

The background of the entire page is a collage of images featuring diverse women in professional environments. On the left, two women are shown in profile, looking towards the right. On the right, a woman is shown in a three-quarter view, looking towards the left. The bottom portion of the image is covered by a semi-transparent red banner that contains the main title and subtitle.

# MAKING THE BBC A GREAT WORKPLACE FOR WOMEN

A report on career progression and culture  
for gender equality at the BBC





*“It is about a step-change in the culture for gender equality that will underpin the position of the BBC as the world’s best public service broadcaster, delivering even more in the future for our people and our audiences.”*

# FOREWORD

I joined the BBC in my late twenties. Between arriving as a researcher and taking up the role I occupy today, I worked in a wide range of areas across the organisation. I also had three children – a daughter and twin sons.

My career at the BBC has been an amazing and fulfilling experience. Of course it has also brought all the challenges of juggling responsibilities as a working mum. There have been times when I wondered if I should just give up; when the feeling of guilt that I was not doing either job well enough – parent or BBC employee – got too much.

Over the last few months I have been privileged to meet and talk to so many women across the BBC about their experiences. Some of the experiences have been good, some of them bad. All of them have felt essential to understanding how best we can support the career progression and culture for women in the BBC today. We have met and heard from over 800 women and men in every part of the BBC, gathering around 5,000 ideas and suggestions. We have also talked to or researched over 30 external organisations to see what we can learn from experiences elsewhere.

Over the course of these conversations, I have been struck in particular by three things. First, how proud everyone is to work at the BBC. The commitment to the organisation and determination to go the extra mile that I have encountered at every turn has been inspirational. Second, what a good workplace the BBC already is for women. We have done a lot, but it is clear that we have so much further to go. We could have done better in the past. We can and must do better in the future.

But third, and perhaps most importantly, what a great opportunity we have right now. For all of us at the BBC – men and women – it is a chance to reset the dial and make the BBC an even better place to work; to learn from everyone's shared experience. It is also essential for us all to challenge ourselves on a regular basis to ensure that we are doing all we can.

What is clear from our work is that there is huge appetite for change, and real desire to embark on this cultural transformation together. The change we want to see is set out in this report's recommendations. They represent our best articulation of the review's findings and our truest reflection of everything we've heard. We commit to taking them forward.

I believe there is now an opportunity like no other to achieve the workplace culture we all desire, and to remove the obstacles, real or perceived, to progression. This is about much more than any single individual. It is about a step-change in the culture for gender equality that will underpin the position of the BBC as the world's best public service broadcaster, delivering even more in the future for our people and our audiences.

**DONALDA MACKINNON**

DIRECTOR, BBC SCOTLAND AND PROJECT SPONSOR





*“Men and women should work together to achieve our ambition of equal gender representation at all levels.”*



