

Fourteen
insights
into

Inclusion & Diversity

Channel Four
Television
Corporation
October 2019



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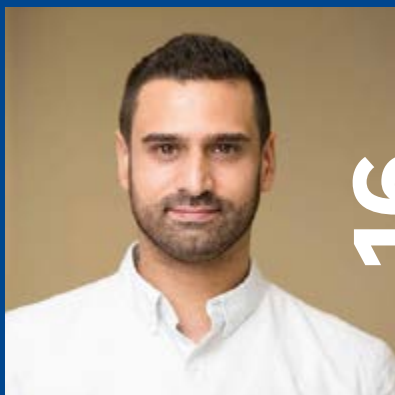
urally society.

**It's written into our remit by
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06

Introduction



16

Lessons for leaders: 14 insights into inclusion



34

Case study: 4Women



08

The commercial case: Why diversity and inclusion makes business sense



26

Case study: The Collective

Contents

Introduction	06
Channel 4 Chief Executive Alex Mahon discusses the importance of inclusion and diversity	
The commercial case: Why diversity and inclusion makes business sense	08
How diversity and inclusion can unlock the competitive advantage	
Timeline	12
A history of inclusion and diversity	
Lessons for leaders: 14 insights into inclusion	16
What our inclusion and diversity journey has taught us – and our top tips for creating change within your own organisation	
Case study The Collective	26
Tackling challenges around recruitment, culture, progression and retention of BAME employees	
Case study 4Pride	28
Creating one of the most LGBT+ inclusive workplaces in the country	
Case study 4Mind	30
Raising awareness and tackling stigmas	
Case study 4Purple	32
Encouraging a bigger conversation about disability	
Case study 4Women	34
Helping to balance the scales	

Introduction

Diversity has always been a top priority for us. Channel 4 has a public commitment to challenge established views, champion unheard voices and appeal to the tastes of a culturally diverse society. It's written into our remit by Parliament – and it's part of our DNA. We are unashamedly noisy, distinct and different.

Our biggest impact has been in living rooms across the country. Reaching around 80% of all TV viewers every month, we have the power to open up conversations and inspire real change. From screening the first lesbian kiss on *Brookside* and the first black sitcom, *Desmond's*, to producing pioneering content such as *Queer as Folk* and covering the Paralympic Games, we've brought previously neglected experiences and perspectives into the mainstream. As a national broadcaster, we want Channel 4 to authentically reflect and represent our country.

But this isn't just about what we show on screen, it's about the talent behind the screen, in our own organisation. When I joined Channel 4 at the end of 2017, I put inclusion and diversity at the top of the boardroom agenda. This is something I care deeply about – not just because it's a moral imperative, but because it's also a commercial advantage. Research proves that diverse teams are more innovative, more creative and more successful.

Ofcom found that we have a greater proportion of women and disabled staff than any of the other public service broadcasters. We've been named Britain's Best Diverse Company and we've been awarded the EY National Equality Standard – we were the only company ever to be placed at the highest level, 'Institutionalised Inclusion'.

Other business leaders often ask me how we've done so well. My reply is always: "We haven't done well enough." We need to keep building a truly inclusive culture where everyone feels valued. We need to start measuring and tracking our disability and LGBT pay gaps, to be even more transparent about our data and reduce any gaps. And we need to continue setting ourselves ambitious diversity targets so we can keep shifting the dial. Our goal is to achieve a 50/50 gender split and hit our 20% BAME target for senior leaders (top 100 by pay) by 2023. We won't hit those numbers by simply adjusting the incoming pipeline or assuming that views will trickle down from the top. We have to work harder.



Research proves that diverse teams are more innovative, more creative and more successful."

This report pulls together some of the lessons and insights we've learned about inclusion and diversity. We want to be honest about what's gone well, what mistakes we've made, and what more there is for us to do. Whether you're just starting out on this journey or you're already on it, we hope this will help you along your way. We all have the power to challenge the status quo and to help level the playing fields to create more inclusive workplaces. We're all in this together.

