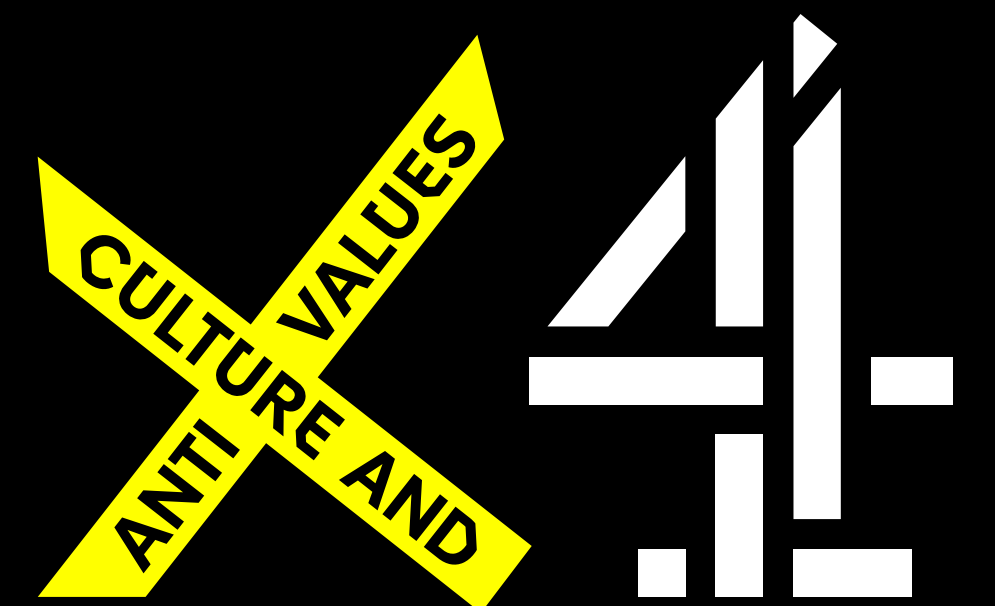


NOT JUST ANOTHER BORING CORPORATE STRATEGY DOC

Channel 4 Culture and Anti-Values



That's very Channel 4

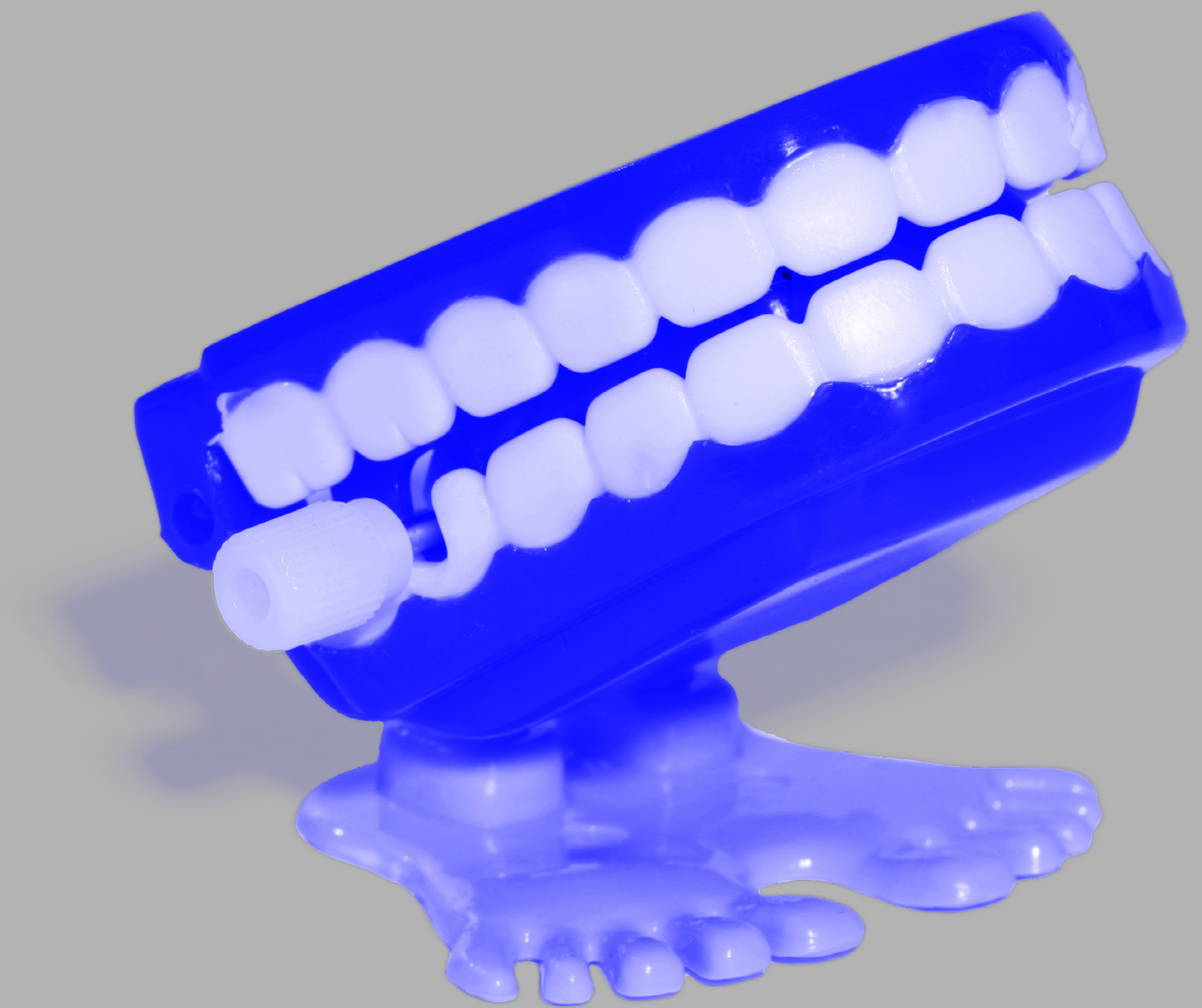
Look. We know things like this can sometimes feel a bit corporate. Somehow writing down our culture and our values doesn't feel very in line with our cultures and our values.

