



# Diversity & Inclusion Plan 2021-2023



# Transforming the BBC

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“Our ambition is to create a transformed, modern organisation where you are happy, treated fairly, doing outstanding creative work, clear about expectations and focused on delivering value for all. Everything we do relies on us attracting and retaining the finest talent by creating an inclusive, diverse, inspiring and trusted environment. There is much to be proud of, but we must make changes. We want everyone to commit to making a better culture.”

**Tim Davie, BBC Director-General**



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# Foreword

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“Since I was a teenager, I’ve wanted to work for the BBC. Thanks to an introduction from friends with later bedtimes, I’d discovered and fallen in love with French and Saunders, and from there my love for BBC comedy grew. In shows like theirs, the BBC was an additional character. I wanted to get closer to it and be part of its success – not just in telly, but in all the brilliant output that the BBC offers.

The BBC’s public purpose, and its global reach and reputation, draw people to work with us from all corners of the world and from very different backgrounds. But we know that not everyone’s experience matches their expectations, or is as fulfilling as it should be. We know we’re not getting the most from some of the brilliant and talented people we attract, or that we lose them far too early.

Our staff, and some willing external participants, generously gave us their views as part of the review of our previous Diversity and Inclusion Strategy (2016-2020). The new three-year plan introduced in this document is based on their feedback.

I hope these commitments show that we’re serious about the action we must take to be more representative of our audiences and to create a more inclusive working environment where each person feels welcomed, valued and can thrive. We have a lot of work to do to meet this ambition.

This is a plan for everyone – for all our staff, for those we hope will join us in the future and ultimately for our audiences across the UK and beyond.”

**Anne Foster**  
**Head of Workforce Diversity & Inclusion**  
February 2021

# Executive Committee Foreword

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This is a diversity and inclusion plan that matches our ambition for better serving and representing our audiences all across the UK.

The new, bold commitments that make up this three-year D&I Plan are not only organisational ambitions, they are also personal commitments from each member of the Executive Committee.

Together with our Creative Diversity work – designed to provide greater diverse representation on-air, on-screen and across our productions – our workforce commitments outlined here will deliver the changes we need to build trust with our staff, tackle inequalities, role-model inclusive behaviours and address under-representation.

Our people help make the BBC such an important institution – for the UK and the world. It takes a vast array of skills, knowledge and experiences to keep us on-air, on-screen and relevant to our audiences.

We are building a BBC for all of us.

**BBC Executive Committee**

February 2021



# Our Commitments: A Summary

## 1. Expanding The Pool Of Diverse Senior Leaders

We will have diverse succession pipelines for all Band F and Senior Leader (SL) roles. This will include targeted mapping of both internal and external talent.

## 2. Investing In Diverse Leadership

We will introduce a high potential leadership programme with significant diverse membership, reflecting our ambition to meet our 50:20:12 targets, and beyond.

## 3. The Biggest Ever Growth In Entry-Level Opportunities

We plan a significant boost in apprentices at entry- and mid-career level and an expansion of the Assistant Commissioner Programme into other roles across the BBC.

## 4. Setting A Gold Standard For Inclusion

We will create an extensive programme of inclusive behaviour training to support an inclusive culture, supported by a pan-BBC campaign around seeking out and paying attention to new perspectives.

## 5. Great Employee Networks

We want to reform our D&I staff networks to help them work strategically on behalf of employees and audiences, and contribute to the success of the BBC into the future.

## 6. A BBC For All Of Us

We will identify and champion 100 diverse role models.

## 7. Accessible First

We will tackle a culture of 'ableism' with a new approach to accessibility in everything we do.

## 8. Transforming Recruitment

We will set up a radical end to end review of systems, processes, attitudes and outcomes.

## 9. Career Development For All

We will create opportunities for all employees to fulfil their potential and take responsibility for their career.

## 10. Measuring Our Success

We will share a new BBC-wide framework for performance, development and metrics, starting with a Senior Leader Index.



We're committed to creating  
an organisation that  
reflects more accurately  
the society we serve.







# Explaining Diversity & Inclusion

**Miguela Gonzalez**  
**Diversity & Inclusion Lead, Nations**

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“Diversity isn’t simply about assembling the right ratio of people with different characteristics or identities. It’s about understanding why those differences are valuable. Firstly you start to think beyond legally protected characteristics and you embrace all the nuanced varieties of ‘us’ - those who make up our workforce and our audiences.

Secondly, from a business perspective, you stop thinking about diversity as a problem to be solved and you start thinking of it as an essential component in driving continuous improvement, success, engagement, and creativity, which in the BBC’s case is our lifeblood. Without a wide range of backgrounds, perspectives, lived experiences, and ways of working we immediately limit our creative capacity.

But it’s impossible for me to speak about diversity without discussing inclusion. If we don’t address the issue of inclusion within our organisation, diversity will be seen as a failed experiment. We’ll throw our hands in the air and say, “Well, we recruited, we trained, we let them in... but we didn’t keep them. And the ones we keep, they aren’t present, they aren’t engaged.”

