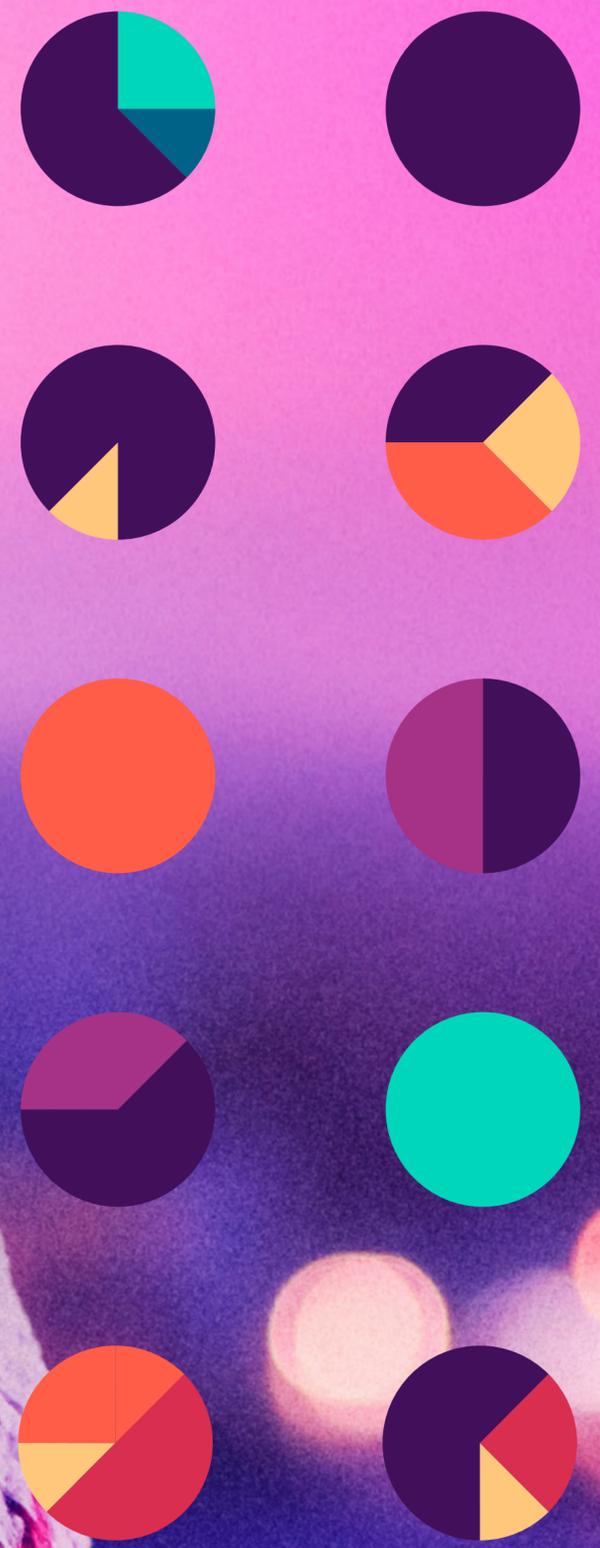


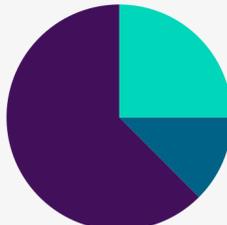
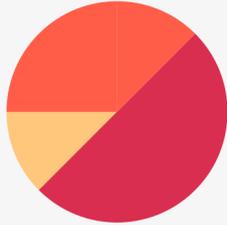
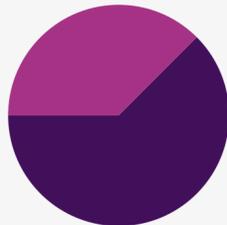
# Valuing difference