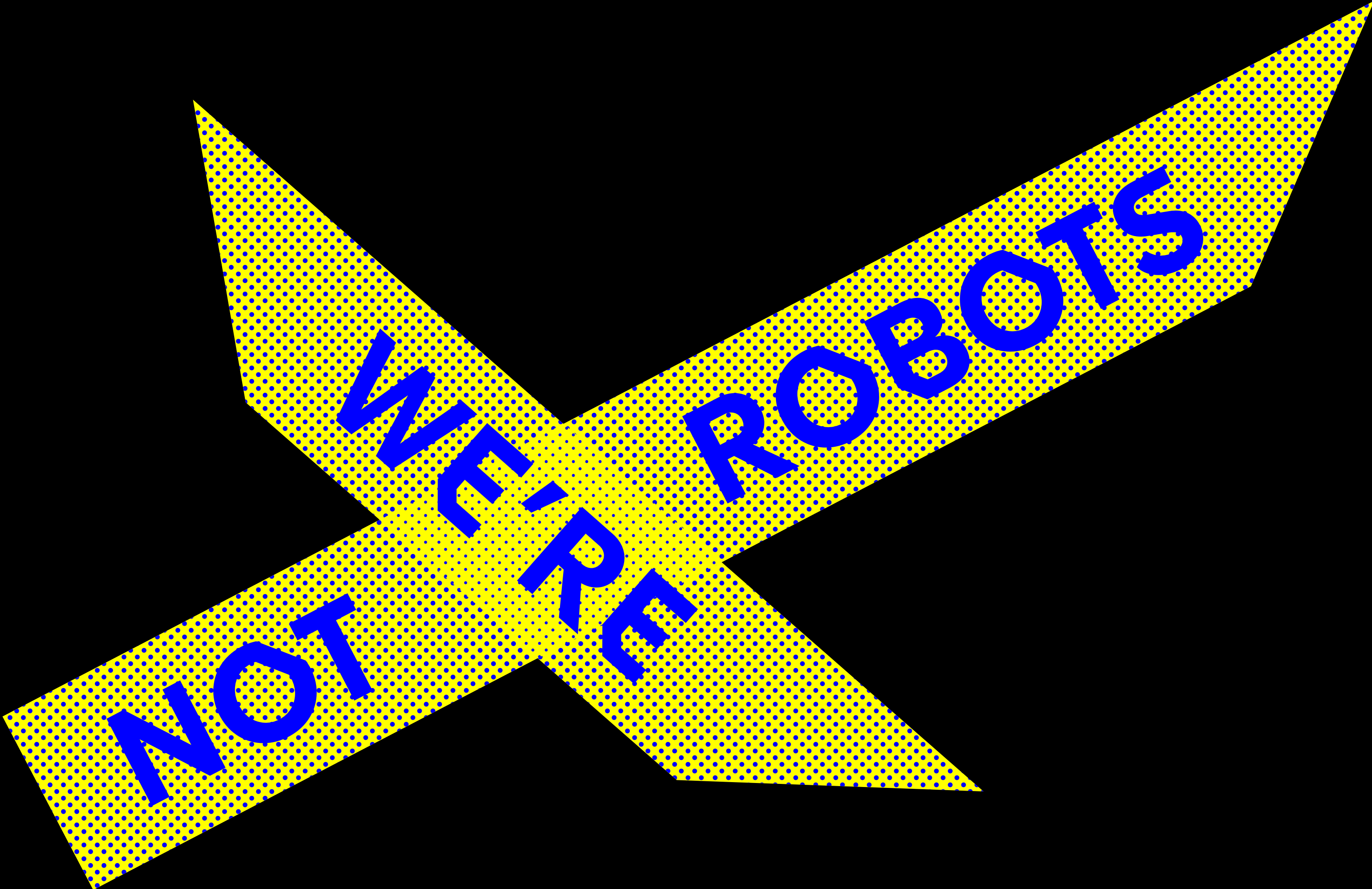
But as we open new offices in new places, and say hello to new people, we keep getting asked the same question:

“When people say, ‘That’s very Channel 4’ or ‘That’s not very Channel 4’, what do they actually mean?”

So we spoke to over 150 people across the company about what they think Channel 4 is – and how we work – when we're at our best. We've listened to everyone's thoughts and distilled them. Hopefully we've captured some of the good stuff.

Thanks,
Channel 4





When you're not the biggest, **you've got to be the most creative.**

Our original thinking has always given us our edge over the competition. And that's never going to change. On and off screen, we're at our best when we look at things differently and do things nobody else would dare.

I work in accounts so I can skip this bit...

We'd imagine most people are skim reading by this point, and that's okay. But, for the record, we really believe creativity is incredibly important in every job role. Whether you're crunching numbers in accounts or commissioning a new comedy, whichever office you're in, we want you to look for creative solutions to the challenges you face.

You're not going to tell me to "think outside the box", are you?

We're not fans of clichés but yes: if you come up with a great new idea or a novel solution to a problem, we won't roll our eyes and say, "That'll never happen." We'll say, "Be even bolder."

So what are you doing to get my creative juices flowing?

Please don't talk about our creative juices. But when we can, we promise to put on free screenings of our films, to invite you to content "sneak peeks" and project showcases, so that you feel you're involved in our content and commissioning (and get the inside track on our shows).

Sounds good. I'll go back to my desk now.

But don't forget to look up from your screen! The real magic happens when you work with other teams and departments. From everyone pulling together to put on the Paralympic Games, to people across Channel 4 working creatively to bring Waad Al-Kateab's story to screen, we can achieve great stuff when we collaborate.





Our work matters.

It provokes,

challenges and

entertains Britain.

And we're all here because we're the right people to make it happen. So let's grab the cow by the udders. If you see a problem, call it out. If you can think of a solution, even better. Take responsibility for standing up for what's right and saying what needs to be said.

Quite frankly, I could do with more “rope”.