Alex Mahon
Chief Executive

Opportunity

Seize the



Why diversity and inclusion makes business sense:

The commercial case

There's a clear moral and social case for why diversity and inclusion matter. Everyone should have equal opportunity to develop and progress at work. Everyone should feel like they 'belong'. There's also a compelling business case. Diversity and inclusion is a source of competitive advantage, unlocking creative and commercial benefits. Here's the evidence:

It boosts your bottom line

Fact: companies with more diverse teams make more money. McKinsey's *Delivering Through Diversity* report (2018) shows that companies in the top quartile for gender diversity in their executive teams are 21% more likely to have above-average profitability than companies in the bottom quartile. And firms in the top quartile for ethnic/cultural diversity are 33% more likely to outperform on profitability. The same applies at the bottom end of the scale – less diverse companies lag behind their competitors. There's a penalty to pay for ignoring diversity.

**It drives innovation**

Apple's CEO Tim Cook says he "relies on employees' diverse backgrounds and perspectives to spark innovation [...] The most diverse group will produce the best product". He's right. Research shows that diverse and inclusive teams are more creative and innovative. They bring different experiences, perspectives and approaches to the table, they're better at tapping into new markets and they're less afraid to fail. According to Accenture's *Getting to Equal 2019* report, an 'innovation mindset' is six times higher in the most-equal cultures than in the least-equal ones.

Teams are smarter

Diverse teams challenge stale ways of thinking and can approach problems from different angles. Cloverpop's 2017 report, *Hacking Diversity with Inclusive Decision Making*, shows that inclusive teams make better business decisions 87% of the time. They also make decisions twice as fast (with half the meetings) and they deliver 60% better results.

Win the war for talent

Companies that take diversity and inclusion seriously are more likely to attract top talent. When deciding whether or not to accept a job, 45% of men and 54% of women will research the company's diversity and inclusion policies, according to PwC's 2017 *Magnet for Talent* report. Strong diversity and inclusion practices don't just bring employees through the door, they encourage them to stay – research shows they're more engaged, collaborative and committed. In Deloitte's *Inclusion Pulse* survey of more than 1,300 full-time employees, 72% of respondents said they'd consider leaving an organisation for one that's more inclusive. And nearly a quarter of the respondents had already done just that.

A rich history
celebrating
inclusion and
diversity...



The Big Narstie Show



Since Channel 4 launched in 1982, we have been on a journey to embed diversity on and off screen. Here are the key milestones of our journey so far.

1982



11.5m

viewers tune in to Channel 4's launch. Channel 4's mandate to take risks and offer diverse and alternative programmes is a fresh new take on British TV.

1983



No Problem!

Channel 4 series *No Problem!* becomes the first comedy series to address the lifestyle of the British black community.

1989



Desmond's

Channel 4 airs *Desmond's*, a classic sitcom set in a Peckham barber shop, starring the late, great Norman Beaton.

1994



Brookside

Channel 4's *Brookside* showcases the first lesbian kiss on pre-watershed British TV.

1998



MOBOs

Channel 4 becomes the first national broadcaster to air the MOBO Awards, celebrating excellence in black music.

1999



Queer as Folk

Chronicling the lives of three gay men living in Manchester, Channel 4's *Queer as Folk* was a groundbreaking drama.

2000



Unreported World

Channel 4 launches *Unreported World*, a foreign affairs programme to uncover international and diverse stories usually ignored by the world media.

2012



Paralympic Games

The *London 2012 Paralympic Games* become the most extensive Paralympic Games coverage ever broadcast in the UK – and was Channel 4's biggest event in its history.

2015



360° Diversity Charter

Through the Charter, Channel 4 sets out a major commitment to leadership in diversity at every level of the organisation.

2017



Diversity in advertising

Channel 4 launches £1 million Diversity in Advertising Award, an annual prize to encourage the advertising industry to embrace inclusive campaigns.

2017



1st female CEO

Channel 4 appoints the first female Chief Executive of any major PSB, Alex Mahon.