A three year plan for change

**BBC** STUDIOS



**Contents**



**Contents**

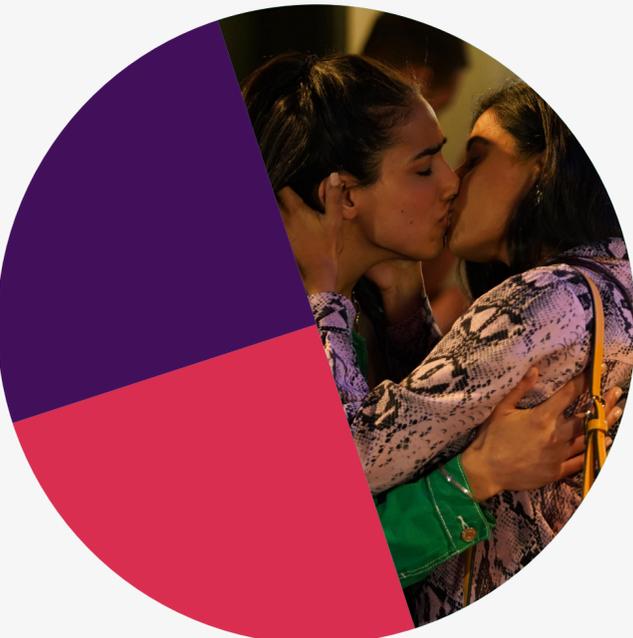
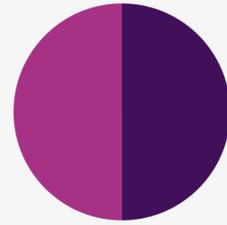
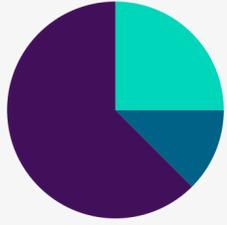
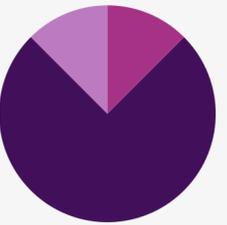
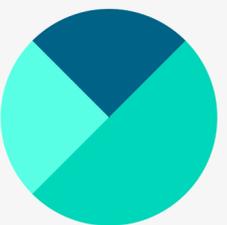
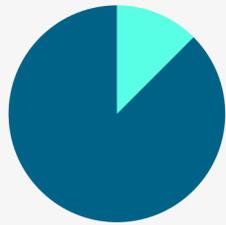
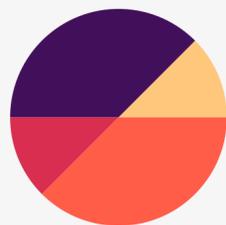
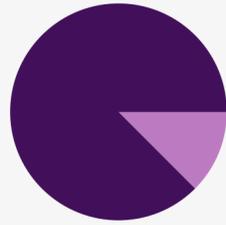
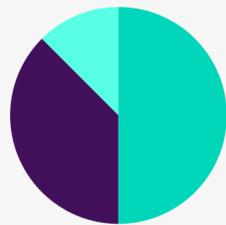
---

**1** Foreword, Tom Fussell, BBC Studios Interim CEO

**2** Valuing difference: what we mean

**3** Our approach: Embed, Educate, Elevate

**4** Our three year plan



## Foreword from Tom Fussell, BBC Studios Interim CEO



### Making long term changes through ambitious targets and sustained, genuine staff engagement

**BBC Studios' success rests on its delivery of creative ideas of the highest quality, which appeal to the breadth of audiences in the UK and beyond. We are a core part of the BBC, a key partner for global content companies and an employer of scale.**

We want to elevate the voices and truths of modern life to produce stories which resonate with audiences. To do this we must have a truly diverse and inclusive workforce with the very best talent at all levels, where everyone has what they need to succeed.

It is clear from the picture painted by the current data that, although we have made progress in recent years, there is still a lot of work to do.

