



itv

DIVERSITY

EQUALITY &

INCLUSION

We are changed by what we see.
Just as we are changed when we are seen.

DIVERSITY ACCELERATION PLAN

REPORT 2021

WELCOME

CAROLYN MCCALL, CEO ITV



Welcome to our report. A year ago, we committed to increasing investment, including appointing a new Diversity & Inclusion team, in order to accelerate the speed of change and increase representation on-screen, in our production teams and within our own workforce.

Attracting the best talent from a wide range of backgrounds, creating an inclusive culture where all colleagues can flourish, and making programmes that appeal to wide and diverse audiences are all hugely important priorities to our business.

I feel incredibly proud to work for ITV and this has been an extraordinary year. I would like to acknowledge the passion and commitment ITV colleagues have displayed to drive this agenda forward and particularly the hard work of and the important role that our colleague Network Groups have played.

Lockdown made things harder to deliver on many fronts including some elements of this plan and there are further steps to reach all our targets. There is no doubting our commitment – we are also committed to measuring our progress and reporting publicly each year because we know that we will rightly be judged by actions rather than words.

INTRODUCTION

ADE RAWCLIFFE, GROUP DIRECTOR DIVERSITY AND INCLUSION, ITV

As a senior leader at ITV I know how essential it is for us to use our position in society to shape Britain's culture whilst reflecting who we are; it's a position of privilege and responsibility.

ITV has a duty to remain relevant, successful and profitable. As custodians of an organisation which millions of British people have a close relationship and affinity with, we understand the importance of ensuring that ITV consistently lives up to their expectations. This report will provide detailed information as to how ITV is becoming better equipped to ensure it delivers on its ambitions.

For more than a year we've been living through unprecedented times. The global Covid-19 pandemic has threatened the global economic order, challenged governments like never before and brought into sharp focus inequalities that have always existed; 2020 is the defining year of our century.

The Black Lives Matter protests last summer, which followed the brutal murder of George Floyd, ignited public outrage at this time whilst the world was in a state of flux. Our award-winning news team covered how worldwide protests featuring people of all ethnicities and backgrounds demanded an end to racism in all its forms and a push toward social justice.



It was at this point that we chose 2020 as the moment to define our future direction and accelerate changes to how we operate as a business – ensuring that we're more diverse and inclusive. In the first year of our Diversity Acceleration Plan we have already made some progress. Since July 2020 we have achieved:

- 33%** increase in the number of lead roles featuring Black, Asian and Minority Ethnic talent on ITV.
- 34%** of lead roles in new commissions that have aired on TV since July 2020 have been filled by Black, Asian and Minority Ethnic talent.
- 62** Production Opportunities for ethnically diverse talent to gain more senior experience in roles to create an increased pipeline of diverse talent in years to come.

We have decided to be proactive in shaping our workforce because we know it is imperative for our business to have the widest and best pool of talent available. Our 2020 Diversity Acceleration Plan had five clear ambitions and this report is intended to reveal what we have achieved so far, whilst also detailing what we still need to do.

OUR FIVE COMMITMENTS

1. Increasing diversity on ITV's Management Board and senior leadership teams.
2. Commissioning to ensure ITV better represents contemporary British life on-screen within the next 12 months.
3. Improving diversity and career progression in TV production.
4. Taking positive action on recruitment of a diverse team at entry level as well as at middle and senior leadership levels.
5. Educating and developing ourselves so everyone understands racism and their role in creating an inclusive culture.

Using data alongside compelling accounts, this report gives a fuller picture of what we're doing well after our first year and how much further we still need to travel. We understand that our actions will resonate much more than our ambitions ever will.

While our first year plan has a focus on supporting those from Black, Asian and Minority Ethnic backgrounds, we remain committed to our other diversity targets and activities – particularly on doubling disability representation and improving social economic diversity.

I hope you enjoy reading how much we've achieved so far and also push us to go even further in years to come.



As broadcasters we know the power and reach of our programming. We can change the hearts and minds of our viewers, helping even to shape the way our society views the world... We are starting to see more successes though in front of the camera and behind. Alison Hammond becoming the first black regular anchor of This Morning at the beginning of 2021 is fantastic to see and even the decision to have a wider and more diverse pool of talent including make-up artists really matters... But we have to be so mindful not to allow this momentum to fall by the wayside.