## EXECUTIVE SUMMARY

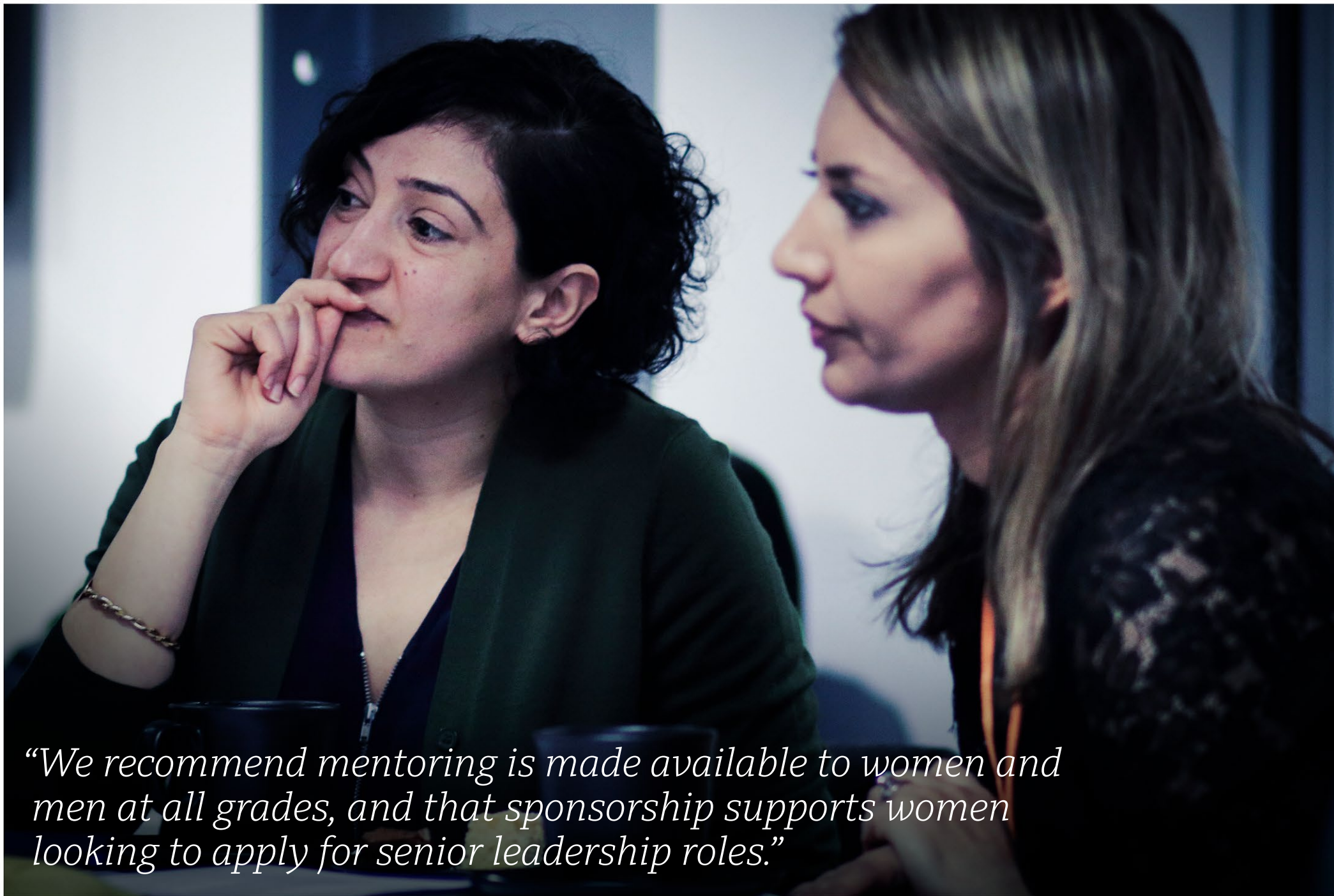
This report focuses on culture and progression for staff in the BBC, with a particular focus on women. The Director General, Tony Hall, launched the project in March 2018 under the sponsorship of Donalda MacKinnon, Director of BBC Scotland.

It comes as organisations across the world are recognising that much more needs to be done to create fully-inclusive cultures which value the contributions of women and support women to succeed.

The recommendations in this report have been devised through: 5,000 comments and ideas from staff; analysis of BBC workforce data; examination of best practice from within the BBC; and research of over 30 companies from the wider business community. Although the focus of this work is primarily on female progression, implementation of these recommendations will deliver resulting cultural benefits for everyone who works at the BBC.

This work draws on a number of principles that the BBC has already committed to: namely a gender-balanced BBC at all levels is a business imperative – for innovation, creativity and the audiences we serve; that recruitment should be based on merit; that everyone should be encouraged to speak out when they see bad practice; and that men and women should work together to achieve our ambition of equal gender representation at all levels.