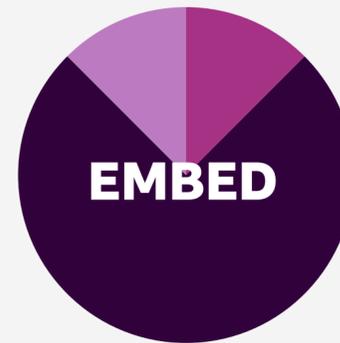
We are committed to making long term changes to our culture, the way we operate and the content we make, through sustained, genuine engagement with employees at all levels. We have set ourselves some ambitious targets to achieve this.

Making these changes won't be easy, and will take time. We will need rigorous accountability supported by clear targets, data, and tools.

Our goals align with those of the wider BBC, which is to achieve 50% female representation, 20% BAME and 12% for disability and LGBTQ+ respectively as a proportion of the workforce at all levels.

We will aim to achieve these targets by 2023, though progress will be made more quickly in some areas than others. We will update on this in the BBC Group Annual Report and Accounts.

### These follow a three-pronged strategy:



**Launching a global network of advocates and overhauling our recruitment processes;**



**Increasing education, listening and sharing amongst our people;**



**A step change in our approach to D&I on and off screen, empowering and enabling diverse groups through support, mentoring and training.**

Valuing difference

**What we mean**

**Valuing difference means we reflect our people, communities and audiences as they are.**

**It means the highest quality creative ideas; attracting and retaining the most inspiring talent, on and off screen.**

Valuing difference means that everyone in BBC Studios feels comfortable to do their very best work, making their influence felt on the kind of company we are and in the content we make.

It means fundamental changes to the way we run our business, treat our colleagues and relate to the world in order to reflect and accommodate the broadest spectrum of voices and perspectives.

Valuing difference means giving the best possible value back to the BBC and its licence fee payers.

Where we are going

## Embed, educate and elevate

Our strategy, devised alongside in-depth listening sessions with staff across the business and across the world, is three-fold: embed, educate and elevate.

Our goal is to achieve genuine, lasting cultural change, to create a place where everyone can grow and thrive.

By putting our people first, we will achieve success through the pursuit of bold British creative ideas. This plan sits at the heart of that approach.



## Approach



**EMBED**

**The way we  
do business**



**EDUCATE**

**How we  
all behave**



**ELEVATE**

**Creating a level  
playing field**

Where we are going

## Embed

# THE WAY WE DO BUSINESS

Embed means **making lasting changes to how we operate** to ensure that we **respect and reflect difference at all levels**. We want to **reshape** BBC Studios' global recruitment and retention infrastructure, to **redesign** our internal staff processes and the governance and **oversight** of how the business treats current and potential staff, as well as our ways of **working with one another** and how we **measure progress in making change**.

In early 2021 we will establish a **network of inclusion advocates** to take the lead in their regions. We will overhaul our recruitment processes to **improve the experience** for those seeking to work with us, including the specific targeting of underrepresented groups and a **new set of assessment tools** for interviews.

## HOW?



### **Global network of inclusion advocates**

A group of Inclusion Advocates whose key role is to actively contribute towards the delivery of the D&I plan in each of their regions. Recruited locally, these individuals will form a group, responsible for promoting and developing a diverse culture which reflects the lived experience of their area.

They will be given the support and resources needed to run tailored campaigns which will support the established targets of the business, connecting and enhancing existing regional culture and D&I activity.

Each advocate will be a point of call for managers and teams, providing information and training on local initiatives, recruitment practices and education.



### **Developing inclusive recruitment practices**

Building the tools for an inclusive recruitment experience, and building relationships with under-represented talent.



### **Improve external access to opportunities**

This will include a new Studios careers site and social networking strategy.

Where we are going

## Educate

### HOW WE ALL BEHAVE

Educate means giving **all our employees the right tools**, knowledge and skills to **change how they think and act** in order for BBC Studios to become an **inclusive place to work**.

