



*Including you

Channel Four
Television Corporation
Autumn 2019

Inclusion & Diversity

Strategy
& Targets

Channel 4's vision for Inclusion & Diversity

To build on our heritage as a trailblazer in diversity, with an emphasis on achieving greater inclusion; to be a beacon to the UK industry of what an inclusive, diverse and creative culture can look like, and to give Channel 4 a creative and competitive edge.



Drag SOS

1 Inclusive Workforce

To instill a culture where the power of the diverse workforce is celebrated, and people recognise that diversity of thought generates richer ideas.

- Culture and values
- Connected workforce
- Inclusive and diverse leadership
- Development and advancement opportunities
- Internal metrics, targets and reporting



The Lateish Show With Mo Gilligan

2 On Screen

To shift focus to authentic portrayal and representation, allowing audiences to recognise themselves on screen.

- Diverse Faces of 4
- Authentic portrayal



London 2019 World Para Swimming Championships

3 Leading the Industry

To be a driving force and pioneer in the industry on inclusion and diversity.

- Hosting regular I&D events
- Enabling social access into the industry
- Supporting new industry talent
- Innovating industry I&D initiatives

1. Inclusive workforce

Ambitions

- Target of 6% LGBT+ staff across the organisation by 2020
- Target of 20% BAME staff across the organisation and in the top 100 paid by 2023
- Target of 12% disabled staff across the organisation by 2023 (double our previous target of 6%)
- Target of 50/50 gender split across the top 100 paid by 2023

Area of work	Objectives	2019 Activities	2020 Activities
Culture and values	To launch and embed internal cultural values that underpin recruitment, behaviours and corporate culture.	<ul style="list-style-type: none"> ✓ Developing C4 Culture and Values project, defining what Channel 4's workplace culture looks like at its best, and engaging and involving staff in embedding this across the organisation 	<ul style="list-style-type: none"> ✓ Embedding Culture and Values project across Channel 4
Connected workforce	To ensure that all Channel 4 sites are connected on diversity, inclusion, culture and values.	<ul style="list-style-type: none"> ✓ Coaching for Employee Resource Group chairs and planning for multi-site strategy ✓ Establishing I&D Working Group to address inclusion challenges and opportunities across all of our offices 	
Inclusive and diverse leadership	To develop a leadership team that is both diverse in its make-up and inclusive in behaviours.	<ul style="list-style-type: none"> ✓ Setting targets for leadership and Top 100 paid (see <i>Ambitions, top right</i>) 	<ul style="list-style-type: none"> ✓ Working towards reaching targets for leadership and Top 100 paid
Development and advancement opportunities	To develop our internal talent and provide opportunities for advancement.	<ul style="list-style-type: none"> ✓ Running the Commissioning Editor training programme, including training on Commissioning Editors' contribution and response to 'Diverse Faces of 4' and authenticity tracking (see <i>next page</i>) 	<ul style="list-style-type: none"> ✓ Mapping talent framework with inclusion at the heart ✓ Ongoing Commissioning Editor training programme
Internal metrics, targets and reporting	To use our existing diversity metrics to set ambitious targets and use the data for recruitment and retention of staff.	<ul style="list-style-type: none"> ✓ Annual Pay Gap reporting and actions ✓ Setting revised diversity targets ✓ Launching Diversity Reporting Tool, a dashboard comprised of a range of metrics including an Inclusion Metric ✓ Continuing to monitor C4 social mobility ✓ Measuring staff satisfaction 	<ul style="list-style-type: none"> ✓ Ongoing Pay Gap reporting ✓ Rolling out Inclusion Metric as part of the Diversity Reporting tool ✓ Ongoing social mobility monitoring ✓ Measuring staff satisfaction



Sink or Swim



Gogglebox



First Dates

2. On screen

Area of work

Diverse Faces of 4

Objectives

To understand the diversity of our on-screen faces and put in place improvement actions for change.

2019 Activities

- ✓ Monitoring and analysis of Diverse Faces of 4, which measures the diversity of our Top 100 programmes (by audience and hours) and the talent within them
- ✓ Running the 4Sales Diversity in Advertising Award, to help improve diversity in advertising by offering a £1m airtime prize
- ✓ Continuing to support DIAMOND by encouraging indies to submit their diversity data

2020 Activities

- ✓ Ongoing support for the Diverse Faces of 4 programme, measuring the diversity of our Top 100 programmes (by audience and hours) and the talent within them
- ✓ Running the 4Sales Diversity in Advertising Award, to help improve diversity in advertising by offering a £1m airtime prize
- ✓ Launching new on-screen diverse talent initiatives with a long-term strategy to develop new talent:
 - 'Faces of E4' search to launch new young talent
 - 'Faces of Factual' search to find and develop new talent with the aim to grow in the factual genre



The Great British Bake Off



Hollyoaks

Authentic portrayal

To understand more about how authentic diverse audiences find C4 programming – and develop strategic actions to respond to findings.