*“We recommend mentoring is made available to women and men at all grades, and that sponsorship supports women looking to apply for senior leadership roles.”*

# MAIN RECOMMENDATIONS

Our ambition is a BBC in which women and men feel they can flourish equally. This work recognises the progress we are making whilst focusing our attention on going further and faster to achieve our aim of equal representation at all levels. Our recommendations are built around three themes:

## **1. SUPPORT: Build on a supportive environment, recognising the help women and men need to balance career and home.**

To achieve this, we recommend we do all we can to embed flexible working in our culture – recognising that it is important to both women and men at any stage of their career and regardless of the reason. The ratio of women to men working part-time across the BBC is 3:1; just 2.3% of our most senior leaders are on reduced hour contracts.

We recommend mentoring is made available to women and men at all grades, and that sponsorship supports women looking to apply for senior leadership roles. These initiatives will seek to improve the pipeline of women in leadership from entry level through to our most senior roles.

We recommend coaching women on return to work after taking time off with children – and with the introduction of shared parental leave, men also. Since 2014, almost one third (31%) of women have left the BBC following their last maternity leave.

## **2. DEVELOP: Create new opportunities for people to fulfil their potential and take responsibility for their career.**

To achieve this, we recommend changes to review and refresh our recruitment process, with attention given to advertising short term roles as “an opportunity to develop new skills” and where possible, as “location flexible”. This recommendation recognises that the main opportunity for progression comes from being recruited into a new role and we wish to remove barriers that may be preventing women from applying.

More women have left the organisation than men in the last five years, with exit interviews reporting the most influential factor as “better development opportunities elsewhere”.

In addition, we recommend further changes to build confidence that recruitment processes are free from gender bias, including using gender neutral language in adverts; greater emphasis on hiring for potential and behaviours; mixed gender interview panels wherever practicable; and mixed gender shortlists with a new expectation for balanced shortlists in the final round of our most senior roles, by widening the pool of candidates.

## **3. LEAD: Role model excellence in our leaders, recognising our experience at work is shaped by the person we report to.**

To achieve this, we recommend increased training and more support for our team managers, with accountability of behaviours measured through workforce data. We recommend that responsibilities between team managers and HR are clear and that both work together through new group conversations to share challenges, improve knowledge and solve problems.

All of us who work in the BBC have someone to whom we are responsible and who is responsible for us. This report places emphasis on the responsibilities of both parties to nurture strong and positive relationships and the knowledge that our reciprocal behaviours to colleagues set the culture of the BBC.

More details on actions that are being proposed in each area – can be found in the full recommendations on page 10.



## KEY HIGHLIGHTS

5,000 ideas and comments have been received from over 800 people who either took part in a consultation workshop or made a submission to the project team. Workshops took place in BBC locations all around the country: Glasgow, Belfast, Salford, London (New Broadcasting House and Television Centre), Bristol, Plymouth, Birmingham, Cardiff and Cambridge.

A team of 60 project volunteers reviewed all of the 5,000 comments and generated between them recommendations for change. All divisions and a range of career levels have been represented. The chairs of the staff networks and joint unions were also invited to discuss the recommendations.

The top barriers to progression as identified through consultation are: availability of development experiences; availability of career advice; a perceived gender bias in recruitment processes; a perceived stigma associated with flexible working; culture and behaviours; and the level of support on returning to work after maternity leave.

In addition to the workforce consultation, the project examined current best practice within the BBC, as well as speaking to or researching over 30 external organisations.

## KEY FINDINGS

### The perceptions (qualitative data)

A desire to see a significant shift in behaviour and greater importance placed on men being fully engaged in the gender conversation, were expressed strongly during consultation. A number of recurring themes\* emerged through the workshops:

**Flexibility:** Feedback suggested that working part-time may have a significant and negative impact on career progression. People reported that their commitment to work was questioned, that it appeared to indicate a lack of interest in continuing to progress and led to being overlooked for opportunities and excluded from conversations. People spoke about their fear of asking to work flexibly and the impact of having requests rejected. It was felt that the process of identifying a job-share partner was flawed and lacked a corporate mechanism in which to do this. Although the majority of feedback came from women, men also reported similar experiences. It was felt that flexible working was there to support people with childcare and not there to support the whole workforce achieve a work-life balance.

