



**BBC**

# Diversity and Inclusion Strategy 2016-20

Diversity includes everyone





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## Foreword

Diversity really matters – both for me and for the BBC. As an organisation, we represent everyone – all the cultures and diverse voices that make the UK what it is. Our business is storytelling and we must make sure we tell stories that people all across the country will recognise, will understand and will relate to. At its very core, our purpose is to represent everyone.

But, beyond this, I believe that the chances provided to people shouldn't be linked to skin colour or disability, just as they shouldn't be linked to where they grew up or went to school. And that is why the BBC, as a truly creative organisation, must embrace as many voices and views as possible, as well as giving opportunities to people from all backgrounds.

We have made some excellent progress to date on diversity and social mobility – and we should celebrate that. These areas have been a priority to me since I returned to the BBC as Director-General. But we can - and must - do more.

By the time we have delivered this strategy we want to be able to say that we have built an understanding of diversity in everything we do. We are setting ourselves on- and off-air targets that are as broad and challenging as any in the UK media industry. Put simply, with the range and breadth of programming we make, you will be able to see and hear diverse voices in everything we do.

And I'm convinced that this is what we, the BBC, must aspire to. We have a breadth and scale that is unique in the UK's media and this means that what we do has real impact. So I want us to make sure we are leading by example, working with and learning from others in the industry, and using our influence to bring about real change.

I am determined to build on the momentum we already have, to be as ambitious as we can be, and to further our resolve to ensure that the BBC truly includes everyone.

**Tony Hall, Director-General**





# Diversity and Inclusion Strategy 2016-20 Summary



The Great British Bake Off; BBC One

The steps we set out in this strategy are bold and detailed. We pledge that by 2020 the BBC will have:

- a workforce at least as diverse, if not more so, than any other in the industry;
- met portrayal targets that cover a much wider range of diversity than any other broadcaster; with a bigger impact for audiences across a wider range of programmes; and
- hardwired diversity in what we do, making it something that everyone at the BBC understands and all those who make programmes for us supports.

**1** New 2020 **On-air PORTRAYAL TARGETS** to ensure our content on screen and on-air reflects our audiences

- a. 50% women on screen, on-air and in lead roles across all genres from Drama to News
- b. 8% disabled people on screen and on-air including some lead roles
- c. 8% LGBT on screen portrayal including some lead roles
- d. 15% black, Asian and ethnic minorities on screen, on-air and in lead roles across all genres

**2** New **DIVERSITY COMMISSIONING GUIDELINES** to ensure that anyone who makes programmes for the BBC shares our values and commitments to make programmes which represent our audiences.

**3** The creation of a **CENTRE OF EXCELLENCE FOR DIVERSITY AND DIVERSE TALENT, BASED IN BIRMINGHAM** bringing control and support for the BBC's diverse programming together, in one place.

**4** We will continue to **INVEST IN AND DEVELOP NEW TALENT** through internal development programmes to embed diversity at the heart of our channels and workforce:

The Assistant Commissioner Development Programme, £2.1m Diversity Creative Talent Fund and Creative Access Graduate Trainee Interns (over £10M over the duration of the strategy).

**5** New **DIVERSE AUDIENCE PANELS** to get closer to our under-represented audience groups and to get direct feedback on our output and increase audience satisfaction.

**6** With our industry partners and the **CREATIVE DIVERSITY NETWORK** we will deliver **DIAMOND** which will measure our progress against our diversity objectives in an open and transparent way.

**7** New 2020 **WORKFORCE TARGETS** to ensure our employees and **LEADERSHIP TEAMS** reflect and represent modern UK.

Women 50%; Ethnic minorities 15%; Disability 8% and for the first time LGBT 8%.

**8** We will continue with our successful **DIVERSITY EMPLOYEE DEVELOPMENT PROGRAMMES** such as the BBC/Clore Leadership programme, Creative Access Internships and mentoring schemes for women, ethnic minorities and people with disabilities.

**9** We will embed Diversity and Inclusion in all of our Divisions, Channels and Genres with **LEADERSHIP OBJECTIVE SETTING AND DIVERSITY AND INCLUSION TRAINING** which will include unconscious bias training for all managers and interviewers.

