offices in 2016, sponsored a disabled woman to attend the Edinburgh TV Festival's training scheme and run advertisements specifically targeting disabled people in publications including [Able](#) and [Pos'Ability](#).
- 1.31 The BBC noted in its diversity strategy that its assistant commissioner development programme will include at least one disabled person on a two-year fixed-term training contract and it will ensure that at least 10% of its apprenticeship places are taken up by disabled people. The BBC's 'Extend' scheme provides work experience placements for people with disabilities across the BBC, and the BBC also ringfences 10% of places on the Creative Access Internship Programme for disabled people.
- 1.32 Sky runs workshops on mental health and offers related support to its employees, while UKTV offers managers' sessions on supporting colleagues with mental health issues which are a regular part of its Management Academy.

⁴ The Government's [Disability Confident Employer Scheme](#) is designed to help employers recruit and retain disabled people and people with health conditions for their skills and talent - <https://www.gov.uk/guidance/disability-confident-how-to-sign-up-to-the-employer-scheme>

- 1.33 Several broadcasters noted what they do to make reasonable adjustments to the work environment for disabled employees. Broadcasters provided varying amounts of detail on this, with some positively noting the support they offer their workforce.
- 1.34 For example, BT Sport noted that it provides a comprehensive set of resources and expertise to ensure it makes appropriate workplace adjustments that enable disabled employees and those with health conditions to continue to perform in their role and ensure the broadcaster retains their talent. These arrangements include a dedicated team that supports line managers through more complex adjustments, a manager guide to making workplace adjustments and disability factsheets for certain conditions.
- 1.35 Similarly, S4C noted in its equal opportunities policy that it expects adjustments to be made in training venues where required and that the equal opportunities report itself is made available in braille and audio form on request. The S4C diversity action plan also includes an action to consider the accessibility of all venues and customer focused initiatives such as subtitling requirements.
- 1.36 Though not strictly focused on employees, Viacom’s diversity strategy notes its association with the [MTV Staying Alive Charitable Foundation](#) which works to raise awareness of HIV/AIDs amongst young people as well as the Comedy Central work with mental health charity [MIND](#). These initiatives are likely to have a positive impact on both existing and prospective employees as they demonstrate Viacom’s focus on inclusivity.

What are broadcasters doing on age?

- 1.37 No broadcasters mentioned schemes specifically aimed at improving the representation of particular age groups, but it was clear that most work experience and internship schemes are aimed at young people.
- 1.38 Several schemes, though not deliberately focused on younger people, are likely to attract a high proportion of younger age groups as they are promoted or made available to universities, college or school students who usually have higher proportions of young people
- 1.39 STV described how it was committed to supporting the work of ‘[Developing the Young Workforce](#)’ in Scotland and has established a formal partnership with a secondary school in Glasgow, which provides school pupils with a greater appreciation of career opportunities within the creative industries.
- 1.40 Similarly, MUTV partners with a local college to provide employment opportunities for young people which has resulted in individuals receiving a nationally recognised qualification and a number of apprentices being offered permanent roles within the business.
- 1.41 Other schemes were targeted at young people, not because they were noted as underrepresented, but because this was a way to attract new and sometimes different talent to the industry. For example, the Viacom talent scheme for young people looking to

get a break in the creative industries, MTV Breaks, offers work placements, seminars and workshops.

- 1.42 S4C referred to its involvement in 'It's My Shout', an initiative specialising in finding and developing new talent for the film industry, particularly amongst young people, while Discovery noted it has an employee resource group 'Gen D' which is aimed at younger employees/millennials.
- 1.43 No broadcasters noted schemes that encouraged career changes or opportunities to engage older people which may be beneficial in some organisations, while others over represent older people in their workforce so may not require such initiatives.

What are broadcasters doing on sexual orientation?