We don't want you to feel held back at work. Tell us about the pointless procedures, boring bureaucracy and ridiculous rules that slow you down and drive you mad. Then we'll do our best to get rid of them.

Just how honest can I be?

If you want to say something, say it – we'll listen. Don't worry about offending anyone (just be polite about it). For example, if you think these values are a load of old bull manure, tell us. We can take it.

But how will I know I'm working on the right stuff?

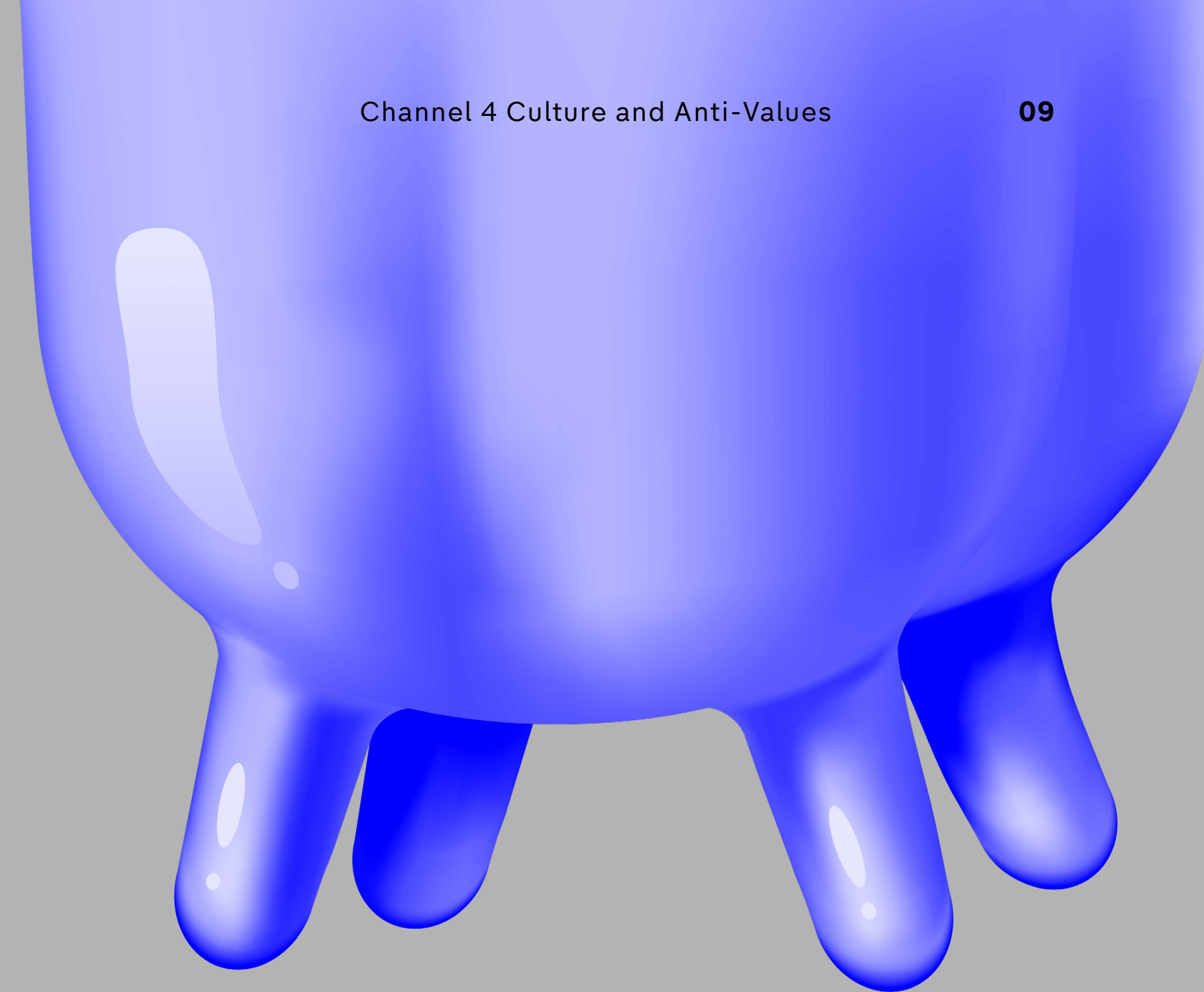
We have quarterly Channel 4 all-staff meetings so you're kept in the loop on what we're trying to achieve and how we're performing. And everybody will have clear performance objectives – so you know what you're doing and can get on with it.

