



REFLECTING THE
ETHNIC DIVERSITY
OF THE UK WITHIN
THE BBC WORKFORCE

A report on Career Progression
and Culture for BAME staff
at the BBC



“Our aim is to create a world class organisation with a truly diverse and inclusive culture that allows people to do their best work and thrive.”

FOREWORD

We know that we have some of the most talented, creative and innovative individuals from across the creative sector working for us at the BBC. Our aim is to create a world class organisation with a truly diverse and inclusive culture that allows people to do their best work and thrive. It is not simply the right thing to do but a necessity for the BBC as it approaches its centenary.

Whilst there has been significant progress across the diversity agenda, it's taking too long to see the change that we expect within our workforce. If we are to build an organisation that attracts the very best talent and properly reflects those who pay for it, now is the time to take bolder steps to achieve our goals. It's time for a concerted effort across the BBC to make significant change.

Our remit for this project has been clear: identify the key challenges to career progression for BAME colleagues at the BBC and compile a set of actionable recommendations that will materially address the issues identified. This project forms part of our overall diversity and inclusion goals. I hope that it represents a significant first step and a continuing focus on increasing the diversity of those who lead and work across the BBC.

The overwhelming levels of engagement and passion shown by colleagues who have chosen to get involved in this project has been inspiring.

Indeed, these recommendations have been shaped by our colleagues, through the hundreds of emails we've received as well as calls, workshops, chats and meetings that have taken place over the last three months. I personally want to thank all of our colleagues, especially those who gave their time so generously to help shape these recommendations. Also, I am very grateful to the strong central project team who co-ordinated the work under the leadership of our Project Director, Tunde Ogungbesan.

I hope that this report marks a moment of change, reflecting a decisive step in achieving greater BAME representation at all levels, within the organisation.

TIM DAVIE

CHEF EXECUTIVE OFFICER, BBC STUDIOS AND PROJECT SPONSOR



“But this is also more than just about numbers and tokenism – it is about culture and also recognising that what got the BBC to where it is today, will not get it where it needs to be tomorrow without a substantial culture change.”

FOREWORD

When Canada's current Prime Minister Justin Trudeau was asked why it was so important to him to have a gender balanced cabinet, his answer was simple: *"Because it's 2015"*.

To me, that answer gives the clearest reason why prioritising diversity and inclusion is essential for all institutions and organisations that represent society, not just to the BBC. It is 2018 and we need to reflect the United Kingdom.

In 1971 only 2% of the UK was made up of non-white people, today it's around 14%. This is why in 2016 when we launched our Diversity and Inclusion strategy we set a BAME target of 15% for our workforce and our leadership. It is estimated that by 2030 that the proportion will be closer to 20% of the total UK population. So we need to lead the way on this – and quickly to remain relevant to our audiences.

We have made substantial progress towards our workforce targets but we have so much to do to reflect the UK in our leadership; from our Executive Committee to our divisional boards.

But this is also more than just about numbers and tokenism – it is about culture and also recognising that what got the BBC to where it is today, will not get it where it needs to be tomorrow without a substantial culture change.

It requires developing a culture that everyone who works for the BBC feels included so they can do their best work and can develop their careers in the knowledge that if they are good enough and want to, they can get to the very top. It includes removing barriers to entry and progression for non-white staff and recognising that equality does not mean treating everybody the same; some need more support than others because of past structural and societal systems that have benefitted one group over another. This is true for all forms of difference or diversity including gender, disability, educational status, socio-economic status and of course ethnicity.

At the kick-off workshop for this project, I said I am looking for us to come up with bold actionable recommendations that we can implement in the next 12 to 18 months and can make a real change to our colleagues who work for the BBC. I believe we have done this.

I am proud that the BBC as an organisation has come together to address these issues and I fully endorse the recommendations that we as a group have come up with.

TUNDE OGUNGBESAN

BBC HEAD OF DIVERSITY AND INCLUSION AND PROGRAMME DIRECTOR

EXECUTIVE SUMMARY

This report focuses solely on the BAME career progression and culture project which launched in March 2018 by Tony Hall, Director General and was sponsored by Tim Davie, CEO BBC Studios. The aim of the project was to review career progression and culture as it relates to BAME employees at the BBC; identify gaps and best practice and make recommendations to the Executive Committee on how we can all fully support the BBC to achieve its goals in relation to reflecting the ethnic diversity of the UK in its workforce.