Award-Winning ITV News Presenter Charlene White spoke to us about the push for greater diversity and equality in British Television over the last 12 months. [Read the full interview here.](#)



OUR PROGRESS

1.

INCREASING DIVERSITY ON ITV'S MANAGEMENT BOARD AND SENIOR LEADERSHIP TEAMS

YEAR 1 SUCCESSES

- Appointment of Ade Rawcliffe, Group Director of Diversity and Inclusion on to ITV Management Board in August 2020. Reporting directly to our CEO, Carolyn McCall. With the creation of this new position ITV became the first FTSE 100 company with a dedicated diversity director on its executive board.
- Increased diverse representation on the ITV PLC and ITV Management Boards.
- Attracting industry-leading talent to ITV Studios to ensure our senior leaders in production better reflect the diversity of modern Britain.

WORK STILL TO DO

- Further work needed to improve ethnically diverse representation across all senior levels at ITV including senior leadership, commissioning and production.

Key Data

ITV PLC Board Of Directors (11 members)¹

45.5% Female board representation
18.2% Black, Asian and Minority
Ethnic board representation

¹ (ITV Annual Report)

Full Commissioning Team²

21.2% Black, Asian or Minority Ethnic
1.9% Prefer not to say
76.9% White

² (Q1 - January to March 2020)

FTSE 100 Average Diversity data³

46% Female board representation
12.4% Black, Asian and Minority
Ethnic board representation

³ (Parker Review survey March 2021)

The ITV PLC Board representation exceeds the Hampton-Alexander Review target and also surpasses the Parker Review recommendations.

ITV's senior leadership team is 11.2% Black, Asian and Minority Ethnic.

OUR TRANSFORMATIVE ITV LEADERS – DRIVING OUR BUSINESS FORWARD



I lead the distribution at ITV for Live Channels, ITV Hub and ITV Hub+. My role includes negotiating terms that address prominence, search and recommendations tailored to an ITV audience. I'm also the Chair of Freesat, a joint venture between the BBC and ITV, and a Non-Executive Director at The Twofour Group, an award-winning production company. I have over 15 years' experience launching products, building strategic partnerships and delivering complex, transformational programmes.

Faz Aftab – Director of Platform Distribution



I'm responsible for using leading technology to leverage our data to create value for ITV. That means working with Studio Production, Studio Distribution, Commissioning, Scheduling, Distribution, Marketing, Direct to Consumer and Commercial. Previously I worked as Channel 4's Head of Data Science building a multi-award-winning team where we combined human creativity with machine intelligence to drive growth and innovation.

Sanjeevan Bala – Group Chief Data and AI Officer





I'm responsible for driving and developing scripted comedy content for ITV. One of our current major commissions is Spitting Image which is shown on Britbox. Previously I was Head of Comedy at Talkback and Head of Development for Retort where we produced the award-winning Chewing Gum. I have almost 20 years of experience in TV production and development, and diversity in content, not just comedy, is the key to engaging audiences.

Nana Hughes – Head of Comedy, ITV Commissioning



As the Non-Exec on the ITV Studios Board my role is to provide challenge and external perspective to the leadership and strategy, based on my 30-year career working in television, including leading the BBC Television Production studio, a major American cable network and now an independent production company. Diversity in all its forms is central to studios' future success, because a diverse workforce enables us to create the ideas that appeal to increasingly diverse audiences.

Pat Younge – MD, Cardiff Productions;
Non-Exec Director, ITV Studios



As the Chief Finance Officer at ITV Studios it's my responsibility to help the business grow and manage its finances. I've been at ITV for almost 16 years after starting in the ITV Broadcasting division (now known as Media & Entertainment). It's been fantastic working across different parts of the business including Commercial, Group Finance, Investor Relations and Procurement. For a time I was based in Manchester where I ran our Business Service Centre. I'm really enjoying being part of the ITV Studios management team to help our business develop, succeed and achieve its strategic goals.

