

Diversity and inclusion award

Winner

BBC

As a public institution with a wide-ranging audience, it seems only right that the BBC's workforce was just as diverse. Its Diversity and Inclusion Strategy was launched in 2016 and lays out specific targets for 2020. These include: 15% BAME representation in the workforce and in leadership positions, 50% women in leadership, 12% representation of disabled staff, and 8% LGBT+. The broadcaster is making good progress on these targets, having exceeded LGBT+ aims in both the general workforce and leadership (at 10.8% and 11.7% respectively), and BAME representation in the wider workforce (at 15.25%). It is drawing very close to all others, looking set to achieve them by the 2020 goal.

To create the strategy 'Making the BBC the best place to work for everyone' the organisation set up five workstreams dedicated to: BAME, gender, disability, socio-economic status and LGBT+. It then asked staff about the barriers and challenges for each group. Each workstream was sponsored by a member of the executive team. This consultation happened between April and November 2018 and was the biggest-ever staff consultation at the Beeb.

It committed to deliver all of the 128 recommendations made. Investment of £4.7 million over three years was secured. To date 31% of the recommendations have been completed and 51% are in progress. The status of each is regularly reported to employees and the BBC has promised a full audit this Summer so that it's held to account for what has been achieved against each of the recommendations.



With so many commitments, the broadcaster decided to create an overarching strategy based on common themes applicable to all staff. This would avoid a fractured piecemeal approach. 'Making the BBC the best place to work for everyone' is now part of the organisation's five strategic business priorities.

It analysed the recommendations, as well as various other pieces of staff feedback, and grouped them into seven universally applicable and inclusive themes. These are: trusted leaders who listen and value their people; interesting work with clear objectives and purpose; career progression support; flexible working to support work

Shortlisted

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Bryan Cave Leighton Paisner

Costain Group

Everton Football Club

Financial Times

MTR Crossrail

Odeon Cinemas Group

and personal life; fair and transparent recruitment; more wellbeing support; and pay to be fair, consistent, transparent, competitive and clear.

It will evaluate success using a new engagement survey method that allows granularity down to team-leader level. All the questions will be related to the seven themes above,

enabling progress to be measured against each. The BBC also plans to monitor other culture metrics such as voluntary attrition, grievances, leaver feedback, and ratings on sites such as Glassdoor and LinkedIn.

The BBC has gone from almost exclusively employing graduates to being the UK's leading employer of school-leaver apprentices. It was the only media organisation to rank in the 2018 Social Mobility Index Top 50 Employers. Targeted pre-employment opportunities are vital to this, such as Get Into Media – a 15-month programme for 40 students from socially diverse backgrounds. This is made up of discovery days, boot camp training, work shadowing and mentoring.

Judges praised this as "a standout entry" with a "burning business case for change". They described the stats and achievements against targets so far as "fantastic", and appreciated that it is "not a quick fix; it's a sustainable offer".

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