The term BAME (Black, Asian and Minority Ethnic) has been used throughout this report to refer to individuals with evident heritage from African, Asian, Middle Eastern and South American regions, i.e. “non-white” but it is acknowledged that no noun/group of nouns would be perfectly suitable.

MAIN RECOMMENDATIONS

These recommendations are based on five areas: increase ethnic diversity of leadership teams; build a solid and sustainable BAME mid and senior leadership pipeline; enhance accountability and trust; develop a modern, agile and culturally intelligent workforce, and review areas with specific ethnic diversity issues.

1. By the end of 2020 the Executive Committee and Divisional Senior Leadership Teams to each have at least two BAME members.
2. Introduce a policy that ensures shortlists for all jobs at Band E and above include at least one BAME person.
3. Dramatically increase BAME representation across our interview panels backed by performance monitoring.
4. All development and leadership programmes to have significant BAME representation as part of its overall cohort. Inclusive leadership should be added to part of all leadership programmes.
5. Accountability for Diversity and Inclusion targets and BAME career progression should be incorporated into senior leadership team objectives and progression reviews. Progress should be outlined as part of future annual reports. Build a solid and sustainable BAME mid and senior leadership pipeline. As part of this, there should be development programmes for candidates, backed by robust succession planning across the BBC. This should be in place by the end of the financial year.
6. The Executive Committee should undertake a review of staff rotation to broaden the experience and knowledge base and explore what else can be done to make the BBC workforce more agile
7. Develop specific action plans based on further analysis of divisions with less than 10% BAME representation or poor employee survey results to ensure issues are identified and action plans are put in place including, Radio, Newsrooms, Newsgathering, English Regions and the World Service.
8. Cultural awareness training should be compulsory for all team managers. This should be in addition to the current mandated Unconscious Bias training programme.
9. The BBC should introduce a “Statement of Intent” on Diversity and Inclusion. All staff would be required to abide by it. The statement should be published alongside the BBC’s Annual Report.

KEY HIGHLIGHTS

The project successfully achieved its strategic goals, delivered within scope and on time.

- There was a strong level of engagement from hundreds of BBC colleagues from across the corporation with a high percentage of colleagues contributing from BAME backgrounds. It is clear that there is a desire for future change and a willingness to make that happen.
- Sound project planning backed by robust methodology helped to ensure the project was delivered on time with meaningful outcomes which are practical, clear, and will drive the change everyone wants to see.

KEY FINDINGS

The facts (quantitative data)

An analysis of the ethnic diversity of the BBC in its workforce and senior leadership shows that:

- In the lifetime of the current Diversity and Inclusion strategy the BAME workforce has increased from 13.1% in 2015 to 14.8% in 2018. This is the highest percentage of BAME employees at the BBC ever.
- The highest proportion of BAME employees are currently found in the Professional Service and World Service Group areas. Figures in the Nations and Regions are very low even though many BBC locations are in cities and towns with high BAME populations. Numbers of BAME employees in the creative areas are also low.

- Although BAME leadership figures are also at their highest percentages ever (10.4%), we are not close to the 2020 target of 15% and in certain areas BAME employees in leadership are below 4% (e.g. Marketing and Audiences).
- There are no BAME employees on the Executive Committee.
- Of the top 96 leaders at the BBC, six (6.3%) are non-white men, there are no non-white women and there are no black men or women.
- BAME employees reporting into the Executive Committee make up 7.5% of their combined direct reports. Over half of the Executive Committee members have no BAME direct reports.
- Diversity within diversity is an issue; only 43 of 307 Grade 10 and above BAME employees are black.
- Although recruitment rates for BAME recruits is high, so are attrition rates.
- The BBC is one of 66 employers and the only broadcaster and media organisation who made the 2017 Best Employers for Race listing.



The aim of this project was to review career progression and cultures as it relates to BAME employees at the BBC.