**Development:** There is a perceived and actual lack of access to learning and development for women and men, and women feel this is crucial in order to take responsibility for their career development and advancement. Creating an environment of accessible and continuous learning, regardless of grade, is a key theme.

Feedback also focused on: training that prepares candidates to be successful for promotion; a feeling of being deskilled on return from maternity leave; and a lack of ongoing and continuous training to support line managers with the knowledge and skills required to lead their teams effectively and with inclusion. The consultation identified knowledge on BBC policy to be inconsistent among team managers, which appears to be leading to significant differences in application of policy.

**Parental leave:** A range of experiences were offered, including: a lack of information; a lack of understanding and care from line managers and colleagues; a lack of knowledge around policy such as Keeping in Touch (KIT) days and their purpose. Many identified feeling cut off and excluded whilst on maternity leave with no access to their IT accounts or internal communication to keep track of events. Others talked about having no access to Gateway, leaving them without access to policy information and the internal Careers Hub. Experience of return to work was mixed, with many reporting feeling unsupported, deskilled, lacking in confidence and thrown in at the deep end. Quality of experience appears to be inconsistent based on what people referred to as a “line manager lottery.”



**Recruitment:** It was suggested that women feel “intimidated” by the processes and lack trust in a fair outcome, creating a significant obstacle to the main route of career progression in the BBC, either laterally or upwards. Recruitment was felt to be one-way, heavily reliant upon competency-based interviews which are felt to penalise part-time workers or women who have taken extended leave around children. Women wanted more development opportunities advertised to expand skills. Regardless of outcome, people felt they should be able to walk away from a recruitment process feeling positive about the BBC and their own strengths.

**Culture:** There is a belief that BBC culture places a higher value on output than on people. Feedback is that management time has been eroded through efficiencies and business expansion. Team managers say they feel isolated, unsupported and under pressure since the HR transformation, feeling ill-equipped to deal with the technical knowledge of policy and fair application. There is a strong belief that the culture of “inclusive leadership” has not been sufficiently prized and role modelled at every level of the organisation or explained as business critical.

There is a feeling that we haven’t taken time across the corporation to understand or unlock the creative potential of diverse teams to deliver to our objectives.

**\*It should be noted that pay is out of scope for this project. Feedback from the staff consultations identified pay and transparency as a primary barrier for the progression of women and workplace culture.**

#### The facts (quantitative data)

##### 50:50

- The BBC is slightly more male at 52% – with the proportion of women slightly down on five years ago.
- In senior leadership (SM 1/2), the representation of women is 37% – a rise of 1.6% over the last five years. During this same period, the number of SM roles reduced by 34%.
- For leadership roles at Bands E and F, the representation of women has increased by 3.5% to 44% in five years.
- At Band D leadership, the representation of women has increased by 0.4% to 43%, over five years.

#### Leavers

- In each of the last five years, more women have left the BBC than men, with the highest percentage figure in the 12 months to March 2018 at 58%.
- Almost one third (31%) of women have left the BBC following their last maternity leave since 2014 – with 10% leaving during maternity, 14% within 12 months and 7% after one year.
- Exit interviews reveal that female managers felt more negative about the training received to manage others effectively (-13%) and women indicated “better career opportunities elsewhere” was the most influential factor for their intention to leave.
- A consistently high percentage of women leave the BBC at Bands C and D. The average age of women in these grades are 33 and 41 respectively.

#### Flexible working

- 13% of people are on reduced hours contracts – this is the same as five years ago.
- This falls to 9% in leadership roles at Band E and above.
- 2.3% of SM managers are on reduced hours contracts.