So we need to think not only of numbers in terms of representation, but also in terms of the culture created around difference. On screen, is diversity always a specialist topic or is it embedded in our programmes? Off screen and in the workplace, are you getting the best out of team members? Are they fully engaged? Are they bringing their true selves to their tasks and being allowed to add the value that naturally comes with being included?”



# Introduction

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This is our workforce diversity and inclusion (D&I) plan covering 2021 to 2023. It has been developed based on our extensive review of the D&I Strategy 2016-2020 and feedback from our staff and key stakeholders, including what's been achieved and what we still need to work on and prioritise. We will deliver this plan alongside our creative diversity commitments, as set out in the Creative Diversity Report 2020.

With this new plan, we aim to build a truly inclusive culture at the BBC where people see themselves represented, feel they can do their best work, meet their career aspirations and thrive. We are the world's leading public service broadcaster and we want to be the UK's most inclusive media organisation, while demonstrating our commitment to our international colleagues and audiences. We will build trust with our staff and audiences and hold ourselves to account to deliver on our promises.

The plan is underpinned by the BBC values:

- Trust is the foundation of the BBC. We're independent, impartial and honest
- We put audiences at the heart of everything we do
- We respect each other and celebrate our diversity
- We take pride in delivering quality and value for money
- Creativity is the lifeblood of our organisation
- We're one BBC. Great things happen when we work together

We approached the shaping of our new D&I Plan in two ways:

- **a review of our 2016-2020 D&I Strategy** – via a pan-BBC consultation on the impact of the existing work;
- **diversity modelling** - to identify new targets that are stretching but achievable.



# D&I Strategy 2016-2020: A Review

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In 2016, we committed to a series of targets and actions with the aim of creating a workforce that better reflects our audiences.

During that period, in 2018, the BBC also launched reviews on culture and career progression, exploring gender, class, ethnicity, disability and sexual orientation. The findings were published in five landmark reports, each sponsored by a member of the BBC Executive Committee. Many great recommendations were made and adopted, kick-starting the biggest focus on change in decades.

Achievements over this period include:

- Thriving staff networks that help to shape the culture agenda
- A clear Diversity and Inclusion Statement of Intent
- Inclusive Culture training - mandatory for team leaders
- Senior Leadership Team Advisers
- The BBC Disability Passport
- 1,000 LGBTQ+ Allies
- Over 1,000 trained mentors
- Over 100 staff apprenticeship opportunities
- Reformed recruitment processes
- More diverse recruitment
- New Leadership Commitments and training
- The Fair Pay check
- A new approach to flexible working, with 96% of vacancies now advertised as flexible

The recommendations in this Plan will build on much of this work and expand it into new areas, addressing key themes highlighted in a consultation exercise we conducted in June and July 2020.

**1000**  
LGBTQ+ Allies

Over  
**1000**  
trained mentors

Over  
**100**  
staff apprenticeship  
opportunities





# Consultation

## Approach

This work required a rigorous analysis of the culture of the BBC, engaging people from entry level positions to senior leaders, as well as some external stakeholders. Feedback was gathered from:

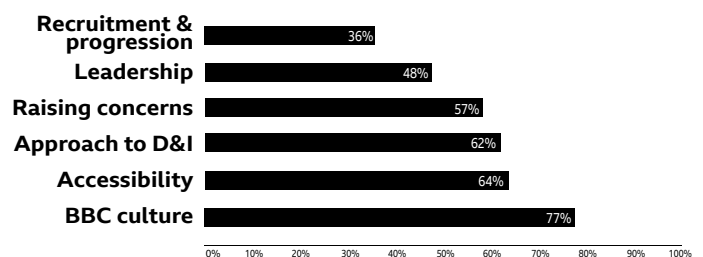
- An online survey with responses from over 8,300 staff from all divisions of the public service and BBC Studios;
- More than 50 focus groups involving more than 300 participants. Some of these were open to all staff but most were targeted at particular staff groups including: Bands A and B, C and D, E and F, disabled staff, regional D&I Steering Groups, HR directors, Staff Network Chairs, trade unions, and our Senior Leadership Team Advisers;
- More than 60 one-to-one interviews with internal and external stakeholders;
- A dedicated email account for individual, confidential submissions.

The consultation focused on six key areas:

- Culture
- Accessibility
- Approach to diversity
- Leadership
- Raising concerns
- Recruitment & progression

The survey demonstrated that staff were most favourable about the culture of the BBC.

Recruitment and progression scored least favourably, followed by leadership.



These results were supported by the findings of the focus groups, which raised concerns about accountability within the organisation. In particular, staff were critical of the lack of consistency in dealing with recruitment and progression, and this was linked to a need for leaders to be more transparent in their decision-making.

The results varied for different diversity demographics within the organisation. The results were more favourable for most factors among staff who are within the 'majority' demographics of the organisation.

The most significant difference was among ethnic minority staff compared to white staff. The responses of disabled staff and LGBTQ+ staff were also less favourable than non-disabled and non-LGBTQ+ staff.