What if I find myself between a rock and a hard place?

We want to ensure you can get the job done in the best way possible, so flag up when things get in your way and your manager will help you get what you need.

And if I have a great idea?

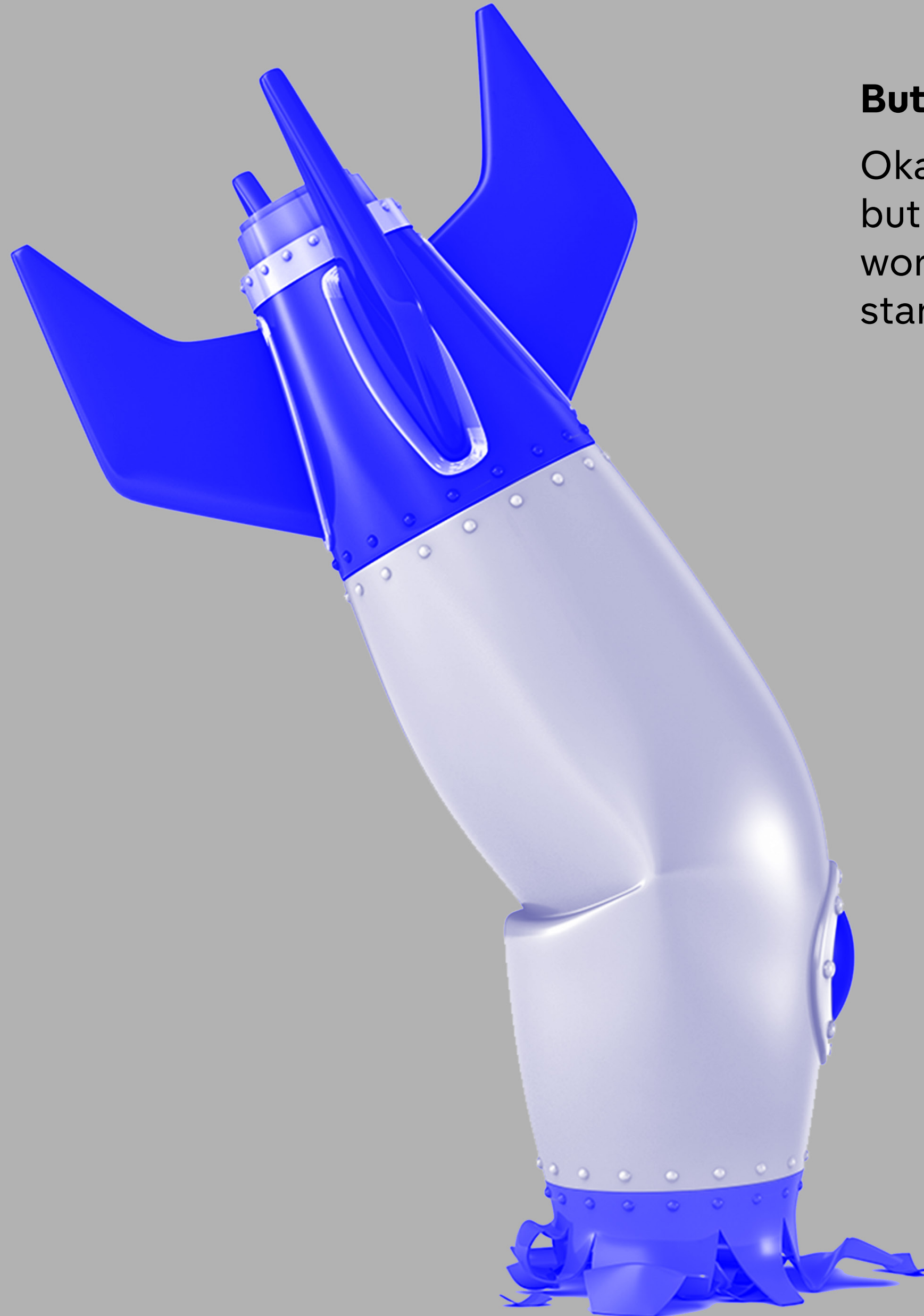
Then run with it. It's your baby. When our super-talented young apprentices wanted to get more involved in programming, they launched their very own Channel 4 news and reviews programme, The Apprentice Show. When The Collective wanted to mark Black History Month, they worked with Commissioning to create a season of documentaries and films, showcasing a combination of influential classics and new bold visionaries. Why not make your passion project our next big success?