**10** We will focus on **SOCIAL INCLUSION** by measuring it at entry level and creating a sustainable and diverse talent pool for the future through our **APPRENTICE PROGRAMMES**.





# Diversity Includes Everyone

*BBC Creative Access graduates, 2015*

By any measure, the BBC is a diverse and representative organisation – and we should be proud of that. But we must also challenge ourselves to do all we can to ensure that Diversity and Inclusion – in our ways of thinking and ways of working – is a natural part of what we do, embedded in our culture, and in our hiring, commissioning and creative processes.

It should be natural. Second nature. If we do it right then it shouldn't be noticeable at all. It should just feel right.

So we are setting ourselves the target of making Diversity and Inclusion business as usual – not a box to tick.

If we get it right, it will be evident in how we work with our audiences, our people and our partners. It will be part of the fabric of the BBC – a vital part of how we create our programmes and hire and develop our people. We want this strategy to take us further than ever before in representing and reflecting all the communities of the UK.

This means we believe that diversity includes everyone. We recognise that the BBC belongs to everyone and should include everyone – whatever similarities and differences that we have, or whatever your background.

We already have a strong set of values which people across the BBC share. They represent the expectations we have for ourselves and each other; they guide our day-to-day decisions and the way we behave: We respect each other and celebrate our diversity. We respect all our colleagues, whoever they are. It is part of our culture and it is who we are.

And diversity isn't just about protected characteristics. It's also about social inclusion and making sure that the BBC is open to all – no matter what your background or where you went to school.

We want to see diversity at the heart of our content on every platform, in our news coverage and from our bases across the UK. And we already have so much that we can – and should – celebrate.

## What is diversity?

For us, diversity means all the ways we differ and it includes everyone. It includes our visible differences such as gender, race and ethnicity and visible disabilities. But it also includes our non-visible differences such as sexual orientation, social class, heritage, religion, unseen disabilities, different perspectives and thought processes, education, family status and age. At the BBC it also includes the nations and regions and where our audiences and employees live and work.

## What is inclusion?

Inclusion to the BBC means valuing and celebrating differences and encouraging a workplace and culture where all can thrive. This means individuals are supported, respected, engaged, have a voice, and are able to develop skills and talents in line with BBC values.

# What We've Achieved

(All figures represent latest available data)



**41.4%** women in our leadership teams



This is above the census and workforce ratios (12.9% and 11.3%)

London currently 19.8%  
Birmingham currently 20.4%

Employees who have disclosed a disability **3.6%** higher than the industry average



Across the BBC, portrayal of people with disabilities doubled between 2012 and 2014

In 2014 Tony Hall announced a

**£3.5 MILLION** ambitious package of measures

to increase the representation of **ethnic minorities** and people with **disabilities** on and off-screen.

So far, this investment has resulted in:

- 4 successful initiatives**
- Diversity Creative Talent Fund
  - Clore Leadership Programme
  - Assistant Commissioner's Fund
  - Creative Access partnership

**17 presenters**  
**13 scripts**

**10 new writers** all from people from or by people from black, Asian and other ethnic minority backgrounds.

**Over 75%** of our 2015 Creative Access gained further employment within the BBC



And of our last intake of **local journalism apprentices**

**60%** came from a family where neither parent went to university

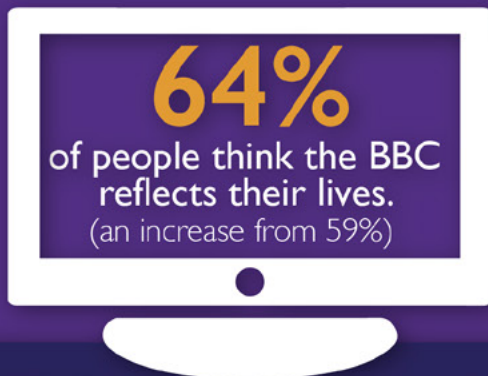


**187** Apprentices across the UK = 1% of our workforce

**Our apprenticeship schemes** are a key driver of social mobility. We are already leading our sector in the **number** and the **range** of apprenticeships we offer at the BBC



We should be proud of the fact that we have **world-class casting directors, commissioners and producers** who take decisions to make sure our shows across TV and radio feature people that look and sound like all of us.