Long term, **sustainable change** comes from ensuring that **every individual understands** what they need to do **personally to make sure that difference** is part and parcel of the way we do business. It enables a move from unconscious bias to **conscious inclusion**, with individuals **feeling empowered to act inclusively**.

### HOW?



#### **All employee inclusion initiative**

Equipping teams with the knowledge, skills and behaviours they need to act inclusively. This consists of Inclusion Toolkits, training, resources, guides and targeted support for key roles.



#### **Inclusive recruitment skills**

Giving those hiring new employees the skills to hire inclusively and seek diversity in the widest sense.



#### **Inclusive leadership programme**

Comprehensive programme to encourage senior employees to develop inclusive behaviours for all levels, complemented by targeted coaching where needed.

Where we are going  
**Elevate**

## CREATING A LEVEL PLAYING FIELD

Elevate means **enabling and empowering** diverse groups across the organisation to **reach their potential** and **represent their voices** in **roles at all levels**.

Our plans for our productions align with the BBC's targets, and to achieve these we will be introducing some challenging measures, including a **20% Inclusion rider on productions**, starting with new commissions.

Elsewhere, there will be a focus on **identifying and developing diverse talent** at all levels, with **specific programmes** to target those in, or on the path to, **leadership roles**.

## HOW?



### **Boosting difference on and off screen**

An extensive programme of measures in Production, to bring in, develop, accelerate and connect underrepresented groups, including specific targets for new commissions under the new inclusion rider announced late last year, and a number of targeted interventions to help those individuals starting out in television.

These include an apprenticeship programme for those early in their careers; an Assistant Producer Accelerator Programme, with diversity at its heart, and a mentoring programme for those in mid to senior level roles



### **Bringing in diverse talent & developing diverse leaders**

Build talent pools beyond junior roles, developing leadership programmes to ensure access for diverse and inclusive groups and seek diversity in the widest sense.



### **Diverse talent development**

Targeted support and coaching to elevate diverse talent in the organisation.