## Key findings

- Staff say they are proud of the BBC values and are committed to public service. However, a **lack of inclusivity** featured as a theme throughout.
- It was strongly felt that the BBC **does not have a culture of actively listening, or giving quality feedback**, which impedes its ability to really understand and learn.
- The culture of the BBC was described as **resistant to deep-rooted change**.
- It was widely felt that leadership styles vary significantly across the BBC, and there is an **inconsistent approach to inclusion and people management**.
- There was a sense that the decision-making **needs to be more transparent**, and that there should be a higher level of scrutiny and accountability.
- There was a significant **lack of trust in recruitment processes**.
- There was the sense that training had not been effective in changing attitudes and behaviours and more work on **inclusive behaviours** is needed.
- Where **staff networks** were used to help understand and guide policy and initiate development, they were highly valued. They had also been invaluable as safe spaces within which to discuss and debate areas of **editorial judgement**. However some felt there was a lack of clarity about the purpose and role of networks and the extent to which they should be tasked with leading the D&I agenda.



## Diversity Targets:

# The 50:20:12 framework

**The table below shows how we performed against our diversity and inclusion targets as set out in the Diversity & Inclusion Strategy 2016-2020.**

Based on our diversity targets for 2020, the BBC has achieved its aim of reflecting the diversity of our audiences within our workforce. However, there is still work to do to achieve gender balance and increase Black, Asian and minority ethnic staff representation in leadership.

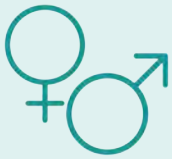
Measure	Unit	BBC 15-16 Full-Year	BBC 19-20 Full-Year	2020 Target	New Target(s)
<b>Gender</b>	All staff	48.7%	48.3%	50%	50%
	Leadership	41.4%	45.0%	50%	50%
<b>BAME</b>	All staff	13.4%	15.1%	15%	20%
	Leadership	9.2%	11.9%	15%	20%
<b>Disability</b>	All staff	3.6%	9.4%	8%	12%
	Leadership	2.8%	8.0%	8%	12%
<b>LGBTQ+</b>	All staff	n/a	8.8%	8%	Over 50% out at work*
	Leadership	n/a	8.9%	8%	Over 50% out at work*

\*Defined as being open about your LGBTQ+ identity to your manager, measured by an annual staff survey.



## Explaining our new 50:20:12 targets

Using predictive analysis we have determined our new diversity goals and commitments, announced by our new Director-General in September 2020. In his introductory speech to colleagues, Tim Davie committed to creating an organisation which reflects more accurately the society we serve. That means a gender balance at the BBC, at least 20% Black, Asian and minority ethnic staff, and building from at least 12% disabled staff towards reflecting the UK population. In addition we will deliver 50:20:12 plans to build our socio-economic diversity, as well as ensuring we are truly inclusive for all LGBTQ+ employees.



### Gender 50%

We remain committed to achieving gender balance at all levels of our workforce. This includes representation of men and women, and we are currently in the process of running a staff diversity census which will for the first time capture non-binary or non-conforming identities.



### Ethnicity 20%

Our 20% target for the representation of Black, Asian and minority ethnic staff and leaders takes account of the fact that our major hubs are located in the UK's most diverse cities. Our city hubs should make a larger contribution to this target, while regional offices should reflect the locations they serve.



### Disability 12%

In consultation with disabled staff in 2018 we set a goal of 12% to reach by 2022. This is now our public commitment and we pledge to review progress and incrementally increase the target until we better reflect the disabled population of the UK.



### LGBTQ+


ONS estimates the UK population is 2.6% LGBTQ+. At the BBC 8.9% of our staff have told us they are LGBTQ+ and many still prefer not to say. LGBTQ+ representation at the BBC is strong, but we know from staff surveys that many of our LGBTQ+ staff still aren't open about their LGBTQ+ identity at work. We commit to increasing the number of LGBTQ+ staff who are open about their LGBTQ+ identity in the workplace to at least 50%.



### Socio-economic Diversity

This is a relatively new area of best practice and we currently only have 58% of staff who have declared their socio-economic background. Through our 2021 census we want to boost declarations to 80% and use that data to set a meaningful target, to be announced in July 2021.

We know that seeking to increase diversity on its own is not enough. Our Diversity and Inclusion Plan sets out, through 10 major commitments, how we will deliver our diversity targets by boosting inclusion at the BBC.

A photograph of four diverse women standing together and smiling. They are wearing lanyards with BBC logos. The woman on the far left has glasses and a white top with blue patterns. The woman next to her is wearing a pink top and a purple lanyard. The woman in the center is wearing a red top and a blue lanyard. The woman on the far right has curly hair and is wearing a green patterned top and a blue lanyard. The background is a simple indoor setting with a white wall and some equipment.

We aim to build a truly inclusive culture at the BBC where people see themselves represented, feel they can do their best work, meet their career aspirations, and thrive.



## Jackie Christie

### Workforce Diversity & Inclusion Lead, Race

*“A place where everyone can do their best work’ is the guiding principle of all of our work in D&I. After the turmoil and agony of racial tensions and global calls for social justice we have witnessed, addressing the challenges preventing Black, Asian and minority ethnic staff achieving their potential at the BBC has never felt more urgent.*

Of course, having one role dedicated to addressing the issues faced by our Black, Asian and minority ethnic staff will not ‘solve’ the problems we face, but it will go some way to making sure that our identities and lived experiences are not ignored or marginalised when we look at how to transform the organisation for the better.