In radio we are proud that 50% of BBC local radio breakfast shows now have a female presenter

**UP** from less than 20% in 2013



On TV, BBC One is the UK's most popular channel across all demographics.



Murdered By My Father, BBC Three

We pride ourselves on producing on-air and online content that is translated into

**31**

languages, subtitled, signed and audio described wherever possible.



Dumping Ground, CBBC



# Our Diversity and Inclusion Action Plan and Strategy 2016-2020

We're building on what we've done so far. We're going further and achieving more than ever – and we won't stop. Diversity and Inclusion will be ever more a core part of who we are and what we do, throughout the organisation.

We have some ambitious plans which we believe will make a real difference to Diversity and Inclusion across the board – for **OUR AUDIENCES**, for **OUR PEOPLE** and **OUR PARTNERS**. We will deliver on these plans and report on progress annually.





Mista Jam, BBC Radio 1 Xtra

# Our Audiences

## What we want to achieve

Our ambition is to reflect and represent today's UK in all our content and services. We will ensure that our programmes and services appeal to new young diverse audiences as well as to existing loyal ones.

Diversity will be an integral part of the creative process - from start to finish - and will run throughout our commissioning decisions. We're putting our stake in the ground and turning our ambitions and commitments into hard numbers.

We are setting even more challenging ON-AIR PORTRAYAL TARGETS ensuring our content on screen and on-air reflects our audiences.

In addition to the existing 2017 targets, we are setting new ambitious portrayal targets for our output to be achieved by 2020:

- 50% women on screen, on-air and in lead roles across all genres from Drama to News by 2020
- 8% disabled people, on screen and on-air including some lead roles by 2020
- 8% LGBT on screen portrayal including some lead roles by 2020
- 15% black, Asian and ethnic minorities on screen, on-air and in lead roles across all genres by 2020

## What will we do?

We will do three key things to meet these targets and to achieve our diversity ambitions for our audiences.





The Great British Bake Off, BBC One

## I

We will make more programmes which represent our audiences. We will develop industry leading **DIVERSITY COMMISSIONING GUIDELINES**, using our position in the industry to ensure that anyone who makes programmes for us shares our values and commitments.

### Aim

To ensure that all content commissioned by the BBC meets BBC diversity objectives – in production and on-air and on-screen.

### How

We are publishing new commissioning guidelines for our independent and in-house producers in TV and Radio to ensure that diversity performance is assessed and informs our decision making as we commission programmes. We are consulting with the independent production sector; Producers Alliance for Cinema and Television (PACT), Radio Independents Group (RIG), in-house productions and relevant organisations from the ethnic minority and disabled creative community before publishing the guidelines. The guidelines will ensure that diversity is more than a tick-box part of the creative process. We will ask all production companies to ensure that on every production there is a diverse range of talent behind the scenes and on-air.

### When

The guidelines will be published by end summer 2016.



2

We will continue to **INVEST IN AND DEVELOP NEW TALENT** through our programme of internal development to embed diversity at the heart of our channels and genres.

**a) ASSISTANT COMMISSIONER DEVELOPMENT PROGRAMME**

**Aim**

To have a diverse range of commissioners bringing new and different thinking about the content the BBC makes and acquires for our audiences.

**How**

We will continue to bring in assistant commissioners from diverse backgrounds including at least one disabled person on two-year, fixed-term training contracts to work alongside commissioning teams across entertainment, comedy, factual, daytime, children's programming and BBC TWO and FOUR.

**When/Who**

Six Assistant Commissioners have already completed a year of the programme and have delivered exciting new formats as well as increasing diversity on long-running shows. This programme will be run by BBC TV for the duration of the strategy.

**b) DIVERSITY CREATIVE TALENT FUND making the BBC open to everyone**

**Aim**

To ensure diversity runs through all our programmes.

**How**

To kick-start new diversity initiatives, the £2.1 million Diversity Creative Talent Fund supports the development of ideas across all genres. It supports emerging writers, talent and producers, from in-house and independent producers to develop ideas across all areas of TV from black, Asian and ethnic minorities.

The success of the Diversity Creative Talent Fund will now be built on over the next year with a greater focus on disability, as well as continuing to improve portrayal of ethnic minorities.