Sharjeel Suleman – Chief Finance Officer, ITV Studios

LOOKING FORWARD

When making senior hires at ITV, we endeavour to recruit the most talented people from the broadest range of backgrounds. Whilst 13.4% of our colleagues are from a Black, Asian and Minority Ethnic background, within our Senior Leadership Team (SLT) it is 11.2%. Diverse representation is particularly important in commissioning, as we strive to make content that reflects our audiences across modern Britain. We did not make any new appointments to commissioning this year, but as vacancies arise, we hope to build on our representation of Black, Asian and Minority Ethnic colleagues which is currently at 21.2% in commissioning. We are committed to broadening the range of experiences and voices by seeking to attract the very best talent from the widest range of backgrounds to further enrich our team.

2.

COMMISSIONING TO ENSURE ITV BETTER REPRESENTS CONTEMPORARY BRITISH LIFE ON-SCREEN WITHIN THE NEXT 12 MONTHS

Having transparent processes and utilising data is crucial for reaching our diversity targets. Our commissioning teams now have access to information about a range of diversity metrics enabling them to make better decisions for our programmes. Our determination to reflect the rich diversity that makes up Britain can be seen in the programming decisions we have made over the last twelve months.

YEAR 1 SUCCESSES

- 33% increase since July 2020 – The number of lead roles for people from Black, Asian and Minority Ethnic talent on ITV.
- 29% – Writers in development on new scripted projects in 2020 were from Black, Asian or Minority Ethnic backgrounds compared to 8% in 2019.
- Celebrated Black History Month by commissioning a range of new programmes and an on-air marketing campaign.
- Commissioned Unsaid Stories in response to the Black Lives Matter protests.
- Broadcast the first all-black panel on Loose Women, which saw Charlene White as lead presenter, alongside Judi Love, Brenda Edwards and Kéllé Bryan, which won the RTS Award for best Daytime Programme.
- Commissioned exciting new projects written by Lenny Henry (Three Little Birds), Abby Ajayi (Riches) and Sara Davies (The Confessions of Frannie Langton) and Stephen, a follow-up to the Murder of Stephen Lawrence drama produced by Madonna Baptiste and directed by Alrick Riley.
- Our Production Principles are now integral to our Commissioning process and are helping to encourage greater diversity both within production teams and on screen.



We have monitored our progress on-screen over the last year⁴. This change has been most marked across our Daytime shows and in Drama & Comedy commissioning. Recent Entertainment commissions have also reflected the commitment to increasing the diversity of presenters in high-profile programming. News, Current Affairs and Factual programming has a well-established pool of diverse talent which continues to reflect contemporary British life on-screen.

- 26% of lead roles on ITV main channel have been filled by Black, Asian and Minority Ethnic groups since July 2020, compared to 21% previously.
- 34% of lead roles in new commissions that have aired on TV since July 2020 have been filled by Black, Asian and Minority Ethnic talent.
- Behind the camera, women now make up just over half of all writers working on scripted projects in development.
- Doubled – The number of leading roles filled by actors from Black, Asian and Minority Ethnic groups in Drama & Comedy since last year.
- Entertainment: 41% of available lead roles on new Entertainment commissions have been filled by Black, Asian and Minority Ethnic presenters and panelists.





Improving processes

As part of our commitment to accelerate change, on- and off-screen in our programmes, we further strengthened our commitment to diversity and inclusion by launching our Production Principles, which are now an integral part of our commissioning process. At the point of commission, programme makers are asked to commit to our principles that align

with our overall diversity and inclusion strategy (the principles include working to achieve a representative crew and cast). Our Diversity and Inclusion Team is available to actively support our Producers through the process, providing them with support, resources and guidance.

Since the relaunch in March 2021, 45 programmes across all genres have signed up to our principles and we will report on the results in our next report.