# SUPPORTING PROGRESSION IN THE BBC

The BBC has a number of policies and actions in place to support progression – and these will be updated over the next 12 months following the recent review of Terms & Conditions. A summary of policy, actions and eligibility can be found in the Appendix to this report.

BBC Maternity pay is at full salary for 18 weeks followed by 21 weeks at statutory pay. Changes following the Terms & Conditions review include: enhanced pay for shared parental leave of up to 18 weeks' at full pay and two weeks at full pay for paternity leave.

Supporting development experiences, women and men can benefit from “Hot Shoes” diversity placements, which enable successful candidates to work in another team to learn new skills and build networks.

On culture, there are a number of routes to speak up and raise concerns at the BBC, including a confidential and dedicated bullying and harassment helpline, the BBC HR Helpdesk, a confidential 24/7 employee assistance helpline and a confidential whistleblowing helpline. A new BBC Code of Conduct also sets out expected behaviours in the workplace.

Meanwhile, initiatives in teams across the BBC are also making an impact on gender progression:

The “Women at the BBC” network has launched a series of lunchtime talks with a range of inspirational female speakers which are also being broadcast on social media; the volunteer “Lean In Circle” in BBC Scotland is building confidence and skills in women through regular lunchtime peer support meetings.

The Global Women in News (GWiN) network developed an emerging leadership programme working with the BBC Academy, to support women hone their skills and apply for first team manager roles; meanwhile GWiN’s mentoring programme is supporting the development of almost 100 women each year. Mentoring networks have recently launched in BBC Wales and BBC Studios.

The BBC News Parents network has piloted workshops for parents to share their experiences whilst masterclasses for line managers are promoting best practice in supporting parents at work; the Agony Aunts volunteer network is offering parent to parent mentoring.

Through recruitment pilots, Design & Engineering are developing a “returners” programme to support women back to work after a career break; BBC News is piloting an idea for job share applicants to apply without a partner, moving the onus from the individual to the business; meanwhile User Design

Experience has been writing job descriptions with gender neutral language and the team has reported an increase in women applying for roles.

The Women in Leadership Programme inaugurated in BBC News in 2015/2016, has resulted in 80% of participants being appointed to new roles in two years, with the representation of SM leadership roles in News increasing from 26% to 44% in three years.

## **Supporting Progression – External Conversations and Research**

Promoting a flexible working culture FOR ALL attracts the boldest strategies, with company examples including a four-day-week option and taking the month of August off (with pay adjusted accordingly).

Recruitment is a recurring theme with varying approaches around use of language in adverts; assessing “potential” in interview assessments and slowing down the recruitment process to maximize applications from women. A few companies report not taking down an advert until there is appropriate gender representation on the shortlist – extending the recruitment process to up to three months. Mandatory 50/50 interview shortlists exist in some companies.



There is a mixed approach to high potential programmes – some offering women only programmes, others offering mixed gender with a focus on under-representation. Sponsorship from senior leaders to progress to the top, is seen as essential in both approaches..

On policy, some companies have stopped talking about “maternity leave”, and instead talk about “GPP” or the “Global Parental Programme”. Others have developed policy for “Occasional Working from Home” and a “Staying in Touch” policy on voluntary keeping in touch communication whilst on GPP; this includes keeping IT accounts open and keeping company laptops and phones for 12 months.

On culture and behaviours, providing a safe and confidential space for people to talk through concerns and gain advice, away from HR and line managers, is an emerging theme. There are organisations that offer a “Guardians” network who are trained members of staff who act as a sounding board for colleagues. Guardians will advise colleagues on the actions they can take for themselves and raise awareness of the formal processes.

The HM Treasury “Women in Finance Charter” is a commitment from the 205 signatory firms to work together to build a more gender balanced industry. Signatories are asked to set gender targets in senior management, publish progress annually and link executive team pay to delivery.