I am so excited to have joined the team on the cusp of a new phase in our work and one of the key things I will be focusing on is making sure this second phase of support continues the brilliant work which began in 2016 with the culture and progression work. No recommendation will be left behind!

Another focus will be to engage in the big ‘HR reset’ looking at how we diversify recruitment and support proper on-boarding to prevent the attrition rates we have seen in the past. I’ll also continue to work on training initiatives on race and mentoring programmes and help grow an environment where diversity targets on race matter at entry level, mid-career and increasingly in leadership.”

A woman with long dark hair, wearing large black headphones and a dark green sweater, is smiling and looking to her left. She is in a radio studio, with a microphone and other equipment visible in the background. The lighting is warm and focused on her.

# Our Diversity & Inclusion Plan 2021-2023

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We aim to create maximum impact with our work over the next three years. Our main initiatives and changes focus on creating the right conditions to consistently deliver on our diversity and inclusion ambitions.

The work set out in this plan outlines initiatives we will carry out across the whole of the BBC to support our 50:20:12 targets. At the same time, the achievement of those targets will be underpinned by a radical process of transformation within each of the BBC's divisions, introducing bold, long-lasting initiatives and structural changes. This will transform the culture of the BBC and the diversity of our workforce and will enable divisions to meet the 50:20:12 targets over three to five years.



# Our Commitments

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## 1. Expanding the pool of diverse senior leaders

We need to see diverse talent represented across the BBC and at all levels. We will develop a robust succession planning programme, involving external, cross-industry partners. We will build talent pipelines for specific roles as well as talent pools to enhance our hiring options. This will include a significant expansion of apprenticeships at entry level.

We will:

- Have a diverse succession pool for all band F and Senior Leader roles, including an external market map of Black, Asian and minority ethnic talent, alongside other diversity mapping supported by, for example, disability recruitment specialists. This in-depth market-mapping will be carried out across the whole of the UK;
- Develop talent pools of diverse appointable staff who can apply for senior vacancies when they arise, notably for defined roles based on workforce planning, targeting divisional vacancies. (Timescale: 2023)

## 2. Investing in diverse leadership

- We will introduce a scaled and focused high potential leadership programme for under-represented groups. Approximately 20-30 people will participate each year, with participants to be 'move-ready' within one year. This will include targeted intense development within current roles coupled with regular access to the Director-General and senior leaders to aid development.
- We will manage expectations, offering feedback and targeted developmental support to both those who are successful and those who are unsuccessful when opportunities arise.
- We will directly link participation in all our leadership development programmes to our 50:20:12 targets. (Timescale: 2022)

### 3. The biggest ever growth in entry-level opportunities

- We intend to significantly increase the volume of apprentices we recruit every year, and expand that recruitment beyond entry level to mid-career level. Our aim is to fundamentally change the proportion of apprentices within our workforce and to target their recruitment to improve our diversity and the socio-economic breadth of our staff. This will be a programme intent on encouraging new talent (at all levels) from across the UK, and working across the country. It will require divisions to think strategically about how they create space for apprentices and retain / develop them once their apprenticeship is completed.
- Invest in a programme to ensure continuous workforce refresh across all divisions to create space and opportunities for diverse talent to grow and progress, hitting our diversity targets (50:20:12 and beyond), and focusing on growing our apprenticeships across the BBC at both entry-level and mid-career level.

(Timescale: annually over the life of the plan)

#### Delivering these three initiatives will result in:

- More diverse talent pipelines and succession plans that reflect the diversity of the workforce and our audiences and meet our diversity targets;
- A higher percentage of under-represented staff being promoted and/or making lateral moves;
- Proactive engagement with, and high quality development of, talented staff who feel better supported in line with their career aspirations;
- Higher levels of trust from staff who can see themselves represented at all levels of the organisation, including in senior leadership roles;
- Industry-leading apprenticeships that attract people to work with us and stay with us.





## Tyler Edwards

### BBC Wales Digital Journalism Apprentice

“Before I joined BBC Wales as a digital journalism apprentice, I thought I needed to fit this ‘BBC mould’. But upon joining, that myth was completely debunked. I was celebrated for being myself and was told to bring my experiences to the table.

Joining as an apprentice is probably the best route I could’ve taken. I’ve been fortunate enough to have opportunities in D&M, radio, news online, TV, and commissioning. Everyone has been so welcoming and really made me feel included – especially during such a tough year where the majority of my time has been spent working from home.

This apprenticeship is the definition of learning on the job. On top of work experience, I’ve been studying for my diploma in journalism with the NCTJ. The exams have been a mission, but it will be so worthwhile in the end. The resources and training I’ve had have allowed me to take hold of every opportunity and boost my confidence a little too!