2017



Genderquake

Channel 4 commissions *Genderquake*, a ground-breaking two-part series to tackle gender fluidity in the UK, bringing together people from across the gender spectrum.

2018



Inclusion

Chief Executive Alex Mahon announces that inclusion will be a new area of strategic focus for Channel 4 as an organisation.



LESSONS
FOR LEADERS

Fourteen insights into inclusion



What our journey has taught us

1

Start with data

Before you rush out and launch diversity programmes and initiatives, measure what you've got. Who are you hiring? Who are you turning away? Who's being trained and promoted? What's your churn rate? What percentage of people with protected characteristics do you employ – and how does that compare to the national average? There are plenty of frameworks, such as the National Equality Standard, to help you assess your diversity data. But remember: numbers don't give the full story. They don't reveal how influential a given minority group is within an organisation or how often they attend pivotal meetings. You need to use a mix of quantitative and qualitative data. For example, we commissioned studies on social mobility and the lived experience of our BAME employees and we laid out our targets and commitments across the board – giving everyone the chance to measure our actions.



Be an inclusive leader

2

It's not enough to simply throw a bunch of diverse people together. Change starts at the top: CEOs must constantly bang the drum, challenge the system – and empower others to change it. Teams with inclusive leaders are 17% more likely to report that they're high performing, 20% more likely to say they make high-quality decisions, and 29% more likely to report behaving collaboratively, according to research by Harvard Business Review.

“

**This isn't something
you can fob off to HR.
Nothing will get done
unless the CEO makes
it a personal priority.”**

Alex Mahon
Chief Executive



Don't be afraid to poke the hornet's nest. Be ready to have difficult and uncomfortable conversations."

Angela Chan
Head of Creative Diversity
and Special Projects



3

Get everyone on board

Why should employees bother filling out surveys? Why should they share personal data about their ethnicity, religion and sexuality? No one wants Big Brother watching them. Before you start tracking diversity, explain why you're doing it, set out the moral imperative and the commercial case, and get everyone behind it. We took inspiration from a leaflet produced by Stonewall called 'What's it got to do with you?' and published ten reasons why staff should share their data. It was less legalistic, it was warm and it encouraged people to be more open.

4

Prepare to be shocked

Research by Caerus Executive told us that BAME employees felt they weren't rising up the ladder at Channel 4. A study by Sam Friedman, Associate Professor at the London School of Economics, revealed that just 9% of our employees were from a working-class background, leading us to be labelled as 'Britain's poshest broadcaster'. Our mean gender pay gap in 2017 was 28.6%. Those results were shocking – but we published them anyway. If you ask your employees questions, be prepared to hear answers you don't like and don't try and bury them.



5 Set up structured networks

Network groups can act as a powerful tool to promote diversity at work, bringing employees with shared characteristics together and giving them a collective voice on their issues. We have five employee network groups: 4Mind, 4Purple, 4Pride, 4Women and The Collective. While network groups tend to spring up organically and are led by volunteers (based on passion rather than job title), don't leave them to drift. Make sure they have a mission statement, objectives, an executive sponsor, accountability and a budget, otherwise they can become a 'talking shop' with no real influence.



We're an earpiece for the staff. We're there to open up the conversation, challenge management and call out any bullsh*t."

Landy Slattery
Creative Director, 4Creative
and Co-Chair, 4Women



When you bring together people with different opinions, backgrounds and experiences, there will be clashes and tension. You need to equip managers to deal with that.”

Caroline Ross
Chief Human Resources Officer



Hold senior managers to account

Managing a diverse workforce isn't easy. Expect constant conflict. We have mandatory inclusive leadership, inclusive hiring and unconscious bias training for all Channel 4 Execs and Heads of Department. Managers don't just need to be trained, they also need to have incentives and be held to account. We're building a recruitment tool to help Execs manage and measure their pipeline – and we're pinning corporate bonuses to diversity. Set targets and back them up with cold, hard cash.