We know we need to try
new things. It's only by
experimenting, learning
and working together
to find new solutions
that we'll keep doing
our best work.

Not everything will work out as
planned, and that's okay. Only by
risking spectacular failure can we
achieve spectacular success.



But everyone hates to fail:

Okay. You're right. Failing feels rubbish, but just grab a brownie from the canteen, work out where you went wrong and start planning your next success.

Mmm... brownies.

Don't get distracted. Don't settle for "average" or go for the safe bet. Don't rely on muscle memory for how you work. Question everything, try out new stuff and be willing to adapt.

Surely a mistake could cost me my job?

Channel 4 currently has hundreds of projects on the go. Some will fly, some will stall, some will bomb. We're fine with that. If we're not occasionally failing, then we're doing something wrong.



Channel 4 exists to
encourage diversity
throughout the UK,
and that's just as
important inside
our own buildings.

We want everyone to feel equal, included and free to be themselves. We want to fully represent and reflect the whole of the UK in the diversity of our people and in our ways of thinking. The only thing we will not tolerate is any form of discrimination. Rather than make assumptions, we always try to listen, be thoughtful and treat each other with kindness.

Great, I can “be myself”... but what does that actually mean?

No matter who you are, where you're from, who you're dating, what you believe, how old you are or whatever your disability, that's totally cool.

Hold on. Is this just about ticking boxes?