- 1.44 Though there are fewer initiatives targeted at supporting those of different sexual orientations than some of the other protected characteristics, several broadcasters arrange events and activities to show their support for the LGBT community.
- 1.45 CNBC's OUT-London group and LGBT & Straight Ally group arrange events, training, outreach programmes and host lunch and learn speakers, while the Walt Disney Company similarly notes that the Disney Pride UK & Ireland Group organises events and activities, including Disney Pride's 2017 LGBT+ Film Festival.
- 1.46 UKTV Media explained that it sponsored a float at London Pride in 2016 and was looking into doing the same in 2017. The Sky Atlantic team and the Sky LGBT+ network also hosted an employee screening of [Looking](#) and Sky Sports hosted a [Wonderkid](#) premiere and panel discussion tackling homophobia in football.

What are broadcasters doing on maternity, paternity and carers?

- 1.47 Though the questionnaire didn't specifically request information on initiatives relating to maternity⁵, paternity and carers, several broadcasters highlighted the initiatives listed in this section either as initiatives that supported gender equality, or helped to better support colleagues and promote equal opportunities more generally.
- 1.48 Sky explained that 'Work. Life. Better' is the banner under which it delivers a range of enhancements to better support all people juggling home and work responsibilities. From Amazon lockers at the office, to improved technology and the introduction of an emergency family care benefit, Sky notes that this supports its Women in Leadership and inclusion aims.
- 1.49 AETN referred to its Parents@A+E networking group which specifically promotes balance and support for parents within the organisation, noting that women returning from maternity leave are a focus for many of these initiatives.

⁵ We asked broadcasters for the number of employees going on and returning from maternity leave, which is covered in the total industry report on the Ofcom diversity hub.

- 1.50 BT Sport referred to its Maternity Handbook which includes best practice guides for managers and women going on or returning from maternity leave, and which covers not just the practical process but focuses on making the experience a wholly positive and inclusive one to ensure it retains female talent.
- 1.51 CSC Media referred to enhanced parental policies and flexible working arrangements and the Walt Disney Company handbook listed a range of relevant policies including a Flexible Working Policy, Maternity Policy, Adoption Policy, Paternity Leave Policy, Parental Leave Policy and a Domestic and Emergency Leave Policy.

What are broadcasters doing on social mobility?

- 1.52 We did not ask a specific question on social mobility as this initial report focused on the protected characteristics in the Equality Act 2010, but we recognise the importance of this in promoting equal opportunities and therefore asked about it in an open question on arrangements. In response some broadcasters referred to examples of arrangements that aim to encourage social mobility.
- 1.53 Viacom referred to its partnership with the organisation Mama Youth⁶ to provide access to opportunity to those from non-conventional academic backgrounds and to provide an educational programme to intern hiring managers. Turner included social mobility questions in the last survey it ran which it explained provided many interesting insights which it is using to review its plans and strategies.
- 1.54 Channel 4 has a couple of schemes in place that are specifically targeted at improving social mobility: the 4Talent Grassroots Social Mobility Drive, which engages with potential industry entrants from areas of high social disadvantage, and the Social Mobility Guaranteed Interview Scheme. The latter asks all candidates five questions, recommended by the Social Mobility Foundation, to assess socioeconomic background and offers interviews to those with one or more indicators. Looking forward Channel 4 has begun to create a social mobility strategy. As part of this the broadcaster is working with the London School of Economics, PACT⁷ and indie partners to conduct research to better understand themselves, the industry and the barriers for people from different socioeconomic backgrounds and those from outside London.
- 1.55 Since we requested information for this report, the BBC has begun to include social mobility related information on its workforce in the BBC Equality Information Report⁸.