# Delivering change

## Embed

2020

2021

2022

2023

2024

 Inclusion Advocates recruited

  Improving external access to opportunities within BBC Studios

 Developing inclusive recruitment practices

## Educate

 All employee inclusion initiative

  Inclusive recruitment skills

  Inclusive leadership programme

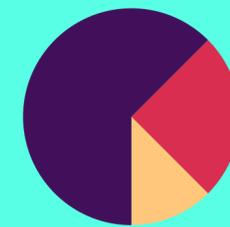
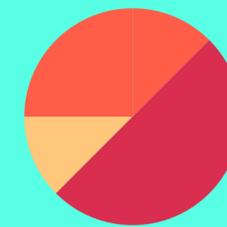
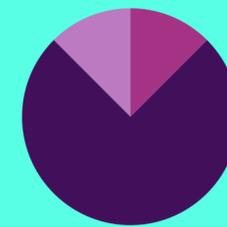
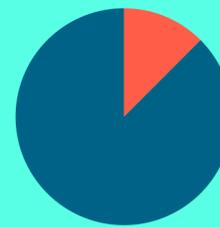
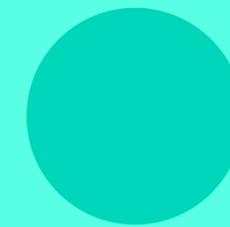
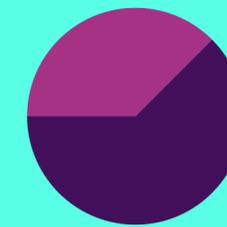
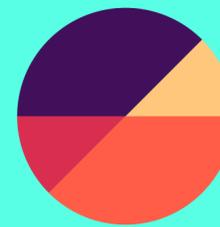
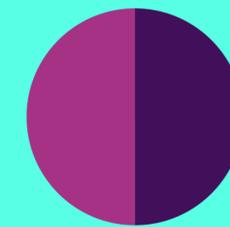
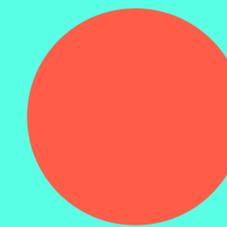
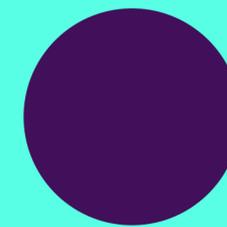
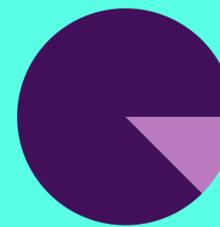
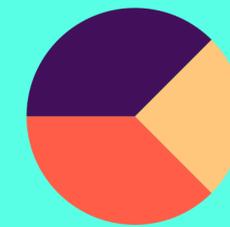
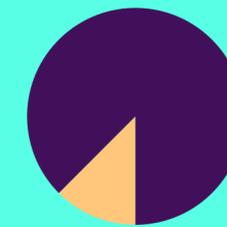
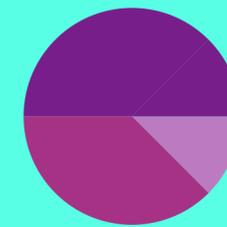
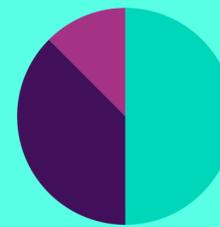
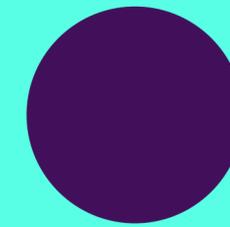
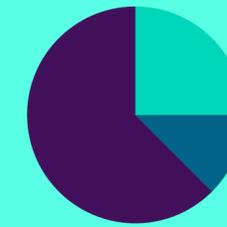
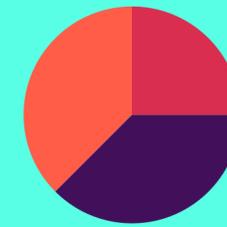
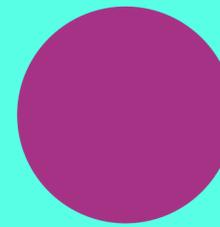
## Elevate