## RECOMMENDATIONS IN FULL

### **1. SUPPORT: Build on a supportive environment, recognising the help that women and men need to balance career and home.**

#### **a. We will offer all roles on a flexible basis by default where the task allows and do all we can to agree to a flexible working request:**

- i. By referring rejections for further consideration and measuring turn downs;
- ii. By working with divisions where reduced hours working is currently below the BBC average of 13% to understand why and to increase opportunities;
- iii. By raising awareness of the flexible working options available to all, regardless of the reason. Placing emphasis on men and senior leaders to role model flexible and reduced hours working;
- iv. By actively seeking job shares in our top 300 leaders to act as role models, mitigating a risk that women working reduced hours are discounting applying for senior roles;
- v. By maintaining and promoting a job share register across the BBC;
- vi. By reviewing our flexible working policy annually. We recommend recognition in our current policy for flexible hours, compressed hours and new “Occasional Working from Home” guidelines; \*
- vii. By role modelling expectations for staff and line managers on how to implement our exceptional leave policy – to ensure fair and equitable implementation.

\* We will work with the joint unions on any changes to policy identified in these recommendations.

#### **b. We will support women to navigate their careers – through mentoring, sponsorship and role models:**

- i. By launching a pan-BBC mentoring programme, accessible to women and men regardless of grade;
- ii. By formalising how our senior leaders act as sponsors and advocates for female staff who show strong potential to progress to a more senior level;
- iii. By profiling the careers of others to act as role models and inspire new thinking on how to progress and pursue career ambitions;
- iv. By supporting the ambition of our staff networks such as ‘Women at the BBC’, ‘Global Women in News’ and ‘WiSTEM’, with resource enabled through the BBC’s Diversity & Inclusion team – recognising the important role the staff networks play in providing training, support and networking opportunities for women.

#### **c. We will dedicate support for people taking extended leave to care for family and improve the experience for people when they return to work:**

- i. By introducing coaching for new parents\* back from maternity, adoption or shared parental leave. We recommend that coaching is also offered to people returning to work from extended leave or career break, after caring for family;
- ii. By working with managers to ensure they are equipped to support appropriately at every stage;



- iii. By keeping IT accounts active during maternity and family leave – enabling people to stay in touch with BBC communication and to access HR services, should they wish;
- iv. By recommending a commitment to explore options for close-to-work nursery provision (not subsidised), supporting our workforce with greater choice;
- v. By ensuring nursing rooms in our main centres meet our best practice standard. At our smaller offices, we will identify appropriate space.

\* This recommendation applies to all parents, from all backgrounds. More specific recommendations for LGBTQ+ parents will also be explored as part of the LGBTQ+ workstream report.

## **2. DEVELOP: Create new opportunities for people to fulfil their potential and take responsibility for their career.**

### **a. We will build confidence that our recruitment processes are free from gender bias – through refreshed and improved recruitment processes:**

- i. By assessing for potential, attitudes and behaviours – supported by a new hiring manager toolkit. High value will be placed on the positive experience of the candidate throughout the process;
- ii. By writing adverts in gender neutral language; reducing the list of required skills and stating that not all need to be met in full; keeping adverts open for as long as possible; advertising interview dates on the application; and offering flexible and reduced hours working;

- iii. By ensuring mixed gender interview panels wherever possible and widening the pool of candidates to support the aim to always have mixed gender shortlists;
- iv. By introducing a new expectation that at the most senior levels we should broaden the pool of candidates and deliver a gender balanced shortlist for final interviews;
- v. By introducing an independent interview panel member if candidates are already reporting to the hiring manager or acting in post, ensuring transparency and fairness to all candidates. The independent panel member will be appointed by the HR Resourcing team;
- vi. By recruiting short attachments (between three and six months) as “development opportunities” where possible, making it clear that transferable skills are welcome and no one needs to ‘tick every box’ of skills in order to apply;
- vii. By offering roles as “location flexible” if that can work, keeping the licence fee payer in mind with regard to excess travel.