I come from a working class family and have a mixed heritage. So, what’s also been useful in entering the business is networks like Embrace... feeling a part of a community and knowing that there are people who can relate to cultural experiences that I’ve had and situations that I’ve found myself in.”





#### 4. Setting a gold standard for inclusion

We want the BBC to be a place where people feel they can do the best work of their careers. We need to build trust in the organisation and in each other. We want our people to feel empowered to make decisions for the benefit of the whole BBC and for our audiences.

Our consultation highlighted a range of behaviours that risk undermining our aim to grow an inclusive and kind culture at the BBC. We will work to educate and equip all of us to be inclusive every day in everything we do. This includes how we interact with each other, the way we manage our teams, and the service we provide to our audiences and customers. We will tackle our own biases, and develop self-awareness and an understanding of the impact we have on others. We aim to role-model inclusivity, kindness and accountability at the BBC in every way and at all levels. To achieve this, we will:

- Offer a new suite of learning and development resources and coaching support to tackle non-inclusive behaviours and upskill all staff and leaders;
- Direct leaders to convene action learning groups to spread discussions about, and understanding of, inclusion throughout the BBC;
- Ensure 95% of staff have completed mandatory training in Unconscious Bias and Disability Confidence by January 2022;
- Develop and mandate more training for leaders including Supporting Disabled Staff and Inclusive Leadership;
- Develop an 'inclusion toolkit' that provides guidance and resources on how to embed inclusivity into our day-to-day work and management practices, including a framework for anti-racism and tools for improved listening and decision-making;
- Build on the success of the LGBTQ+ Allies training to deliver training for other areas of allyship including disability, and anti-racism training;
- Communicate in a more inclusive and authentic way, through simple and effective channels;
- Create an inclusive events strategy so that events can be enjoyed by everyone remotely or in person.

(Timescale: first stage June 2021; second stage January 2022)

#### Delivering these initiatives will result in:

- All staff and leaders feeling empowered to work inclusively every day, resulting in improved team working and accountable team leaders;
- Building more diverse teams and seeking out new voices and perspectives;
- A positive change in behaviours, where constructive feedback is acted on and non-inclusive behaviours reduce;
- A kinder, more inclusive culture with increased trust, collaboration and sharing;
- A continuing transformation of how we communicate and engage with people across the BBC;
- Greater opportunities for two-way communication;
- A consistent understanding across our workforce of core D&I standards and principles;
- Mitigation of bias in our decision-making;
- Greater confidence in how to talk about diversity and inclusion.



## 5. Great staff networks

We value our staff-led D&I networks as part of our overall approach to diversity and inclusion. Open to everyone, they provide an effective way to reflect and understand the communities we serve, provide peer support, and drive engagement in D&I issues in our workforce.

We want to make a step change in our networks' effectiveness and support for their members and our D&I goals by working together as partners and 'critical friends'. This means increased trust, communication and collaboration. We will:

- Share knowledge with each other, support network members to speak up when there are issues, resolve problems together and work from a place of positive intent and collaboration;
- Provide protected time for network chairs: 20% of a chair's normal day-to-day role to be devoted to network activities;
- Review governance for consistency and effectiveness and help network steering groups to write annual plans with goals (with named owners against each) that they are accountable for delivering;
- Enhance engagement of Executive Sponsors: clarify the support each network might expect from its sponsor, e.g. by taking opportunities to champion the network in various fora or through comms channels, with the D&I team supporting sponsors in doing so;
- Allocate a member of the HR Leadership team to each network in order to provide specialist advice and guidance on HR priorities and policies and the potential impact on different groups;
- Build in recognition through the performance and development process: steering group members to be formally recognised and performance evaluated;
- Offer tailored development: a formalised, structured programme to help steering group members perform their roles and plan their next steps as they move on from their network responsibilities.

(Timescale: March 2021)

### Delivering these initiatives will result in:

- Steering committee members feeling better supported and having more trust in the organisation;
- Better alignment with delivering the BBC's corporate aims;
- The ability to demonstrate impact and track progress;
- Active participation supporting the career aspirations of steering group members, reflected in movement and progression within the BBC and beyond it;
- Improved engagement between leadership and staff, with staff feeling they are being listened to.

# Our staff networks



### Ability

BBC Ability exists to promote disability and disabled people working for the BBC. We provide peer support, networking opportunities and a focus for discussion of Disability related issues.



### Embrace

BBC Embrace is a staff-led network for BBC colleagues from Black, Asian and minority ethnic backgrounds. Our mission is to enrich the BBC by promoting a truly inclusive culture throughout the organisation, and to level the playing field by empowering our members to reach their full potential.



### Global Women in News (GWiN)

GWiN is a networking and development group for women in the BBC working in news, wherever they are based. Our aim is to build the confidence, networking and leadership skills of women in news. We want women at the BBC to feel that they can reach their full potential so that their voices both on and off air can be more influential.



### Pride

Pride is a forum for lesbian, gay, bisexual, transgender people and people of all sexualities. We provide support, advice and friendship to members and open up channels of communication both at work and socially.



### RAISED

The Real Action in Socio-Economic Diversity (RAISED) network was set up to address the under-representation of BBC employees from lower socio-economic backgrounds, and to support the BBC's ambition to make content that reaches audiences from those backgrounds.