Widen your net

If you want to broaden your talent pool, you have to rethink the way you recruit. For the past four years, Channel 4 and MyKindaFuture have been running Pop Ups across the UK to promote our work experience programme and our production training and apprenticeship schemes. We want to find rising stars who can bring something different to our industry, who want to shine a light on under-represented areas or issues. Last year, we met 683 young people in Dundee, Liverpool, Nottingham, Sunderland, Swansea and Wolverhampton.



What Makes a Woman?

9 One-off initiatives aren't enough

To tie in with the Rio Paralympic Games, we made 2016 Channel 4's Year of Disability. As part of the initiative, we supported the careers of 20 disabled people working behind the camera in our biggest suppliers, and we ringfenced half of our apprenticeships and 30% of work experience places for disabled applicants. But where are they now? How have they progressed? How are we helping to develop them into leaders? We recognise that good intentions aren't enough. Diversity and inclusion efforts need to be sustainable and have a lasting impact. Now, for instance, we spend time helping our apprentices plan their next steps, looking for opportunities inside and outside of Channel 4.

8 Diversity doesn't stick without inclusion

'Diversity' and 'inclusion' are so often lumped together that they're assumed to be the same thing. They're not. Diversity equals representation; it's about hiring minorities. But if your culture isn't inclusive, those talented employees will leave. We learnt that the hard way. Research showed us that a proportion of our BAME staff do not feel included. So last year we flipped our focus; we started talking about I&D instead of D&I. We hired Yasir Mirza as our new Head of Inclusion and Diversity and we are launching a new I&D council with representatives from our offices across the UK. As inclusion strategist Vernā Myers put it: "Diversity is being invited to the party. Inclusion is being asked to dance."



**If you have diversity
without inclusion,
it can lead to a
toxic culture."**

Yasir Mirza
Head of Inclusion and Diversity



11

...and a diversity backlash

By focusing on minorities, you risk alienating the privileged majority. Research by EY shows that white men can feel left out of the conversation and overlooked for promotion, which can cause tension and a backlash against diversity programmes. Case in point: former Google D&I engineer James Damore suing the tech giant for “discriminating against white men”. Build a culture where everyone can be unapologetically themselves, involve men as mentors and allies, and make sure programmes educate not alienate. Check out Accenture’s *Inclusion Starts with I* video.

10

Beware of diversity fatigue...

Some people are fed up of hearing about diversity and inclusion, and it can be difficult to stay committed when progress is slow (or non-existent). According to *The New Yorker*, “the true casualties of diversity fatigue are the ones who never feel entitled enough to complain about it”. Don’t bombard employees with too many different initiatives – go for a drip-drip approach. Our network chairs use a joint diversity calendar so they can carefully plan staff events throughout the year and avoid clashes.

Lessons for
leaders: 14 insights
into inclusion

12

**Influence
your partners...**

No business is an island. You can be a game-changer by demanding diversity of your partners and the wider ecosystem. We introduced Commissioning Diversity Guidelines, for instance, setting genre-specific targets on and off screen to make sure the production companies we work with create programmes that showcase Britain in all of its brilliant diversity. Last year, 89% of programmes met those guidelines – the highest yet. And we can make an impact by where we spend our money. As part of our ‘4 All the UK’ strategy, we’ve boosted our Nations and Regions content spend from its current quota of 35% to a new voluntary target of 50% by 2023 – worth up to £250 million in total.



13

...and your competitors

Don't keep your strategies a secret. If you're committed to delivering real change, share your successes and your mistakes with your competitors and help raise an entire industry. We started running the annual D.I.V.E.R.S.E. Festival to bring together broadcasters, indies, talent, commissioners and wider creative industry stakeholders to celebrate diversity and inclusion, share best practice and learn from each other. We're also part of DIAMOND, a ground-breaking, industry-wide monitoring system where competing broadcasters collect and publish diversity data together.



We need to find collaborative solutions to the big future challenges. It's inefficient if we all have to make the same mistakes."