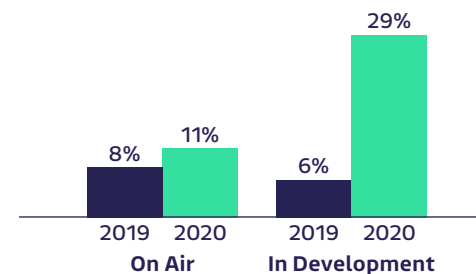
Key Data

Table: Number of lead roles on ITV main channel by time period

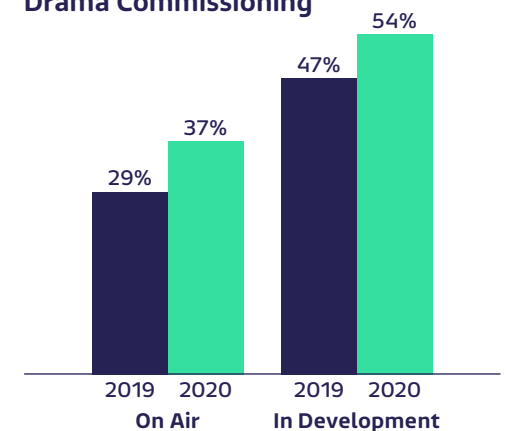
Time Period	Available lead roles	Roles filled by Black, Asian and Minority Ethnic Talent	% lead roles filled by Black, Asian and Minority Ethnic Talent
July 2019 – Apr 2020	2,731	572	21%
July 2020 – Apr 2021	2,886	762	26%
Percentage increase	+6%	+33%	

% Writers of Colour: Drama

■ 2019
■ 2020



% of Female Writers: Drama Commissioning



“It really means a lot to me to be a woman of colour in a traditional British detective show, and for my character to be the boss. Actually, it’s one of the big reasons I wanted to do the series... It’s not until you start to notice a change that you realise how strange it has been for so long. McDonald & Dodds was the first time I’ve worked with a black director on screen.”

Tala Gouveia plays DCI Lauren McDonald in the ITV drama McDonald & Dodds (Guardian Interview, 18th February 2021)

CASE STUDY

ITV marked Black History Month with a major season of programmes and marketing on-screen, and internal events for all ITV colleagues. Black culture was brought brightly into focus on ITV as viewers saw brand new on-air trails along with new channel idents to mark and celebrate Black History Month.

The creative work complemented an array of newly commissioned programmes and content that showed across ITV channels and platforms throughout October, including IRL with Team Charlene, Alison Hammond: Back To School, Sorry, I Didn't Know and Craig & Danny: Funny, Black and on TV. ITV's flagship daytime shows also supported Black History Month: Good Morning Britain launched its series of 'Black History Icons' short films, Loose Women honoured Black British women who have changed the world we live in today, featuring interviews with guests such as Baroness Doreen Lawrence.

BLACK HISTORY MONTH

UNSAID STORIES

CASE STUDY

Nadine Marsh-Edwards and Amanda Jenks are the multi-award-winning team who founded Greenacre Films. ITV commissioned them to produce four drama shorts Unsaid Stories in response to the Black Lives Matter protests. Their next series Riches – which follows the exploits of a super successful wealthy rich family, has been commissioned for 2022 on ITV.



Were you surprised that ITV wanted to commission your short series?

Amanda Jenks: When we pitched Unsaid Stories they instantly recognised the importance of telling these stories and commissioning them instantly. It was conceived, pitched, written and aired within five weeks.

Nadine Marsh-Edwards: To put it on at nine O'clock was a really brave and important thing to do. It sent a signal that ITV was open for business for different types of stories to be told.

Has diverse content finally stopped being seen as niche?

Amanda Jenks: Well, I think now it's become a commercial imperative.

Nadine Marsh-Edwards: I think there's always been a willingness on behalf of commissioners for there to be change, but I think in practical terms, it has been very slow until fairly recently and fortunately it has sped up over the last couple of years.

What will speed up changes in front and behind the camera?

Nadine Marsh-Edwards: We will all reap the benefit of the schemes and opportunities that are put in place today will reap the benefit in three to five years' time; it's not an overnight thing. The next step is about who owns the story, who owns the company, because if you look at a lot of the commissions that have been given out to diverse writers telling diverse stories the companies making them tend not have owners from diverse backgrounds.

But you're an obvious success story?