**When/Who**

BBC TV: The fund will run the duration of the strategy.

**c) CREATION OF A CENTRE OF EXCELLENCE FOR DIVERSE PROGRAMMES AND PROGRAMME-MAKERS, BASED IN BIRMINGHAM, bringing control and support for the BBC's diverse programming together, in one place.**

**Aim**

During the life of this strategy, we will bring together the different elements of our diversity and training work in a new central hub, based in Birmingham. Already home to the BBC Academy, and one of the UK's most diverse populations, Birmingham will become a base for the commissioning and development of new programmes and programme-makers, as well as providing strong links with our digital innovation and new talent teams, based in the city.

**How**

By bringing together the strands of our work on diversity, digital innovation, new talent and training, and by increasing our commissioning and output in the city, to deliver a coherent and co-ordinated hub, overseeing our offer to the diverse communities of the UK.

**When/Who**

BBC TV and BBC Academy.

**CASE STUDY: ASSISTANT COMMISSIONER DEVELOPMENT FUND**

We launched an Assistant Commissioners Development Fund and currently have six 'commissioners of the future' embedded at the heart of the genres as well as one on placement at the BBC as part of the Creative Diversity Network's Commissioner Development Programme.

They have been instrumental in commissioning programmes like Live from the BBC, The Instant Gardener and the BBC Black History Season to be launched in the autumn.

*"Following the help and support of the CBBC Indie Exec Producer, I've been able to develop a factual ob doc idea proposed by an indie called Big Deal Films, which has now been commissioned subject to contract. In six months the training, advice and insight into multi genre commissioning so far has been invaluable. I've enjoyed each challenge that has been given to me and I'm looking forward to the next ones."*

*Alexandra McGrail, Assistant Commissioner, BBC Children's*



**3** We will listen to our audiences in new and different ways and open up the discussion for a greater range of voices to influence. We will introduce **DIVERSE AUDIENCE PANELS** getting closer to our under-represented audience groups.

**Aim**

To create audience panels so that we get direct feedback on our output from our under-represented audience groups, including the young,

ethnic minority communities and people with disabilities. We will listen and then act on what they tell us.

**How**

We are committed to being open and engaging more of the audience in our decision-making through the development of a new online and face-to-face relationship. A key driver for these changes is the recognition that our programmes and services will be improved through collaboration

with audiences, including those who are traditionally under-served. We will use the latest digital techniques that we have been piloting which enable us to bring together a more diverse and younger group in addition to our existing ways of engagement. We will also look at how to use online forums and engage with our audiences.

**When/Who**

This work will be led by the BBC Audiences team from 2016 onwards.







# Our People

*BBC employees, RISE mentoring programme*

**We believe that if we get Diversity and Inclusion right with our workforce we will get it right on-screen too. Our workforce targets for 2020 include:**

- Having a diverse and gender balanced senior leadership team
- 15% ethnic minority workforce and leadership
- 8% disabled workforce and leadership
- For the first time setting a target for LGBT employees at 8%.

## What we want to achieve

We will be the first choice employer for people with creative ideas regardless of their background or the school they went to. We want the best people working for us in an enabling environment where diverse talent thrives. We want our people set up for success in their roles. That means we need to ensure that we have a sustainable diverse talent pool and that our workforce truly represents the modern UK.

We want our people to feel included. That they're playing their valuable part in something really special here - that requires an open and inclusive environment where creativity flourishes.

We will be the most access friendly organisation in the world for employees and audiences and will take a lead in developing technology that will enable people with disabilities to fully take part in the digital age. We will be looking to do more to attract, recruit, retain and progress disabled employees.

We support diversity at every level – not just for our entrants but for individuals in mid-career and at leadership level too. We have set new, ambitious diversity objectives for the leadership and team manager populations so that – there too – we reflect our audiences.





*Our new HR Service Centre team, BBC Birmingham*

# I

## **DIVERSE RECRUITMENT**, making our workforce diverse through our selection and interviewing processes.

### **Aim**

To set new standards in the media industry on new recruitment and selection practices which drive the attraction, selection and retention of the best creative and diverse talent for the BBC.