Senior engagement and dedicated staff

- 1.56 For such arrangements and policies to be successfully integrated into every part of business, it is vital that the process is driven from the top. There needs to be senior-level

⁶ <http://www.mamayouthproject.org.uk/>

⁷ The trade association for UK independent television, film, digital, children's and animation media companies
<http://www.pact.co.uk/>

⁸ BBC Equality Information Report- <http://www.bbc.co.uk/diversity/newsandevents/equality-information-report-2017>

- buy-in; many organisations will ask a senior executive to champion equality and diversity within the business. While we didn't ask broadcasters to identify the most senior person in their organisation who has specific responsibility for overseeing promoting equal opportunities and diversity, some broadcasters mentioned this as an important strategy for ensuring commitment from the top of the organisation to this agenda.
- 1.57 Thirty percent of broadcasters stated that they discussed their arrangements at senior management or Board level annually or less, with 25% saying they did so quarterly. A further 23% said they did so monthly, 11% bi-annually and three percent weekly or more often. Six percent stated they 'didn't know' how often they discussed their arrangements at senior management or Board level and 2% responded that they never did.
- 1.58 Several broadcasters have appointed diversity champions within their senior management to demonstrate the importance of improving equal opportunities and to encourage greater change; others have dedicated employees or committees that have a diversity and inclusion focus. BT has 'executive champions' for Diversity and Inclusion (D&I) covering Gender, Disability, Ethnicity and Sexual Orientation, who champion their areas of focus within and outside of the organisation.
- 1.59 BT also has a Diversity and Inclusion (D&I) Steering Committee, made up of the executive champions including the BT Sport Chief Operating Officer and senior leaders. This committee meets quarterly to track D&I activity, share best practice and drive improvements. Similarly, Channel 4 has diversity objectives for all its senior managers and editorial staff.
- 1.60 Discovery has a LifeWorks and Inclusion department, a division of Human Resources that employs three full time employees plus one intern to support well-being and inclusion in the workplace, offering training (such as unconscious bias, cultural awareness and culture exchange programmes) and other initiatives. Viacom has a dedicated Office of Global Inclusion and Viacom UK operates a diversity steering group which meets monthly and involves its most senior managers – the group is accountable for the delivery of its Diversity and Inclusion strategy.
- 1.61 ITV's annual 'behind the camera' diversity and inclusion agenda is owned by HR, but is also supported by the 'Plus 1 initiative' which specifically engages line managers to focus on promoting greater diversity across resourcing, development and talent practices at ITV.

Regular assessment and targets

- 1.62 Broadcasters are required to review the arrangements they have in place, and to publish observations on their effectiveness at least annually. Making sure any arrangements and policies are kept up to date, reviewing them on a regular basis to ensure they are still achieving what they were designed for and amending them when necessary is recommended. Fifty percent of broadcasters stated they reviewed their arrangements annually or less often, with an equal number (15%) stating they reviewed their arrangements bi-annually and quarterly. A further 6% stated that they reviewed their arrangements monthly and 4% stated they did so weekly or more often. Eight percent said

- that they didn't know how often their arrangements were reviewed and 1% said that they 'never' reviewed their arrangements. We will investigate where appropriate.
- 1.63 Some of the larger broadcasters have also put targets in place to monitor the progress they are making year on year and to encourage greater representation.
- 1.64 Channel 4 has 30 initiatives on which it monitors progress via a traffic light system on an annual basis. Within these 30, one initiative is for in house employee diversity targets which includes 2020 targets for all staff and the top 120 leads in Channel 4. These are to reach 50:50 men and women at the total and senior levels; 20% BAME across the total employees and 15% BAME for the top 120 leaders; and 6% disabled and LGBT⁹ employees across both levels.¹⁰ The BBC also has 2020 targets to have 50% women and 15% BAME employees across 'on screen, on air and in lead roles'. It also aims to have 8% LGBT employees, and 'some' lead roles and 8% disabled employees.
- 1.65 Sky also has targets for 2020 for 20% of all writers to be from an ethnic minority background across all departments and all original production teams to have at least one employee in a senior role from an ethnic minority background.
- 1.66 As far as we are aware, no other broadcasters have any specific targets, though some note their intention to be broadly representative of the UK population. No broadcasters have targets for age or religion and belief.