The perceptions (qualitative data)

The feedback received from over 200 members of staff through consultation group workshops, the 7s McKinsey Matrix, emails, focus groups and one to one meetings highlighted the following issues:

- The biggest issue is the initial buy-in of BAME employees into this project. While there has been extraordinary goodwill and exceptional engagement on the project, some individuals expressed concern on whether it would lead to tangible outcomes. This is based on the perception that BAME stakeholders, internally and externally, have heard the BBC say it wants to deliver change, but that change has not been arrived at the scale or at the pace they believe is essential. Some sighted concerns over the delivery of D&I targets and BAME staff development. This has meant that levels of trust are not where they should be.
- Some BAME staff have a sense of exclusion and isolation leading to high attrition rates in parts of the organisation.
- There is a sense that opportunities are lacking for BAME staff development and progression. Some believe this is the result of favoritism conscious bias, and a lack of understanding of other cultures.
- There is a belief that there is an absence of a robust and targeted programme to track and progress high potential BAME talent across the organisation – especially at the more senior levels. The BBC should do more to retain the best BAME talent. The BAME development programme (RISE) was praised as good, but it is aimed at junior grades.
- More needs to be done to accurately monitor performance as PDR completion rates are low.
- More should be done to understand other cultures and any disinterest to learn challenged. There have been a few high profile mistakes in the last twelve months – the Mayor of London’s nationality and the use of footage of the wrong Bollywood star in TV news obituary. A more ethnically diverse newsroom is more likely to have picked these issues up before broadcast.
- Mainstreaming is confused for inclusion. This cuts right across all diversity, not just BAME. It was felt that difference was not universally accepted. Some Team Managers and leaders do not understand the requirements of the people they seek to support and have little, to no understanding of the nuances and subtext to BAME culture and the barriers they may face. This can make it difficult for them to fully appreciate the complexities of managing a diverse workforce and how to get the best from them.
- More needs to be done to tackle any bad and non-inclusive behaviour. The BBC Values are endorsed and as seen as good, but more consequences need to follow if they are not adhered to.
- Editors use of “creative freedom” can stifle BAME staff so that their ideas do not flourish. More needs to be done to tackle this to ensure the BBC reflects the public it serves.
- The BBC should renew its staff engagement around culture to mount a strong staff campaign to improve knowledge and awareness.

BBC wide issues

The feedback received and analysis undertaken highlights the following issues:

- Ineffective tools to accurately monitor colleague performance as PDR completion rates are low.
- The absence of a robust and targeted programme to track and progress high potential BAME talent across the business.
- A comprehensive and detailed leadership Development and training programme that fully supports the progression of BAME talent.
- An inconsistent approach across the BBC’s policy and procedures, which permits non-compliance – without compliance, action cannot be taken. Action needs to be taken to ensure greater accountability and to tackle perceptions of favouritism.
- Inconsistent approach to recruitment protocols which result in restricted pockets of excellence.
- In the absence of a consistent constructive and meaningful feedback system BAME employees are left questioning if their ethnicity is the real barrier to their progression.

RECOMMENDATIONS IN FULL

The recommendations are based on five areas:

1. Increase ethnic diversity of leadership teams

- a. At least two Executive Committee members from the BAME community by 2020.
- b. At least two or 15% (whichever is higher) BAME employees appointed to each Senior Leadership, by 2020.
- c. The BBC to introduce and implement a policy that ensures that shortlists for all jobs at Band E and above have at least one BAME person, implemented by the end of summer 2018. (HR Directors will need to sign off cases where there is no credible internal candidate).
- d. Dramatically increase BAME representation across our interview panels. This will be achieved by increasing the pool of BAME interviewers from 15 to 100 by the end of 2019. World Service and English Regions identified as the first areas to implement new approach.
- e. Our development and leadership programmes to have 15% BAME representation across our entire overall cohort, it is expected that inclusive leadership will be added to any and all leadership programmes by end of 2019.
- f. Keep RISE and Clore and develop a new BAME fast track development programme in conjunction with one of the recognised Business Schools by the end of the financial year.