### **b. We will increase HR resource to drive measurable change in culture and progression:**

- i. By introducing new senior (Band F) roles in every division, to work with the Divisional Director and HR Director. The new roles will speed up delivery of these recommendations, ensuring development is integral to strategy and implementation is owned by the senior leadership team. This additional resource will report to the Divisional HR Director as part of the HR portfolio and success will be measured through quarterly Diversity and Inclusion data.

## RECOMMENDATIONS CONTINUED

### **c. We will offer new development opportunities – through targeted training for women:**

- i. By developing high-potential programmes for women looking to progress to senior, mid and entry level leadership roles, to address under-representation. Tailored elements will be offered based on: division; location or job family. Participants must be sponsored by senior leaders and resulting progression measured with accountability placed on the Divisional Director.

### **d. We will explore a pan-industry conversation to support women in technical craft roles :**

- i. Recognising the importance of this community across the creative industries and our shared responsibilities to build representation of women, progression and networks that lead to new opportunities.

## **3. LEAD: Role model excellence in our leaders, recognising our experience at work is shaped by the person we report to.**

### **a. We will promote partnership working between team managers and HR:**

- i. By providing further clarity of accountabilities, recognising the significant change in roles and responsibilities for team managers following the HR transformation programme, which brought greater consistency and efficiency across the corporation;
- ii. By increasing training to equip team managers to lead. A programme of regular training should include fair and equitable implementation of BBC Policy and leading with inclusion;

- iii. By HR teams in every division holding regular coaching and information conversations with groups of team managers at every level to listen to challenges, improve knowledge and solve problems together.

### **b. We will celebrate best leadership practice at every possible opportunity:**

- i. Placing greater cultural emphasis on exemplary behaviour and leadership at the BBC, in addition to output achievements.

### **c. We will measure performance through teams built on difference:**

- i. By introducing a new HR data dashboard available at team manager level to measure and report progress on gender, diversity and inclusion in teams of 10+. Data performance will be measured and reported in quarterly divisional leadership meetings and at the Executive Committee.

### **d. We will improve support for fixed-term contract and freelance workers – recognising the barrier to culture and progression when there is no security of tenure:**

- i. By reviewing the experiences of colleagues and developing a series of actions to deliver industry best practice.

### **e. We will communicate and work on the consistent application of our BBC Code of Conduct – through which leaders and all staff are held accountable for their actions and behaviours.**



## CONCLUSION AND NEXT STEPS

These recommendations conclude the first phase of a wider project.

The engagement and support of the top 300 leaders in the BBC is key to success. To that end, Project Sponsor, **Donalda MacKinnon**, has formed and met with a governance group.

This group consists of:

**Wendy Aslett** – Nations & Regions

**Rhona Burns** – Finance & Operations

**Joanne Episcopo** – Global Women in News

**Adaobi Ifeakor** – Women at the BBC

**Jamie Angus** – World Service

**Mark Linsey** – Studios

**Katie Lloyd** – News

**Tunde Ogungbesan** – Diversity & Inclusion

**Clare Sumner** – Policy

**Kate Philips** – Content

**Matthew Postgate** – Design & Engineering

**James Purnell** – Radio & Education

**Frances Weil** – Director General's Office

The recommendations are not cost neutral and each will require investment. The project will not achieve its goals without the required funding and resource.

This report is one of a series of five examining what can be done to improve career progression and culture at the BBC for BAME, female, disabled staff, LGBTQ+ staff and those from different social backgrounds. Consideration is needed to align recommendations across all workstreams and identify how to embed the culture change required to deliver in full, with success measured against the BBC's 2020 targets for equality, diversity & inclusion.

A dedicated team is required to take this next stage of work forward, under the direction of a project lead.

All our work in this area needs to recognise that culture change will only happen if people can see and feel the change in the people around them and that there is a consequence for failing to meet.