Training, including unconscious bias training

- 1.67 We asked broadcasters to outline any training they offer to encourage in role development or to encourage a diverse and inclusive environment. Many broadcasters offered training but few have targeted schemes in place to encourage development amongst specific employee groups.
- 1.68 17 out of 78 broadcasters offer or require their employees to undertake unconscious bias training and several more note they are considering introducing it in the next year. Some broadcasters, such as Discovery, make this available for all staff while others, such as UKTV, focus on managers. Sky explained that it has developed its own online learning programme featuring interactive resources to raise awareness of unconscious bias, the impact it has on decision making and to explain why it is important to create an inclusive environment at Sky.
- 1.69 Several broadcasters offer other diversity related training. For example, CNBC in partnership with the Indie Training Fund offers specific diversity training which covers both unconscious bias training and disability awareness both in front of and behind the camera, Bloomberg has introduced masterclasses on Diversity and Inclusion for its team leaders and managers, Turner Broadcasting is introducing 'conscious inclusion' training, CSC Media

⁹ Lesbian, Gay, Bi-sexual or Transgender

¹⁰ As noted in Channel 4's Diversity Charter document

<http://www.channel4.com/media/documents/corporate/diversitycharter/Channel4360DiversityCharterFINAL.pdf>

offers cultural awareness training and Viacom rolled out inclusive leadership training to its management team.

- 1.70 Other broadcasters such as Immediate Media TV Limited noted that equal opportunities training is offered through more general training programmes such as recruitment skills training and leadership or management programmes. Similarly, the BBC has mandatory fair selection training for managers and ITV explained its mandatory code of conduct training includes equal opportunities. Several broadcasters also provided more general information on skills training they offer that isn't focused on improving equal opportunities.
- 1.71 Channel 4 has commitments to provide bespoke training and development programmes for colleagues, such as its Deputy Commissioning Editor Commitment and coaching and management development for diverse staff¹¹.

Work experience, placements and apprenticeships

- 1.72 We asked broadcasters to outline any work experience, internships or other schemes they offer which aim to attract new talent to the industry. We also asked for information on whether these were targeted to specific groups and if they were paid or unpaid.
- 1.73 Several broadcasters provided details of the placements they offer, some of which are targeted at promoting the involvement of people with particular protected characteristics.
- 1.74 BBC Global News runs several apprenticeships which set a floor of 10% of places for disabled participants but also have participants that are from an ethnic minority background, and from different socio-economic backgrounds.
- 1.75 Some broadcasters also described how they advertise opportunities to different people. STV described its close relationships with a broad network of colleges and universities across Scotland to support the development of future talent, in particular through STV2, a partnership that has provided over 400 week-long work placements. ITV similarly explained it shares its work experience opportunities with 'youth and diversity partners'.

Partnerships with other industries

- 1.76 Some broadcasters who are related to businesses outside the television industry also gave details of initiatives that involved partnerships with other industries.
- 1.77 In the creative industries, Short International explained that short films are the entry point for film makers into the film industry and the broadcaster is involved in sending acquisitions teams to review and acquire short films from as many film festivals representing minority groups as possible (e.g. festivals celebrating women in film, Black & Asian film festivals, Hispanic film festivals, LGBT film festivals). The broadcaster also works closely with Triforce Film Festival to create opportunities for Black and Asian filmmakers.

¹¹ See Channel 4's two years on report for further information
http://www.channel4.com/media/documents/corporate/26509_C4_DiversityReport2017_FINAL_27.02.17.pdf

- 1.78 Similarly, two of the football club associated broadcasters, Liverpool FC and MUTV, and BT Sport referred to equal opportunities arrangements related to the Premier League or other sport related diversity initiatives.
- 1.79 MUTV described how its apprentice programme, partnering with a local college to provide employment opportunities for young people, had resulted in individuals receiving a nationally recognised qualification and some apprentices being offered permanent roles within the business. Liverpool FC explained that it had recently become the first Premier League club to achieve the advanced level of the Premier League Equality Standard and, though not directly related to promoting equal opportunities in employment, BT Sport referred to its partnership with the Premier League to provide funding and resources to give access to sport for disabled people. This partnership gives BT Sport employees the opportunity to volunteer and get involved with supporting disabled people into sport in their local community.