### WiSTEM

BBC Women in STEM (WiSTEM) is an employee network aimed at supporting women in Science, Technology, Engineering and Maths careers at the BBC. It is supported by Design and Engineering, although members are drawn from all divisions.



### Young Talent Network

YTN is a staff-led network helping everyone aged under 35 to develop their careers at the BBC.



### Women at the BBC

Women at the BBC is a pan-BBC women's network that exists to support the career development, wellbeing and progression of women at the BBC.



## **Kay Ashton MBE**

**Accessibility Project Coordinator  
and Ability Co-chair**

“I really want to educate colleagues about disability so there is a level of understanding. No matter who we are, we should all feel we can bring our full self to work and be who we are and be accepted and progress in the same way.

We want to showcase the work we are doing to inform and educate and live up to the BBC Values we all wear on our badges. We too are the audience, and we should continue to put each other at the heart of everything we do.

BBC Ability are honoured to be rolling out the internationally-recognised Sunflower Lanyard scheme. It is there to show that you have a visible or a hidden disability, so we can best ensure that we are here to support our staff with disabilities across the BBC, including internationally. This lanyard will give a simple, subtle message to your colleagues so that they know that you may need help or support.”



We aim to role-model inclusivity, kindness and accountability at the BBC in every way and at all levels.

## 6. A BBC for all of us

### 100 Diverse Role Models

We will launch a campaign that showcases 100 people representing the diversity, experience and passion of the people who make both our world-renowned content and those who make the BBC a great place to work, drawn from people behind the scenes as well as our on-air and on-screen talent. Staff and contractors will vote for the people they see as role models: those who embody the BBC's values and demonstrate positive and inclusive behaviours.

A panel, drawn from Executive Committee members and our Creative and Workforce D&I teams, will choose from the nominees. The top 100 (in no particular order) will be published online. Each role model will be expected to sponsor (if in a senior leadership role) or mentor an employee or potential employee to ensure that we are building our talent pipelines and supporting others to role-model inclusivity, thrive, and reach their career aspirations.

(Timescale: stage one June 2021; stage two January 2022)

#### Delivering this project will:

- Celebrate our staff and contributors and showcase our diverse talent, thereby encouraging others to engage with us, either as prospective job applicants, talent, or audiences;
- Encourage inclusive behaviours and support the change to our culture that we are striving for
- Support building a sustainable, deep and rich talent pipeline;
- Addresses all aspects of inclusion with no group left behind.

### Our Stories Ourselves

We are a creative organisation, and telling stories is central to what we do and the impact we have on our audiences. We will engage everyone in our vision and goals to build trust, forge greater connections, and demonstrate that we are a BBC for everyone. We commit to keeping people at the heart of our D&I Plan and to using storytelling to report progress and celebrate success authentically and transparently throughout the life of the plan. This will include:

- Working closely with our colleagues in Internal Communications and Engagement to bring this D&I Plan to life and monitor achievements from a people-focused point of view;
- Using engaging storytelling techniques and case studies to show the difference that our actions make, starting with our next staff census in quarter one of 2021 which aims to raise our diversity declaration rates;
- Create content to showcase our diverse experiences, made by the people we're portraying, such as examples of how our 'Accessible First' approach affects people.

(Timescale: ongoing throughout the life of the plan)

#### Delivering this project will result in:

- An increase in the shared understanding of and engagement in our work, our culture and our people's different experiences;
- A more creative approach to reporting and monitoring progress;
- Greater transparency.



## Mike Sweeney

**Senior Presenter, BBC Manchester**

“This year is my 40th anniversary in broadcasting. I’ve presented the mid-morning programme on BBC Radio Manchester for seven years, and before that I spent 33 years in commercial radio (Piccadilly Radio, Capital Radio, XFM, Smooth and Rock Radio).

I’m from an impoverished northern, working-class Irish Catholic background; I left school in 1962 with no qualifications and worked in the ‘real world’ as an engineering fitter, coal miner, docker, van driver all whilst trying desperately to be a rock ‘n roll star!! I eventually had success with my punk band, The Salford Jets, and ended up as a radio presenter almost accidentally.

In the commercial radio world, my background was a huge positive. But I feel that the BBC can seem like a gated community for the privileged. I firmly believe that at this time you’ll rarely hear or see anyone like me on BBC TV or network radio. This has to change.”



## 7. Accessible First

We need a BBC that is accessible for all, where no one is excluded. However, we know that this isn't the case, and that disabled people in particular have faced significant barriers. We will continue to focus on how we can better reach, recruit and retain disabled talent by reviewing processes, tackling barriers and building an accessible and welcoming culture and environment.