Amanda Jenks: We're very happy. [Our next series] Riches is a prime-time TV show that is aspirational and glamorous; a juicy saga. It's set in the world of a rich black family. I find it really exciting, and I think it's quite political because it's not about hoodies or knives or guns or poverty, other stories need to be told. It's actually stealthily groundbreaking. Who'd have thought it?

Nadine Marsh-Edwards: This is our opportunity to build a base so we can continue to grow as a company and provide a home for storytellers who have a unique perspective.



SORRY, I DIDN'T KNOW

CASE STUDY

Fraser and Minnie Ayres from Triforce Productions are the creators of Sorry, I Didn't Know, the comedy panel show about Black History. A second series has now been commissioned for ITV.

You've been campaigning for increased diversity in television for almost 20 years, have you been surprised by the impact of Black Lives Matter on your business in the last twelve months?

Fraser: It's been a crazy year, and sadly it's come from such tragic circumstances. Partly, it feels like we've been slamming against the door for years and then someone's just opened it, and now we're on the floor and they're like, 'what are you doing down there!? Did you want to answer the door?!'

We have a recruitment service called Dandi (Diversity and Inclusion) which helps off-screen issues of diversity. This time last year we were working with six production companies, today, we're working with 64.

Minnie: You know, I think the fact that in those protests you could see that white people there [in large numbers] led to leaders thinking, 'OK. So other people are interested in this, too'.

Were you concerned that when Sorry, I Didn't Know was commissioned it was done to tick a box rather than on merit?

Fraser: Absolutely. Yeah, that's a worry, but we've been doing this 18 years and we've been trying to tell commissioners there is value in it. So it seems kind of like a bad thing to say now you've got it, now you're bad! I'm just glad they get it now. Unfortunately, privilege makes you quite deaf. They're not going to get it overnight. It's great that we're here.

Minnie: It was really uplifting, and quite moving, reading some of these tweets and comments on Instagram. Comments like, 'This is the first time I've seen two black women on TV being funny and leading the charge and heading up these two teams on a comedy panel show. I've never seen anything like this. It really speaks to me. I wish I'd seen this growing up!' But also white people saying 'I'm watching this with my 12-year-old and it's so interesting'.

A reason often given for a lack of diversity is that there aren't enough qualified people for the roles, it seems you think that's untrue?

Minnie: No, it's all about connecting people with the talent that's out there. Our industry recruits using nepotism and word of mouth. So we're just providing another route of entry to an entirely different demographic that you haven't met yet.

Fraser: People just want to know – is this person really good? They don't want to talk to a database. So since January, we've given over 700 jobs to candidates and we're placing ten to twenty people a week.

Minnie: We don't want to put somebody in a high-level role, setting them up to fail without support. So every time we suggest someone for a step up, we need to be confident that that production company is going to be able to support that person and make sure that they can do that role to the best of their ability.



LOOKING FORWARD

We still have work to do, and need to continue to widen the pool of presenters and actors who lead our biggest shows. This means finding opportunities and platforms for emerging talent in our programming, as the future stars of tomorrow.

On-screen representation of disabled people remains low across all genres and role types. We will be focusing on-screen efforts on tackling this, and will be monitoring our progress.

3.

IMPROVING DIVERSITY AND CAREER PROGRESSION IN TV PRODUCTION – STEP UP 60

For broadcasters to consistently produce content that is relevant to our viewers, we need an industry that has programme makers who are representative of our audiences. The challenge of playing a part in helping to create a talent pipeline is an issue which we have chosen to tackle head-on through the creation of our Step Up 60 initiative.

ITV's 'Step Up 60' was launched to address the problem of career progression and promotion for our ethnically diverse workforce – arguably one of the biggest inclusion challenges in our industry.

We committed to creating opportunities for at least 60 participants to step up and secure their first ITV senior editorial and production roles, including directing, writing or producing episodes of ITV's new and returning drama, factual and entertainment shows. We set out with a target of 60 because we thought that it was stretching enough to create a critical mass of people in order to drive change.

YEAR 1 SUCCESSES

- ✓ We actually created 62 opportunities on ITV programmes (across both ITV and ITV Studios) for talent from underrepresented groups to step up to their next role – based exclusively on merit.
- ✓ Opportunities included Senior Producer, Director and Producer/Director on shows like Ant and Dec's Saturday Night Takeaway, The Voice UK, Alison Hammond: Back To School and Vera.