### **How**

We are introducing anonymised application recruitment for our core roles. We will provide pre-application training for under-represented groups who want to apply to join the BBC to remove barriers to entry. We want to ensure that we continuously improve our career progression opportunities for all including those from underrepresented groups. We will review how our interview panels work and also ensure that they are diverse in makeup. We will work with external partners to attract diverse applicants and will make our online Careers Hub more accessible and searchable for all external candidates. We will ensure that wherever possible we are creating opportunities for diverse talent at every tier of the organisation and are going proactively into diverse markets to bring the right candidates into the BBC. We will, for the first time, gather socio-economic background data on all our new entrants, including educational history, family income and post codes. This will allow us to develop robust data on where we need to target further interventions.



**DIVERSE LEADERSHIP TEAMS** so that commitment to diversity is driven from the top and that decision making is balanced.

**Aim**

To ensure that the BBC senior leadership reflects diverse voices and views.

**How**

We want diverse and gender balanced leadership teams. We have set an ambition of being gender-balanced at our senior leadership level by 2020. We will introduce a new Women's Career Development programme for employees in junior and middle management intended to help women identify what they want from their professional and personal lives and to support them in achieving their full potential. We will also pilot a senior women's networking programme to provide peer support to overcome leadership challenges through a series of peer group coaching sessions and external networking, speaking and training opportunities. We will commission projects to speak to disabled and ethnic minority staff to increase progression, retention and a more inclusive culture. We will also ensure that current leadership courses include Diversity and Inclusion in curriculum, instruction and make up. We will report on them. We will create and maintain talent pools for people with disabilities, women, ethnic minorities and LGBT with the aim of developing the BBC leaders of tomorrow. We will ensure our succession plans are diverse.

**When**

A pilot women's development programme begins in 2017.

**2 LEADERSHIP OBJECTIVE SETTING - DIVERSITY & INCLUSION TRAINING** requiring and equipping our managers to support diversity.

**Aim**

To ensure that all our senior leaders and team managers, from the Executive Board down, visibly lead by example on Diversity and Inclusion and deliver best-in-class working arrangements which meet business needs whilst providing innovative and flexible solutions tailored to individuals. As part of their roles, they will have diversity and inclusion objectives and the training and support they need to deliver them.

**How**

All senior leaders and team managers will play a part in meeting our Diversity and Inclusion objectives including encouraging a workplace and culture where all can thrive. Every leader will have a specific Diversity and Inclusion and culture objective, and an objective on developing their staff. They will be measured against these objectives. To help and support, we will provide appropriate development and support including Fair Selection and Unconscious Bias training and make it mandatory for all managers and

interviewers. Leaders will also promote flexible working and job shares across the BBC. We will review our flexible working policies to ensure they are as open and inclusive as possible, with accurate information and support available to all managers.

We will continue to support our diverse employee networks and continue to fund and support our various mentoring schemes aimed at underrepresented groups.

**When**

2016 and ongoing.





Digital apprentices, BBC Wales

# 4

## A stronger focus on **APPRENTICESHIPS AND SOCIAL INCLUSION** creating a sustainable and diverse talent pool for the future.

**Aim**  
To drive social diversity at the BBC by expanding our apprenticeship programme, taking on greater numbers across all our schemes and opening up the BBC to as broad a range of apprenticeship and work experience opportunities as possible.

**How**  
We will set out ambitious plans to greatly increase the number of apprentices in the BBC, supporting the Government's ambition for 3 million new apprentices by 2020. At the same time, we will ensure we can retain the brilliant

new talent we train, ideally in the BBC or, if not, within the wider mobile workforce that makes up so much of our sector. We will work with the industry to establish more Degree and Masters level apprenticeships in our sector – creating aspirational ladders of opportunity into our industry for everyone, regardless of background. We will also ensure that at least 10% of our apprenticeship places are taken up by people with disabilities. We know that the smaller companies in our sector find it difficult to invest in new talent – we will make sure that the BBC does all it can to support

SMEs by looking for innovative ways to share our knowledge and assets wherever we can. And we will build on our partnership with Job Centres across the UK to ensure all our roles are actively promoted to those who need them most, including a guarantee that 25% of all our work experience applicants will be sourced from those who are unemployed.