Employee networks and working with diversity partners

- 1.80 Several broadcasters also have internal company networks or groups that aim to promote the interests of certain protected groups within the organisations. Gender was the most common group focus (such as CSC Media’s ‘Gender Equality Business Resource Group’) though some broadcasters had multiple networks available for employees.
- 1.81 Discovery has employee networks such as GenD (for younger employees/millennials), Discovery Women’s Network and Pride (for LGBTQ employees) which Discovery actively supports. Similarly, CBC and NBC Universal Global referred to its OUTLondon (LGBT & Straight Ally group), Women’s Network and the International Cultural Awareness Network (iCAN).
- 1.82 BT has seven employee networks (Gender Equality, Ethnic Diversity, Disability/Ability, LBGT+, Carers and two faith networks). Bloomberg listed nine forums for employees to come together to share ideas, opportunities and to increase personal and professional development: Abilities Community (disability), Black Professional Community, Latino Community, LGBT and Ally Community, Military and Veterans Community, Pan-Asian Community, Women’s Community, Women in Tech Community, and Working Families Community.
- 1.83 Many broadcasters also seek advice and collaborate with specialist partners on areas such as recruitment and workplace policies. For example, Viacom works with the Employers Network for Equality & Inclusion, Stonewall and Diversity Jobs to attract and retain a diverse workforce.

Working with production partners

- 1.84 Some broadcasters are also working to encourage and support their production partners to employ a more diverse workforce and to produce more diverse content.

- 1.85 Channel 4, the BBC and Channel 5¹² have all published new diversity commissioning guidelines in the last year or so. These set out what the broadcasters expect from the independent production companies they work with and are at the centre of commissioning discussions. The BBC strategy set out how it will ask all production companies to ensure there is a diverse range of talent behind the scenes and on-air.¹³
- 1.86 ITV also runs a ‘social partnership’ which is designed to encourage conversations amongst senior decision-makers at the very start of the programme-making process. It is about making sure the diversity agenda remains central to the conversation with producers and programme makers.

Broadcasters’ plans for 2017

- 1.87 Broadcasters were asked to share with us their plans and priorities for promoting equal opportunities in their organisation over 2017. Of the 78 broadcasters, 61 provided us with information regarding their priorities. The scale and quality of the responses varied greatly.
- 1.88 Only 29 licensees reported specific initiatives to promote equal opportunities, including:
- **Monitoring:** better and more frequently conducted monitoring of the workforce, including building a strategy review process based on the results.
 - **Dedicated staff:** employing a diversity & inclusion director to create an integrated diversity strategy embedded from the top of the organisation.
 - **Mentoring:** introducing mentoring schemes targeted at various groups.
 - **Opportunities:** internships/apprenticeships focusing on youth engagement.
 - **Employee networks and schemes:** setting up employee affinity network groups to encourage employees to come together, and address the organisation’s culture; female leadership programme and gender progression schemes.
 - **Leadership:** leadership development/integrating diversity policy into leadership.
 - **Best Practice:** learning from other broadcasters/industry engaging/sharing of best practice.
 - **Targets:** setting targets in tandem with developing diversity and inclusion policies. Some broadcasters planned to focus on specific protected characteristics (the BBC mentioned disability and LGBT, and Channel 4 referred to progression of people from an ethnic minority background, targets and social mobility focus).
 - **Recruitment:** addressing bias in recruitment.
 - **Training:** diversity training, awareness and unconscious bias.

¹² As noted in the [Viacom in the UK ‘Diversity and Inclusion Strategy’](#) document

¹³ BBC Diversity and Inclusion Strategy 2016 – 2020 <http://downloads.bbc.co.uk/diversity/pdf/diversity-and-inclusion-strategy-2016.pdf>