Briony Robinson
Policy and Public Affairs Manager
and Co-Chair, 4Mind

14

Learn from outsiders

You need to track what's happening elsewhere to stay ahead of the curve. Use lists such as the Thomson Reuters Diversity & Inclusion Index and the Stonewall Workplace Equality Index to benchmark yourself against businesses in other sectors. While we've taken inspiration from companies such as Clarion Housing, banking group BNP Paribas and energy firm Eni to develop ways to measure inclusion at Channel 4, we haven't spent enough time looking outside our own industry. We know that if we want to be one of the world's most diverse and inclusive companies, we have to learn from the best.



Grayson Perry: Rites of Passage

From *Desmond's* and *12 Years a Slave* to *Things We Won't Say About Race That Are True*, Channel 4 has a strong record of representing ethnicities on screen. But behind the scenes, a number of our BAME staff have felt undervalued.

18%
**BAME staff at
Channel 4**

Currently about 18% of Channel 4 staff are BAME, with the majority working in lower-earning jobs and only 12% in leadership positions. In 2018, Channel 4 had a 19.1% BAME mean pay gap and a 29.9% bonus gap.

Research by Caerus Executive in 2017 revealed that often BAME employees felt they couldn't be their 'authentic selves' at work.

19.1%
**BAME mean
pay gap (2018)**

The Collective was set up as an employee resource group last year to tackle the big challenges around recruitment, culture, progression and retention of BAME employees, and to help devise a strategy for how we make positive change. With Chief Executive Alex Mahon as the Group's executive sponsor, The Collective want to see BAME staff represented at every level in the company, with a particular focus given to unlocking the potential of the "frozen middle" (middle managers who are the gateway between junior to mid-level employees and leaders in the corporation), and to nurture the progression of BAME employees into leadership roles.

The Collective also recommends how key dates, such as Black History Month and Diwali, should be celebrated throughout the year, and runs a series of inspirational talks and discussion groups.


THE COLLECTIVE



If you're not able to see yourself represented at every level within an organisation, it can be very damaging to your sense of belonging and has a negative impact on career progression. We need to get rid of unconscious bias."

Maria St. Louis
Agency Sales Manager and Co-Chair,
The Collective

When Channel 4 published its 360° Diversity Charter in 2015, it revealed that only 2.4% of its employees were LGBT+. 4Pride was set up in response. Its mission: to inform, inspire and educate – and to make sure Channel 4 is one of the most LGBT+ inclusive workplaces in the country.



6%
**of Channel 4 staff
identify as LGBT+**

The network runs around 15 events a year, ranging from film screenings and panel discussions to socials and celebrations spotlighting dates such as Pride and LGBT History Month. Last year, Channel 4 partnered with Stonewall to mark the 30th anniversary of National Coming Out Day, with LGBT+ celebrities and influential figures taking over the continuity announcements.

4Pride also aims to drive change within Channel 4, developing clear staff policies including family-friendly leave for same-sex couples, securing more LGBT+ training resources such as the Stonewall Trans Allies programme, and encouraging regular, vocal support for LGBT+ staff from senior leaders and managers.

4Pride also engages with the wider LGBT+ community, raising money for charities including the Terrence Higgins Trust, Mermaids and Just Like Us; as well as donating airtime to Pride in London. It was named Best Employee Network Group at The British LGBT Awards 2019.

Channel 4 has seen the number of LGBT+ staff rise from 2.4% to 6% over the past three years – and will publish its LGBT+ pay gap for the first time in 2019.



LGBT+ staff need to feel able to talk to their managers about specific issues, or to go for promotion without worrying about whether their sexuality will hold them back."

Angus Wyatt
Commercial Partnerships Development
Executive and Chair, 4Pride



Whether it's *Hollyoaks* or *The Stranger on the Bridge*, Channel 4 is known for broadcasting programmes that break taboos and challenge conventional thinking around mental health."