**When/Who**  
Work at the BBC Academy has already started and is ongoing.



## 5

We will continue with our current suite of successful diversity employee development programmes.

a) **BBC/CLORE LEADERSHIP PROGRAMME**  
Investing in leaders from ethnic minorities.

**Aim**

To ensure we represent all communities in modern Britain and to encourage successful candidates to consider and apply for careers as senior leaders in the broadcast industry.

**How**

In partnership with the Clore Leadership Programme, we will continue with this programme to ensure that ethnic minority talent and those with disabilities get experience working with executive team leaders and receive training by the Clore Leadership Programme.

**When/Who**

The programme will run for the duration of the strategy which will ensure individuals will have received development at executive leadership levels.

b) **CREATIVE ACCESS INTERN PROGRAMME**  
Helping young people from diverse backgrounds into the industry.

**Aim**

To open up opportunities at the BBC for talented young people from diverse backgrounds. We will focus particularly on young people from socially diverse backgrounds, as a way of adding impetus to our support for social mobility.

**How**

We will continue to take on graduate trainee interns from the successful BBC and Creative Access Internship programme. The programme offers one-year training contracts to talented graduates from ethnic minority backgrounds across a wide range of our output and services. We will ring-fence 10% of the roles for disabled people.

**When/Who**

Of the 30 interns from the 2014/15 intake 75% have secured further work at the BBC. The programme will be repeated in 2016/17 with another 25 interns.

c) **EXTEND**

Bringing more disabled staff into the BBC.

**Aim**

To recruit and retain talented disabled staff.

**How**

The award-winning Extend scheme provides work experience placements for people with disabilities across the BBC. Over the past 18 years Extend has successfully recruited 628 people with disabilities.

We will enhance the programme and ring-fence 10% of all our new entry-level trainee and apprentice opportunities across the BBC for people with disabilities. This does not preclude people with disabilities also joining our entry level programmes as part of the remaining 90% intake. The 10% is a floor and not a ceiling. They will also benefit from additional development opportunities and support which ensures they are in the very best position to compete for jobs at the end of their traineeship or apprenticeship.

**When/Who**

The scheme will continue to be run by the BBC Academy and the upgrade will commence from September 2016.

**CASE STUDY: BBC/CLORE LEADERSHIP PROGRAMME**

At a senior level, we partnered with the Clore Leadership Programme to develop and launch a senior leader development programme for ethnic minority talent. Six talented individuals are currently on the programme getting experience right at the very top of the BBC alongside Director-General Tony Hall and his senior leadership team.

*"The people I have worked with as a result of being on the programme have granted me unparalleled exposure and experience at the very highest levels of the BBC – both on the commercial and public service sides.*

*As a professional, a leader and as a person, where and who I am today is significantly better and stronger than where I was before embarking on this programme."*

Nelson Abbey, BBC/Clore Leadership Programme





Lisa Hammond as Donna Yates, Eastenders, BBC One

## 6

**ACCESSIBILITY** - providing an environment where our disabled staff can do their best work.

### Aim

To be the most access-friendly organisation in the world for staff and audiences and to take a lead in developing technology that will enable people with disabilities to fully take part in the digital age.

### How

We will create user experience groups to ensure that the products and services we provide are user friendly for staff and audiences. We will review our buildings to ensure that they are as accessible as can be. We will review our guidelines for HR, Workplace and technology to ensure they are disability friendly. In all these areas if issues are identified, we will commit to make practical changes, wherever feasible to ensure we are as access-friendly as we can possibly be.

### Who

BBC HR, Workplace and Design and Engineering.

### CASE STUDY: CREATIVE ACCESS

We have worked in partnership with Creative Access to give over 30 graduate interns from ethnic minority backgrounds the opportunity to train in real jobs at the BBC.

Over 75% of our Creative Access graduates have gone on to secure contracts within the BBC.

*"My first year at the BBC has been a whirlwind. In the past year I have trained on some of the biggest stories in my region, Yorkshire, whether that was grooming, terrorism, school stabbings, the General Election or refugees.*

*"I have realised that being myself and I guess more importantly being allowed to be myself has opened up roads to people who would otherwise not engage with the BBC or media in general."*

*Sabbiyah Pervez, Broadcast Journalist, BBC Leeds*





## Our Partners

*Invictus Games, BBC One*

We have outlined above some ambitious plans to bring diversity into the heart of our offer for audiences and our content making, and to make the BBC more open and inclusive at every level.