WORK STILL TO DO

Despite exceeding our target there were a few issues that we grappled with during the initiative. We had initially targeted senior editorial roles, as industry data illustrates that there is an underrepresentation at this level, but we recognised there was also a need to create opportunities at less senior levels, particularly in genres like Entertainment and Factual. This led us to expand our remit to also include these opportunities, for example Assistant Producer and Researcher roles.



itv
**STEP UP
60**

STEP UP 60 PARTICIPANTS

CASE STUDY



Stepping up to be a Series Producer on Ant and Dec's Saturday Night Takeaway Extra Helping was a fantastic experience. Helping create and shape a brand-new show meant I learnt so much and have gained huge amounts of invaluable experience and SP knowledge. I felt exceptionally supported by the Execs Lou Major and Diego Rincon and felt a brilliant level of trust from them. Also working with Ant and Dec again was an absolute joy. Their professionalism and hard working ethic is second to none.

Cheryl Ko - Stepped up to Series Producer



Step Up has been brilliant for me as it's given me the necessary support to become a fully fledged Producer whilst also supporting me in places where my lack of experience might let me down. TV is a very fast-paced industry and everyone is looking at what you have on your CV rather than what can be developed and this is where Step Up has helped me. I think it's a great scheme and I think it should continue as the industry needs more people like me to move up the ladder to diversify the talent base.

Nelson Adeosun - Stepped up to Producer



Key Data

Chart: Breakdown of Step Up 60 participants by role (July 2020–July 2021)

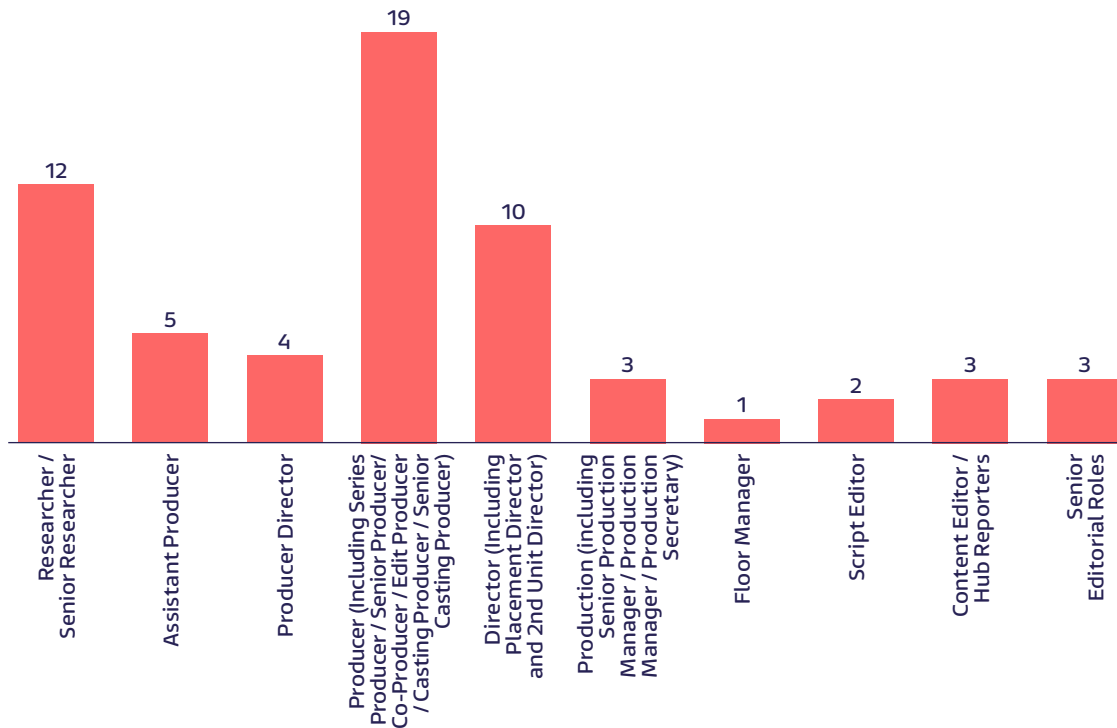
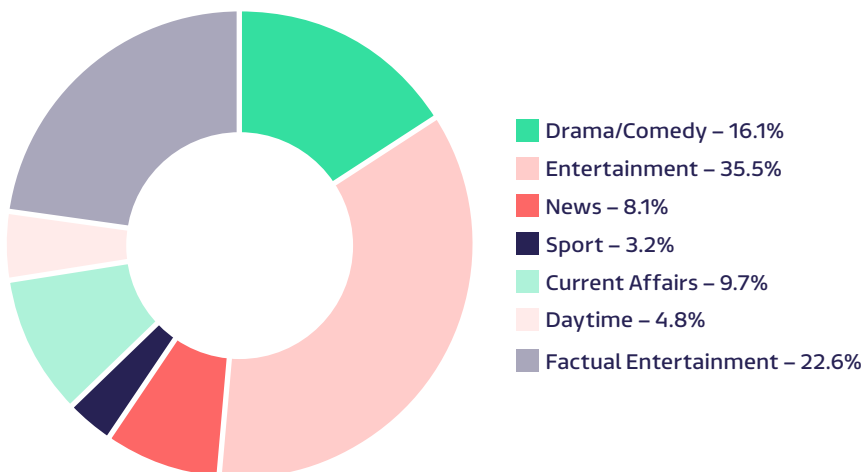