2. Build a solid and sustainable BAME mid and senior leadership pipeline and develop candidates for succession plans:

- a. Ensure that our leaders know their BAME staff who show strong potential and act as their sponsors and advocates by identifying career development and progression opportunities.
- b. HR to provide dedicated resource(s) to support managers and leaders in providing targeted career management advice to help staff from BAME backgrounds. (This model can be extended to include other diverse groups). The manager(s) will work closely with leaders to identify high potential talent, help to progress their careers, highlight key opportunities and drive development. This ensures the business has a clear pipeline and pool of high potential staff from underrepresented groups.

3. Enhance Accountability and Trust

- a. A “Statement of Intent” to be issued by the DG and co-signed by the Executive Committee by the end of June highlighting our shared values on diversity and inclusion. This statement of intent should be set out in the BBC’s Annual Plan, and this should include a description of the company’s efforts to increase, amongst other things, ethnic diversity within its organisation, including at senior leadership level.
- b. We expect data such as the “inclusion index” (a series of questions on inclusion in the employee survey) data on the employee survey and other evidence to be openly supplied to leaders and divisional teams to highlight both specific areas of good practice as an example to others, and areas where progress is below par on diversity. We expect that strong accountability should be placed with divisional leaders. Divisional directors must shine a light on non performing line managers.

- c. Inclusion/progression objectives to be included in every Team Manager's objectives – at every level with the requirement for specific evidence.
- d. For all Team Managers applying for new roles, we expect applicants to provide evidence of their contribution to championing diversity and inclusion and proof of impact/outcomes. This will include inclusion index scores and diversity and inclusion objectives. BBC values to be a heavily weighted part of any interview questions.
- e. Divisions and sub-divisions must report on progress made on these recommendations on a quarterly basis to the Executive Committee and should disclose progress in the Annual Report with an explanation where compliance has not been achieved.
- f. At Executive Committee meetings the Group HR Director to ensure Diversity is on the agenda and is woven into all discussions at the very top.
- g. The Executive Committee to review reporting frameworks to ensure the BBC can drive accountability for Diversity and Inclusion.

4. Develop a modern, agile and culturally intelligent workforce

- a. The Executive Committee through HR, to sponsor a project to consider the viability of introducing a career mobility programme throughout the BBC, designed to future proof the business, promote high performing talent and mitigate high attrition rates.
- b. Mandate a BBC cultural intelligence/awareness module or course for all Team Managers to be rolled out before the end of this financial year on top of the unconscious bias training which has already been mandated.
- c. Executive Committee members to be reverse mentored by Grade C and D BAME colleagues.
- d. Run an annual “respect in the BBC” campaign across the organisation to talk about race and inclusion.

5. Develop specific action plans based on further analysis of all divisions with less than 10% BAME representation or below par employee survey results including, Radio, Newsrooms, Newsgathering, English Regions and the World Service

- a. A 12 month action plan to be implemented and executed. Full accountability will sit with the Divisional heads that will be required to update on progress to the Executive Committee on a quarterly basis.



NEXT STEPS

These recommendations conclude the first phase of a bigger piece of work that needs to be done. To ensure this project is able to fully achieve its goals the implementation of these recommendations need to be robust and met with the same focus as phase one.

▪ **Appoint a new project sponsor for phase two.**

The next phase of this project requires a new project sponsor with the same level of determination, leadership, commitment and autonomy.

▪ **Appoint a dedicated project team to implement the recommendations.**

A dedicated team is required to implement and drive the project forward, a group of individuals who are not constraint with managing the requirements of a full time job, whilst juggling the demands of a high profile project such as this.

The right resources need to be identified and established before embarking on the next phase, careful consideration needs to be made to ensure the right level of expertise, knowledge and project management acumen is in place.

Where possible additional headcount to ensure the project is fully resourced should not be a barrier to success.

▪ **Progress update report by September 2018 (end of Q3)**

To ensure that the project continues to meet its objectives and maintains the levels of progress shown in phase one of the project, it is strongly recommended that quarterly progress reports are shared with the BBC Board and Executive committee.

This will ensure that any issues are flagged and addressed swiftly.

PROPOSED TIMELINES:

- 20 June** — BAME project announcement.
- Mid July** — Phase 2 launched and new sponsor secured.
- End of July** — Project team appointed and announced to the business.
- Aug-Sep** — Working with key stakeholders to implement recommendations.
- September** — First Project update to BBC Board and Executive Board.

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For all of us.