But we will go further and make fundamental changes by adopting an 'Accessible First' approach to everything we do. This means planning and delivering with users in mind, and in consultation. It means recognising that accessibility means different things to different people, but key areas of work need to be at the forefront of our 'Accessible First' culture, namely behaviours, policies, environment, technology and communications. Our work will:

- Start with raising awareness and understanding of what makes services accessible (via regular communications channels and the new inclusion toolkit);
- Consult users when developing policies, practices or services, and use their feedback to make decisions, adjustments and mitigations (e.g. through the use of equality analyses);
- Support BBC Workplace to publish best practice guidelines, with an annual audit of site accessibility;
- Work with Design and Engineering to provide a current 'where we are now' benchmark and clear plan to improve accessibility going forward, with regular monitoring built in;
- Guarantee that hardware or software will be accepted on to our tech catalogue only when accessibility has been explored, tested, and confirmed;
- Design all learning and development interventions (including modules, webinars, programmes, coaching, mentoring, etc.) with accessibility and disability-confidence at the forefront;
- Mandate that new joiners do not start in their role until workplace adjustments are in place, but are paid from the agreed start date;
- Roll out the Disability Passport scheme to encourage people to talk openly with their line managers and teams about their condition and what works best for them in the working environment. We will also encourage staff to wear sunflower lanyards and raise awareness of everyone about hidden disabilities;
- Adopt an 'accessible first' approach for all communications and events for staff and audiences;
- Run a UK-wide marketing campaign to encourage disabled talent to join the BBC;
- Assign responsibility to divisional Chief Operating Officers to improve accessibility across their areas, and support them to deliver.

(Timescale: Ongoing throughout the life of the plan)

### Delivering these initiatives will:

- Build in greater accountability for getting accessibility right from the start;
- Reduce waiting times for workplace adjustments;
- Improve accessibility of our buildings;
- Improve accessibility of our services;
- Improve services for audiences;
- Increase the confidence of staff and leaders;
- Increase productivity of our staff;
- Improve promotion rates for disabled staff.



## 8. Transforming recruitment


Our consultation findings show that we need to radically overhaul our recruitment and progression practices. Our recruitment data indicates that we need to focus on attracting more disabled candidates to apply for roles at the BBC, as well as making our processes more inclusive for LGBTQ+, ethnic minority and disabled applicants. We need to remove barriers, provide an inclusive environment for candidates and staff to flourish and redouble our outreach efforts to encourage prospective applicants to see us as an appealing and inclusive employer. We will:

- Conduct an end-to-end review of the current recruitment process to identify what is working, ensuring all elements screen for bias and provide a positive experience for candidates at each stage of the process;
- Ensure inclusive behaviours are core to recruitment and selection and continue through the induction process, with clarity that non-compliance will be acted upon;
- Scope out a set of proposals for delivering an outreach programme focusing on experienced hires and community engagement, building on the successful activities already underway for new talent;
- Test any technology used so that we reduce bias (e.g. in our applicant tracking system), and examine the introduction of AI technology in areas of diversity deficit - pilot testing software for roles with a track record of non-diverse hires to reveal patterns and devise appropriate mitigating actions;
- Use diverse panels, including Interview Champions, for any recruitment involving interviews, without exception;
- Ensure all band E+ shortlists are diverse.

(Timescale: Stage 1 Dec 21; Stage 2 June 22)

### Delivering these initiatives will:

- Make the BBC an attractive employer and boost application and retention rates;
- Reduce bias in hiring processes;
- Improve diversity of shortlists that translate into hires, across all diversity characteristics;
- Make candidates feel more supported and valued throughout the process (measured via post-hire feedback survey);
- Reduce recruitment costs;
- Position our recruitment and selection processes as a model of good practice for other employers;
- Enable us to recruit more people from diverse backgrounds, and to retain them at the BBC and progress their careers.



Our goal is to make the BBC  
a place where everyone  
can do their best work by  
creating opportunities for all



## 9. Career development for all

Our consultation showed that some groups of staff feel stuck in their roles, can't see a career path and feel their opportunities for progression are narrowing. The evidence shows this is particularly true for those from under-represented groups. Our goal is to make the BBC a place where everyone can do their best work by creating opportunities for all to fulfil their potential and take responsibility for their career. We must have a workforce and a leadership community that reflect the audiences we serve. We will:

- Create a Fast-track Career Mobility Pool, with ambitious D&I targets, of high potential individuals at mid-career via an assessment centre. The pool will be developed through career mobility (e.g. job swaps, project assignments, cross-divisional moves) and meaningful connection with existing senior leaders;
- Implement a leadership potential framework in recruitment, succession planning and leadership development to ensure emphasis on attitude and behaviour in all decisions about leadership progression;
- Offer a 80:20 mobility scheme enabling people with spare capacity in their working week to carve out 20% of their time to contribute to work in another team/ department/ Division;
- Expand Hot Shoes: the mobility scheme that promotes career curiosity through short placements and shadowing opportunities across the BBC. Run at scale with every team in the BBC asked to accommodate a placement at least once a year;
- Introduce targeted and ringfenced development for disabled staff to progress their careers. Build on the success of our Extend scheme for disabled talent by introducing a pan-BBC Extend scheme, plus opportunities for attachments and focused career progression, coaching and sponsorship;
- Introduce a targeted, intensive career development programme for people from under-represented backgrounds in early career.