  Boosting difference on and off screen

 Bringing in diverse talent and developing diverse leaders

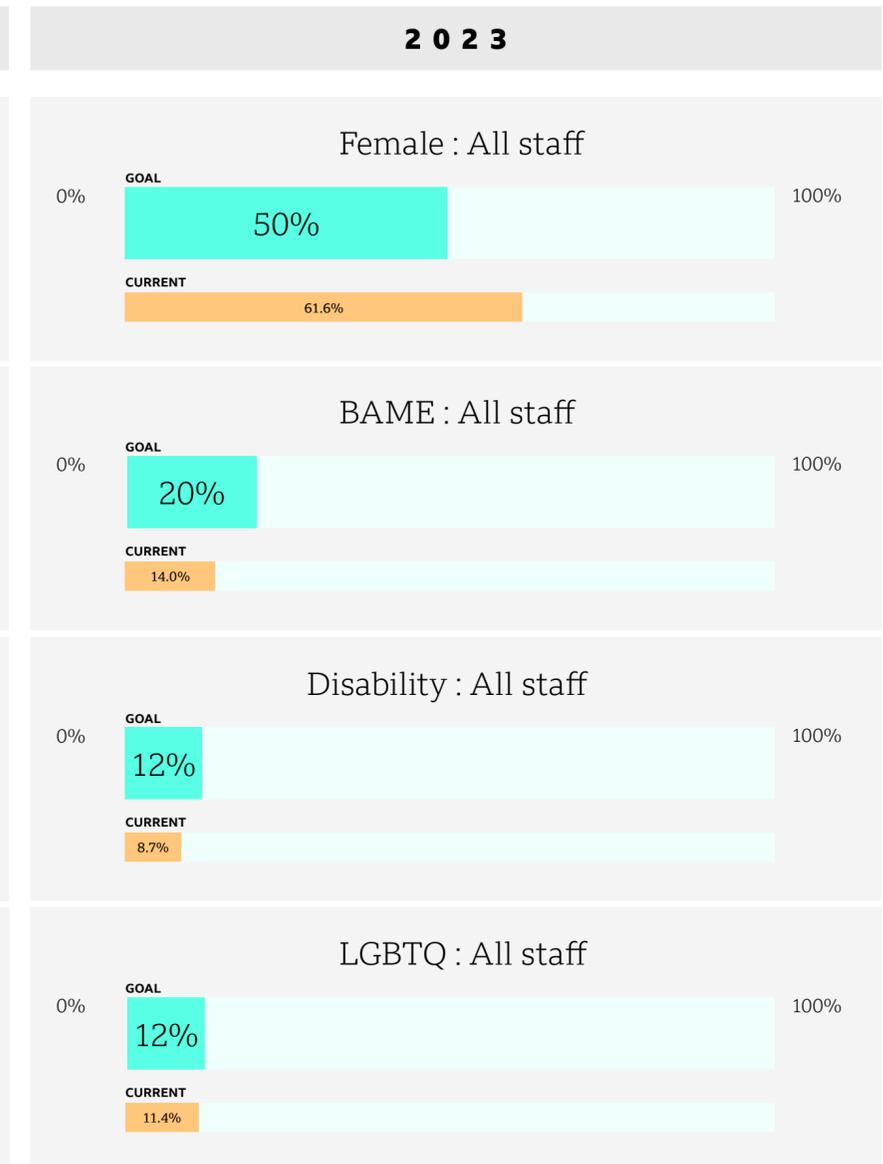
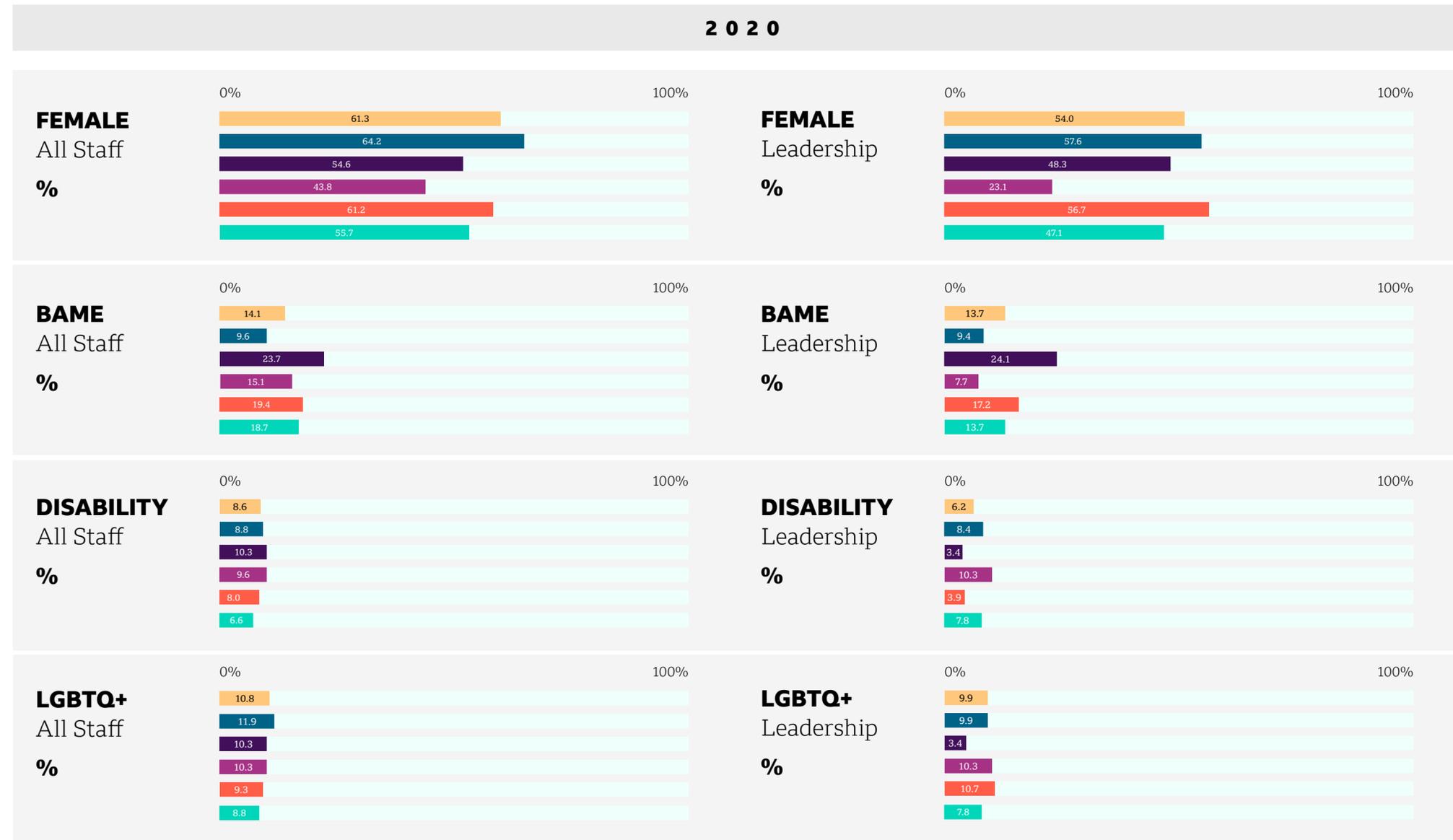
  Diverse talent development