Claire Walton
Assistant and Co-Chair, 4Mind

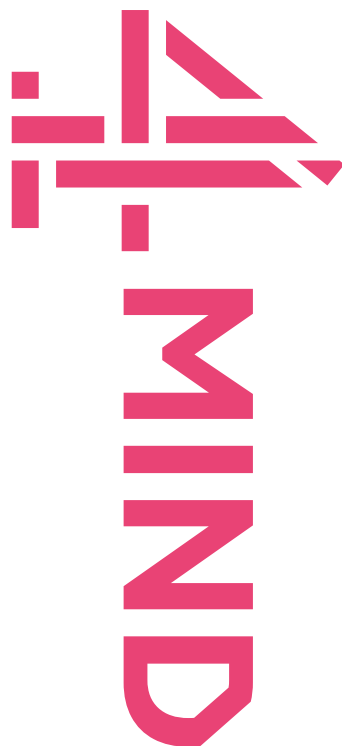


Behind the cameras, Channel 4 is also raising awareness and tackling stigma through 4Mind, the company's mental health employee network.

4Mind is focused on shaping internal policies and resources, and making sure Channel 4's network of around 90 qualified mental health first aiders (more than 10% of staff) remain confident, visible and available so anyone with mental health issues can speak up – and be supported.

With one in four people experiencing mental ill health each year, 4Mind is also driving the internal culture and conversations, organising workshops on topics such as mindfulness, meditation and resilience, sessions with therapy dogs, film screenings and motivational talks.

Channel 4 has signed the 'Time to Change' employer pledge to help end mental health discrimination.



Case study

2016 was Channel 4's Year of Disability, a major commitment to increasing the representation of disabled people on air and within the broadcasting industry, timed to coincide with Channel 4's status as official Paralympic broadcaster. Channel 4 set itself the target of becoming one of the UK's top employers for disabled people by the end of 2020.



An internal 'This Is Me' campaign, in which ten disabled staff and line managers made short films about their day-to-day life at Channel 4, tapped into the power of stories to stimulate a culture of openness. The videos encouraged 90% of employees to update their diversity data – and the percentage of staff disclosing a disability rose from 3% to 11.5%.

4Purple launched in 2018. The core purpose of the network is to encourage a bigger conversation about disability at Channel 4. It is open to all staff – some members have disabilities, some do not. The network has helped shape inclusive recruitment and workplace adjustments policies, and runs 'Lunch & Learn' sessions plus other events. To mark International Day of Persons with Disabilities last year, for example, 4Purple spearheaded initiatives such as the first ever live signing of *Channel 4 News* and a brand advert featuring disabled staff from a number of different companies.

Channel 4 is the first media company to achieve the status of Disability Confident Leader.

4PURPLE



Winter Paralympic Games



The core purpose of the network is to encourage a bigger conversation about disability at Channel 4."

Corie Brown
Continuity Announcer and
Co-Chair, 4Purple

Although Channel 4 is headed up by Alex Mahon – the first woman to lead a major UK broadcaster – the company doesn't have enough women in its top echelons. Its mean gender pay gap of 22.6% is skewed by the higher proportion of men in senior positions, and twice as many women as men in the two lower-earning quartiles, pulling down the average female earnings.

The company's relatively flat structure means there are limited upward opportunities and no clearly defined career path for women to follow. There are also some concerns about line manager support and sponsorship. The combined result: a lack of confidence and motivation among female staff.

4Women was set up to help balance the scales. Now with 350 members, the network runs 'Come Dine with Me' lunches hosted by senior Channel 4 women, plus training sessions and talks from inspiring women such as *Bloody Brilliant Women* author and *Channel 4 News* Presenter Cathy Newman. The group also collaborates with HR to influence and clarify policies that disproportionately impact on women – such as family and flexible working policies.

Members of the 4Women committee were also involved with RISE, a programme to help supercharge the careers of Channel 4's female staff. The programme reached 200 women across different levels of the business, covering key themes of confidence, control and creating allies. The company aims to achieve a 50/50 representation amongst the top 100 earners by 2023.





4Women was
set up to help
balance the
scales."

Navene Alim
Senior Lawyer and Co-Chair, 4Women

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