Project Lead – **Marianne Bell**

Project Working Group: **Katie Sparrowhawk; Jasdeep Rai; Sandra Steel; Paul Mulligan; Donald-Iain Brown; Nicola Crowther; Lorna Macdonald**

With special thanks to: **Sarah Burbedge; Sara Harkins; Emma Snodgrass; Manisha Bangor; Laura Milne; Kaljeen John**



# APPENDIX

## Flexible working

The Flexible Working Policy offers routes for balancing home and work life e.g. part-time working, term-time working, working from home and job sharing. Following our recent Terms & Conditions review, the policy will be updated to include an option to make flexible working requests informally and make alternative proposals.

## Family leave

Colleagues can already access internal vacancies whilst they're away, details are in the family leave letters sent to colleagues before they commence their family leave.

As a result of this consultation we're working to change our technology policy so that those on family leave have the option to retain access to their IT accounts and their BBC laptop and phone, if they wish.

Maternity Leave & Pay	Adoption Pay	Shared Parental Leave	Parental Leave
18 weeks BBC Maternity Pay (full pay, including Statutory Maternity Pay) for colleagues who have 26 weeks or more of continuous service, this is followed up by 21 weeks of Statutory Maternity Pay.	Colleagues with at least 26 weeks service are entitled to BBC adoption pay, paid at 18 weeks' basic pay (including continuing allowances) followed by 21 weeks at the standard rate of SAP.	Up to 52 weeks off work with your partner, to care for your child, if they return to work before the end of their full maternity or adoption leave entitlement.	18 weeks' unpaid leave (per child) to care for or spend time with your children any time before your child's 18th birthday.

## Changes to our BBC Parental & Carers Policy

We've agreed the following changes which will be implemented over the next year:

- Partner Support Leave to be replaced by enhanced levels of pay for paternity and shared parental leave
- Pay during Shared Parental Leave to be enhanced from statutory pay (c. £150per week) up to max of 18 weeks' at full pay per child
- Pay during Paternity Leave from statutory pay (c. £150per week) to be enhanced: up to max of 2 weeks' at full pay.

## Recruitment

Our recruitment policy states that all possible steps should be taken to make the process as fair as possible and to counter or remove any bias.

## Development

There are a number of divisionally led and centrally run networking groups and development programmes to offer support to women's career progression at the BBC.

- Hilda Matheson Programme – Women into Leadership
- BBC Women – Pan BBC network supporting
- Gwin – Networking and development group in BBC News
- Women in News Leadership programme
- WiSTEM – supporting women into STEM (Science, Technology, Engineering and Maths) across divisions
- 'Only at the BBC' opportunities such as Hot Shoes



## Pay

We've replaced 16 current grades (2–11 including linked grades) with six new broad bands (A–F) which are aligned to market-informed job pay ranges. We've simplified the career progression structure, moving from 5000 to 600 job titles.

Where colleagues have raised concerns about their pay, we've put informal and formal mechanisms in place including an equality inbox, a team to review informal pay cases and new external experts to act as independent adjudicators in formal cases. These are now being supplemented with a new 6 monthly fair pay review where managers review the salary position of all their team members against the new job pay ranges and other colleagues in the same job to ensure they are fair. This year we also introduced the option for audio recording for formal grievances and appeals.

## Culture

The #metoo movement in 2017/18 brought a greater focus on the need for organisations to focus on the prevention of sexual harassment at work. The routes to speaking up at the BBC include a confidential, dedicated bullying and harassment helpline, the BBC HR Helpdesk, a confidential 24/7 employee assistance helpline and a confidential Whistleblowing helpline. Further support to set clear expectations about the culture and behaviours within the BBC workplace includes;

- A new BBC Code of Conduct which sets out expected behaviours including a dedicated section on treating everyone equally
- A dedicated helpline for managers called Manager Advice
- A mandatory Bullying and Harassment Online Training course
- A Speak Up Campaign and support materials
- A dedicated team called Support At Work, to manage bullying and harassment complaints







**BBC**

**For all of us.**