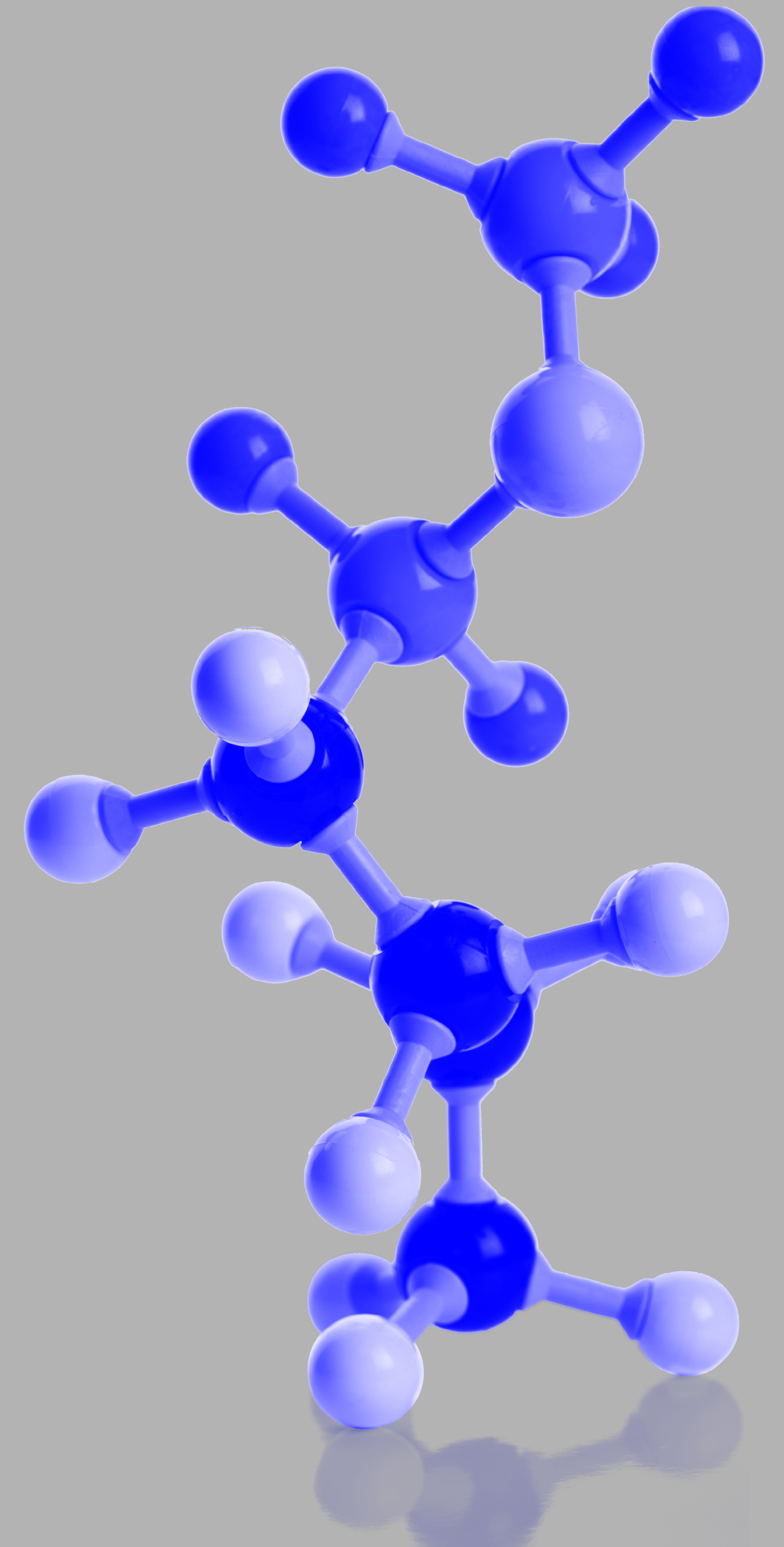
No. This is a real priority for us – it's the right thing to do and it makes us a better business. Research proves that diverse and inclusive teams are more innovative, more creative and more successful. It's part of our DNA.

Don't bosses tend to hire people who are just like them?

Not round here. All Execs and Heads of Department have had inclusive leadership, inclusive hiring and unconscious bias training. We've built dashboards so bosses can actually measure inclusion and diversity in their teams – and their bonuses are pinned to it.

How's it going so far?

We know we've got a long way to go. But we're trying. We're ranked 35th in Stonewall's Top 100 Employers 2020 list, we were named a “Top 10 Outstanding Employer” at the 2019 Ethnicity Awards 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”. But we know there are so many things that still need to improve.



A state of utopia, then?

Not yet! We've made mistakes and have the wounds to prove it. There are no quick fixes but we're doing as much as we can to make Channel 4 the most inclusive employer we can be. But we need your help to achieve positive change.

So how are you making sure everyone feels included?

This is a vibrant, friendly and progressive place to work and we have a zero-tolerance policy towards discrimination. We want to break stigmas and tackle taboos.

We've got the right policies in place, and we're always looking to improve them: for example, we're the first media company to launch a dedicated menopause policy. We have six employee network groups: The Collective (BAME), 4Earth (environment), 4Mind (mental health), 4Pride (LGBT+), 4Purple (disability) and 4Women (gender equality). They all exist to make Channel 4 a better place to work, and the world a better place to be, so come get involved.

So, there we have it. Our culture and anti-values. Our take on what people mean when they say, "That's very Channel 4." But without getting too corny, **our culture only exists because of you.**

So, they're pretty important. That's why, from now on, these four key areas will be measured as part of quarterly staff surveys. And over time, they will start to shape everything we do, from the way we hire, to the way we measure success and reward existing staff.

Hope that all sounds good, but if you've got any questions, let us know.

Thanks,
Channel 4