### Delivering these initiatives will:

- Provide greater support for widening experiences and upskilling staff;
- Increase opportunities for career experiences and mobility;
- Improve identification of diverse talent and fast-track high potential employees into more senior roles;
- Reduce the time it takes to meet the 50:20:12 targets.



## **Neil Johnson**

**News & Current Affairs Floor Manager and D&I Lead  
BBC Embrace Committee member**

“The News UK Operations team is introducing Inclusion Champions as a conduit and constant reminder of the BBC’s commitment to diversity and inclusion among our teams. They will drive conversations about inclusion and promote cultural awareness alongside D&I priorities through engagement, peer support and raising awareness.

Collectively, Inclusion Champions will provide a forum for sharing information and ideas to encourage inclusion at all levels, and a point of contact for those needing guidance and support on issues such as recruitment, training, talent development, and work/life balance efforts. They will promote the enterprising, locally-created initiatives and will monitor and encourage the strong D&I culture within their particular department.

Our Inclusion Champions are a team of volunteers integral to transforming the culture for an inclusive BBC.”

## 10. Measuring our success

Little will change until we are all accountable for changing it. As part of a newly articulated deal with our staff, that accountability for all our leaders will be central and will be measured. We will be expected to stick to our promises and deliver on our commitments, goals and objectives. We can expect to be tested, encouraged and challenged. We should be open to feedback and prepared to listen, learn and develop accountable leaders who will take responsibility for their own and their team's progress and performance, and give their team the freedom and the tools to deliver outcomes and improve effectiveness.

### The Senior Leader Index

The aim of the Senior Leader Index is to hold leaders to account, set them clear expectations and measure those expectations against three corporate objectives - Overall Engagement, Purpose & Performance and Diversity & Inclusion:

- Overall Engagement: an overall engagement score for each leader will be drawn from the twice-yearly Employee Pulse Survey;
- Purpose & Performance: leaders will commit to monthly team meetings and be measured through data from twice yearly performance and development conversations with each team member;
- Diversity & Inclusion: leaders will have clear objectives to improve workforce diversity targets and build an inclusive culture and will be measured against specific data.

The measurement of these objectives will be clear, concrete and transparent, driven by direct feedback and data. It will result in leaders being placed into performance quartiles.

The Senior Leader Index will be underpinned by a new, rigorous approach to performance and development.

### A new Performance and Development Framework

We know that a high performance culture at the BBC relies on a great, consistent feedback system that rewards the right behaviours and enables people to grow, change and develop. We want to re-set our relationships and re-commit to a vibrant, confident culture that promotes good conversations, feedback and the right kind of accountability. We will launch a new approach to performance and development at the BBC to support a growth mindset as part of a truly inclusive culture. We will deliver:

- 'myConversation' - a new deal for all BBC employees which guarantees two formal performance and development conversations per year with their line manager;
- The Senior Leader Index;
- Simple metrics – collated twice yearly – focused on impact as well as output – to include a Diversity and Inclusion metric on behaviours as well as meeting targets;
- Metrics timed to inform the Director General's wider twice-yearly focus on organisational performance.

### Delivering these initiatives will result in:

- Greater clarity about our purpose;
- Demonstrable managing of performance;
- Action where leaders underperform;
- Two-way accountability on aims, objectives and development.



## Conclusion

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Delivering this three-year plan will meet our ambition to create a transformed, modern organisation where those we attract from outside and those we develop within feel proud to be part of an inclusive, diverse BBC.

These ambitions will be delivered through a radical reshaping of the organisation, with leaders committed to creating real opportunity for change, as well as each of us working to embed inclusive behaviours into our everyday practices.





## Leena Haque

Senior UX Designer & BBC Neurodiversity Lead

“For us, success is seeing the conversations grow and hearing more and more neurodivergent voices coming forward to share their perspectives. In much the same way as we’ve been able to build a more informed attitude toward Neurodiversity internally through our Neurodiversity programme, BBC CAPE, we have seen and participated in a similarly growing conversation beyond the BBC which we believe is a real indicator that change is happening. We are heading for a future where neuro-inclusive businesses seamlessly integrate and include neurodivergent talent through the opportunity of support, development and career.”

## Su Brown & Caz Brett

Co-chairs, BBC Pride staff network

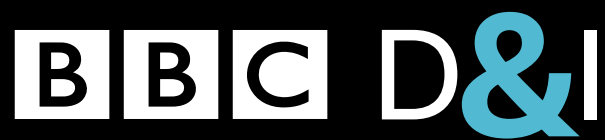
“BBC Pride are very happy to be involved with the new Workforce D&I Plan. We have made great strides with the Allies programme run by the D&I team and at last count had almost 1000 LGBTQ+ Allies, whose pledge is to call out inappropriate behaviour, help cultivate an open and inclusive workplace and consider LGBTQ+ representation if they are in a position to do so.

D&I also lead, with input from BBC Pride, on the Stonewall Workplace Equality Index which has seen the BBC rise up 113 places and in 2020 is at 127th place.

We will continue to work to become more inclusive of all our LGBTQ+ colleagues, especially our Trans and Non-Binary colleagues.”







Creating an inclusive workforce