



# OUR VALUES

AUDIENCES. CREATIVITY. TRUST. RESPECT. ACCOUNTABILITY. ONE BBC.

OUR VALUES. OUR **BBC**





We have a unique role in audiences' lives: to inform, educate and entertain millions of people in the UK and around the world.

To deliver this for all audiences, we need to attract and retain world-class, diverse talent and unite everyone behind a common set of values and behaviours.

More than just words on a page, our values set out what we stand for and inform everything we do. They define what you can expect from the BBC, and what the BBC expects from you – helping us to build a BBC that is creative, inclusive and full of opportunity.

**Tim Davie**  
**BBC Director-General**







# AUDIENCES





# AUDIENCES are at the heart of everything we do.

## What you can expect from the BBC

- A focus on delivering value to all audiences and customers and serving the public good
- Work on things that matter every day with a clear sense of purpose and how you can contribute
- Help inform, educate and entertain millions of people in the UK and around the world

## What the BBC expects from everyone

- Champion all audiences and customers, put their interests at the heart of everything you do
- Make sure you are clear about the purpose of your role: where it fits and why excellence and high-performance matter

## What the BBC expects from leaders

- Lead by example in your performance, actions and behaviours
- Generate energy and optimism to achieve and excel, by ensuring your team understand their contribution to the BBC mission, purpose, values and strategy
- Actively look for opportunities for internal teams or external partnerships to work together for the collective good of the BBC and the audiences we serve





**CREATIVITY**





# CREATIVITY is the lifeblood of our organisation.

## What you can expect from the BBC

- Be part of supporting and delivering ground-breaking content and services for all our audiences
- An inspiring environment where creativity flourishes and the next big idea can come from anyone

## What the BBC expects from everyone

- Be bold with ideas and look for opportunities to be creative. Champion the best ideas, not just your own
- Show you are up to date with the latest thinking, trends and insight in your area
- Invite new voices and perspectives to fuel your creativity. Get to know people and understand what they do in other parts of the BBC and outside

## What the BBC expects from leaders

- Create an environment for teams to innovate, test and develop ideas
- Give your team the time, support and tools to experiment and take smart risks to deliver greater creativity and value





TRUST





# TRUST is the foundation of the BBC - we're independent, impartial and truthful.

## What you can expect from the BBC

- Be part of one of the world's best-known organisations where impartiality and truth are fundamental to trust
- A culture where speaking up, straight-talking, seeing challenges as opportunities and making clear, timely and informed decisions are valued
- Ways of working where generosity, positive contributions and mutual support are key

## What the BBC expects from everyone

- Be an ambassador for the BBC, be ethical, impartial and truthful in all that you do and speak up when you have concerns about unethical practice
- Make clear, informed and timely decisions and do what you say you'll do
- Actively build strong relationships based on openness, honesty and trust

## What the BBC expects from leaders

- Act as leaders of the whole BBC focusing on our global ambition, not only on your own area
- Build trust and engagement with regular communication within your team and between teams working together
- Foster open, constructive debate around disruptive ideas and data, to raise awareness, challenge team assumptions and bias and elicit new insights





RESPECT



The background image shows two women, one with short blonde hair and one with long dark hair, standing in a vibrant Japanese city street at night. The street is filled with colorful neon signs and advertisements, including one for 'BBC SPORT' and another for '麻雀' (Mahjong). The overall atmosphere is bright and diverse.

# We RESPECT each other - we're kind, and we champion inclusivity.

## What you can expect from the BBC

- An open BBC that reflects and celebrates the diversity of the audiences we serve throughout the organisation
- Freedom to bring your best authentic self to work and confidence that you can speak up and your unique voice is heard and valued
- Policies and practices that match our inclusive ambitions and flexible working options to suit your needs and your well-being

## What the BBC expects from everyone

- Bring your best authentic self to work and play to your strengths. Be an advocate for inclusion and respect, speak up when it's not happening
- Bring your full attention to people and situations recognising and understanding others' emotions, ideas and perspectives
- Demonstrate self-awareness and generosity. Be considerate of your impact on others and their work

## What the BBC expects from leaders

- Be inclusive and fair in how you hire, manage, grow, celebrate and reward talent - build teams that truly represent our audiences
- Build a team environment where we treat everyone fairly and equally, where diverse perspectives can be voiced and embraced with honesty and respect and action taken where concerns are raised
- Regularly ask your team what they need to support their ongoing engagement and well-being especially during times of change



An elderly man with white hair, wearing a dark olive-green jacket, stands in a dark, textured environment. The word "ACCOUNTABILITY" is overlaid in large, bold, white capital letters across the center of the image.

**ACCOUNTABILITY**





# We are **ACCOUNTABLE** and deliver work of the highest quality.

## What you can expect from the BBC

- A focus on high standards of behaviour as well as performance
- Empowerment to deliver your best work
- Be part of our sustainability commitment to achieve Net Zero by 2030 and inform and inspire audiences on climate change

## What the BBC expects from everyone

- Individual and collective high performance matters. Be commercially aware, environmentally responsible and results focused
- Take initiative, set stretching goals and targets. Deliver at pace and celebrate success
- Take responsibility for value for money and operational excellence; find and help implement simple solutions to problems

## What the BBC expects from leaders

- Take responsibility for agreed plans and strategic direction. Be clear about roles and responsibilities. Stay agile and help your team adapt
- Agree clear, ambitious, achievable goals with your team for both performance and behaviours. Explain what high performance looks like and why it matters
- Hold your team accountable for individual and collective results. Track progress and give timely, honest, regular feedback on both behaviours and performance. Support and challenge to help individuals shift from good to high performance and take action where performance needs to be turned around





# ONE BBC





# We are ONE BBC - we collaborate, learn and grow together.

## What you can expect from the BBC

- The support, tools and technology to work and collaborate effectively across teams
- The opportunity to learn from global experts and have regular opportunities to develop yourself
- More freedom to move around, to take responsibility early and to grow your career

## What the BBC expects from everyone

- Act, think and collaborate as one BBC. Take into account the needs and priorities of others and the broader organisation when planning and taking action
- Take ownership of your learning and career. Be open to feedback: listen to audiences, customers and colleagues and reflect on successes and mistakes for your learning and growth
- Embrace change: seek new opportunities and focus on your well-being to be able to respond flexibly to new challenges

## What the BBC expects from leaders

- Co-create development plans and discuss progress at least twice a year. Encourage individuals to make the most of what the whole BBC has to offer
- Model a learning mindset. Coach team members regularly on performance and behaviours. Ask the right questions to gain insight, unlock solutions and resolve conflict
- Inspire your team to embrace change. Communicate frequently and personally through uncertainty. Be honest about what's been decided and what the team can influence





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