# Appendix



Where we are now

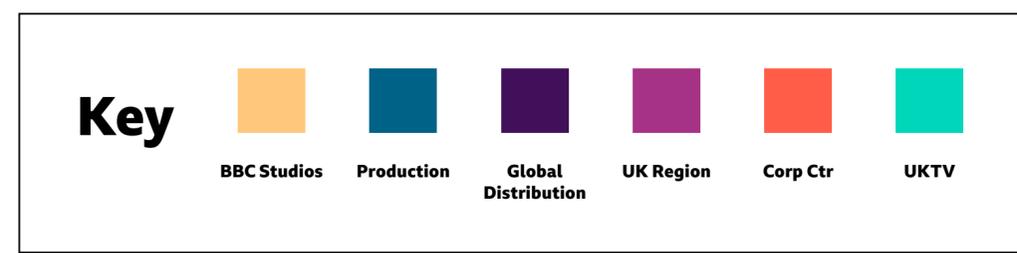
# BBC Studios UK diversity & inclusion data



\*The disclosure rates - the number of people confirming their categories for the above data - for BBC Studios are as follows: Gender: 100%; Ethnicity: 95.8%; Disability: 90.5% and Sexual Orientation: 86.6%

## Purpose

This table gives an overview of our current representation for BBC Studios and UKTV. The targets for 2023 align with those of the BBC Group.



Our Median Pay Gaps	Gender	BAME	Disability	LGBTQ+
2020	9.0%	6.6%	6.3%	5.6%
2019	10.3%	10.2%	8.6%	2.2%

More information can be found at:  
[https://www.bbcstudios.com/media/4450/bbc\\_gpg\\_report\\_2020\\_final.pdf](https://www.bbcstudios.com/media/4450/bbc_gpg_report_2020_final.pdf)

A photograph of two women sitting on a red sofa, laughing heartily. The woman on the left has long dark hair and is wearing a dark sequined dress with a large black bow. The woman on the right has short hair and is wearing a black sequined top with a black sash. The background is a blurred studio set with warm, bokeh lights.

**BBC STUDIOS**