But we cannot do this alone.

We believe we can make the most impact by working collaboratively with our partners across the industry, and challenging them to work in new ways.

We will of course be open and accountable ourselves, but we will work collaboratively with other broadcasters, with indies, with the Creative Diversity Network, PACT and Creative Skillset to promote diversity across the sector.

We will work with our independent production partners to ensure they're helping us deliver our diversity goals and targets.

We will work in partnership with organisations beyond the broadcast industry to provide new insight to audiences to break down barriers to working in the sector and to make our services as accessible as possible.

### What we will do

- We will continue to work with our **DIVERSITY ADVISORY PANEL**. This independent group of highly-regarded experts are leaders from a range of backgrounds and specialist fields and has been established to advise and support our work but also to challenge us where necessary and hold us to account. They are a vital channel between the BBC and hard-to-reach audiences and also with engagement with our staff.

- We will strengthen our relationship with the **CREATIVE DIVERSITY NETWORK** and support it in delivering its strategy and mission which will benefit the whole of the TV industry on-screen and off-screen.
- And we will continue to work with a range of **PARTNERS** outside the broadcasting industry, to help bring people from diverse backgrounds to the BBC. Our collaborations with organisations such as Creative Access, Jobcentres across the UK, Mama Youth, Stephen Lawrence, Business Disability Forum and Employability are helping us to develop a pool of diverse talent that can be considered for specific roles across the BBC. We will also seek to establish new partnerships with organisations that can help us make a difference.





Tanyalee Davis on the John Bishop Show, BBC One



Working with our industry partners we will deliver **DIAMOND** which will measure our progress against our diversity objectives in an open and transparent way.

DIAMOND is an industry-wide monitoring database system which will measure the diversity profile of the workforce on UK productions, on and off-air.

We are working with the other UK broadcasters in the Creative Diversity Network to collect and publish detailed and accurate diversity data so that we can be completely transparent about and accountable for the diversity profile of all our productions, both in-house and indie.

We will launch DIAMOND across TV and Children's in 2016 and then ongoing with further areas of the BBC; including News and Sport in the future.

We will work collaboratively with all our production partners, asking them to put diversity at the heart of their work and to support us in the delivery of our diversity strategy.

We will ask all production companies to collaborate with us on the design of our new BBC commissioning guidelines. We will share the DIAMOND diversity monitoring with them and we will work with them to explore new ways of including and nurturing diverse talent across all our productions.





Where does all of this lead?



## Here is a summary of our 2017 and 2020 Targets

By 2020, we want to have reached the point where diverse thinking and inclusive action are elemental parts of the BBC.

We want to be using our privileged position as the Nation's broadcaster to ensure that both our own processes and those of our suppliers and partners are truly open and have diversity embedded in them from the start.

And, beyond that, we want to see these changes continue to drive cultural and creative changes within the whole organisation. If we get this right, by 2020, the BBC will have:-

- a workforce at least as diverse, if not more so, than any other in the industry;
- met portrayal targets that cover a much wider range of diversity than any other broadcaster, with a bigger impact for audiences across a wider range of programmes; and
- hardwired diversity in what we do, making it an issue that everyone at the BBC understands and all those who make programmes for us supports.

If we keep working hard to make real change in this area then we will move away from a focus on numbers and on targets, and move towards a truly open BBC, at all levels: a BBC that looks like the UK and which speaks for the UK, in all its different voices.

Workforce (All staff and leadership levels)	2017 Target	2020 Target
Women	n/a	50%
Disability	5.3%*, 5%**	8%
Black Asian and ethnic minorities	14.2%*, 10%**	15%
LGBT	n/a	8%

\*All staff \*\*Leadership

Onscreen Portrayal	2017 Target	2020 Target
Women on screen, on-air and in lead roles	n/a	50%
Disability on screen and in some lead roles	5%	8%
Black, Asian and ethnic minorities on screen, on-air and in lead roles	15%***	15%
LGBT on screen and in some lead roles	n/a	8%

\*\*\*Portrayal only



**B B C**

**For all of us.**