- ✓ Tracking authenticity on screen by measuring and monitoring how diverse people feel about representation and portrayal on C4 (ongoing)

- ✓ Developing Commissioning Genre Diverse Audience Strategies, in order to evolve how we authentically portray diverse groups on screen

Ambitions

- Diverse Faces of 4: Address representation by aiming for the Top 100 programmes (by audience and hours) and the talent within them, to be more representative of the national demographic
- Use on-screen authenticity tracking to address underperforming areas on screen
- Aim for fair on-screen representation by genre (outside of the Top 100) to ensure that diverse groups on screen reflect the proportion of diverse groups at a national level



Grand Designs



Ackley Bridge

3. Leading the industry

Ambitions

- Provide 26 Apprentice positions with 50% of roles outside of London
- Support 16 disabled trainees on the Paras Production Trainee Scheme
- Continue to track social mobility metric
- Offer 8-12 places on the Commissioning Mentoring Network

Area of work	Objectives	2019 Activities	2020 Activities
Hosting regular I&D events	To launch an ongoing programme of innovative I&D events that covers a wide range of topics.	<ul style="list-style-type: none"> ✓ Hosting the DIVERSE Festival plus other external industry and supplier events ✓ Celebrating Channel 4 Inclusion Week and developing an ongoing programme of events ✓ Offering NFTS training to 100 diverse and regional talent already in the sector 	<ul style="list-style-type: none"> ✓ Hosting the DIVERSE Festival plus other external industry and supplier events ✓ Ongoing NFTS training offer
Enabling social access into the industry	To ensure that people from historically neglected or ignored areas of society are given an understanding and the means to enter the television industry.	<ul style="list-style-type: none"> ✓ Hosting the New Material series of events to help 16-25s across the UK start their careers in media 	<ul style="list-style-type: none"> ✓ Running the 2020 Channel 4 Apprentice Scheme, offering 50% roles outside of London
Supporting new industry talent	To support new talent through existing training schemes and progress diverse talent in industry through targeted initiatives and funding.	<ul style="list-style-type: none"> ✓ Running the Paras Production Trainee Scheme, to recruit and support disabled people who want to start a career in television ✓ Running the Commissioning Mentoring Network, to support young BAME talent in the industry and support BAME talent at a senior level 	<ul style="list-style-type: none"> ✓ Making recommendations for supporting creative diversity through Alpha funding ✓ Running the 2020 Production Trainee Scheme (N&R indie focus)
Innovative industry I&D initiatives	To be recognised as an industry leader in I&D by leading development initiatives that involve other organisations.	<ul style="list-style-type: none"> ✓ Continuing to measure and help drive up social mobility return rates across the industry 	<ul style="list-style-type: none"> ✓ Launching the Women's Mentoring Programme ✓ Tracking indie supply chain specifically for BAME/female-led indies, to monitor progress annually



The Lateish Show With Mo Gilligan



The Circle

Where is our organisation today?

In order to track our progress in inclusion and diversity, we need to know what our baseline is. Here is where we stand:

	December 2017	December 2018	Target
All staff – Female	56%	56%	50% <i>for the Top 100 paid (by 2023)</i>
All staff – BAME	18%	19%	20% <i>for all staff and the Top 100 paid (by 2023)</i>
All staff – Disability	11%	11.5%	12% <i>for all staff (by 2023)</i>
All staff – LGBT+	7%	7.3%	6% <i>for all staff (by 2020)</i>
All staff – Social mobility	33%*	38.5%	

*This figure relates to 2016

How can you get involved?

To have an inclusive culture, we need you to be involved and included. This means we need to create channels through which you can ask questions, give feedback, share ideas – and ensure that you are listened and responded to. To do this we will:



The £1 Houses: Britain's Cheapest Street



I Am Hannah

Establish a new I&D Working Group

The remit of the group will be to address inclusion challenges and opportunities at Channel 4, listening to viewpoints and perspectives from all of our offices and business areas, to ensure that we deliver on our I&D strategy of being an inclusive organisation.

It will act as a cross-office Channel 4 inclusion and diversity working group and ensure that Channel 4 works collaboratively. It will be set up to work across all areas of the business.

Improve Leadership group information flow

Enhancing information flow through the organisation via the Leadership group – establishing a new HOD Steering Group and creating more structured engagement, to support listening to your feedback and responding to you.