Chart: Breakdown of Step Up 60 candidates for each genre



LOOKING FORWARD

We will continue with Step Up 60 next year and will learn from our experiences and build on our achievements. We are committed to playing our part in creating opportunities for a critical mass of diverse talent, and helping continued career progression.

For Step Up 60 2.0 we will continue to target senior roles, broaden out the opportunities to other underrepresented groups including deaf and disabled talent, and those from lower socio-economic backgrounds. We will also add mentoring, networking and other career support and will aim to create opportunities internationally across our ITV labels. These roles will be in addition to the 60 UK-based opportunities.

4.

RECRUITMENT – TAKING POSITIVE ACTION AT ENTRY LEVEL AS WELL AS MIDDLE AND SENIOR LEADERSHIP

ITV holds the privileged position of being a national institution, valued by millions across Britain. However, we must avoid complacency to ensure we remain attractive to the brightest talents from all backgrounds. Creating an inclusive culture is crucial to our continued success.

To thrive we are dependent on a diverse workforce that enables us to remain in touch with our audiences. Building on the work set out by our longstanding commitments to improving diversity and inclusion at ITV, and attracting talent at all levels of the business continues to be a major priority.

YEAR 1 SUCCESSES

- 42 new apprentices – surpassing our target of 40, with 42% of those hires coming from a Black, Asian or Minority Ethnic backgrounds and 9% of the hires are disabled people.
- 11 new production trainees from diverse backgrounds on 12-month contracts.
- Recruited or promoted 20 colleagues from Black, Asian and Minority Ethnic backgrounds at middle management level.
- 26% of ITV Rise participants achieved a promotion before the end of the programme (for more information see [page 23](#)).

WORK STILL TO DO

- Currently 13.4% of ITV's colleagues and 11.2%⁵ of our Senior Leadership Team (SLT) are ethnically diverse. Therefore, we need to continue to create opportunities and work on initiatives like ITV Rise in order to reach our 2022 target of 15% at all levels across the business.

⁵ (Q1 2021)

ATTRACTING NEW TALENT

To attract diverse talent we think it's important that ITV is seen and understood to be an inclusive employer. We've adopted a strategy where we shared our values and advertised opportunities in the networks and on the platforms used by a wide demographic. We expanded our reach through specialist job board partners and portals whilst building relationships with new partner organisations that work with people from a range of diverse backgrounds. This enabled us to gain access to a more diverse pool of candidates and ensured diverse shortlists for roles being recruited.

Our Partners

Evenbreak – Specifically aimed at disabled job-seekers. We are a sponsored partner along with Channel 4, UKTV, Financial Times and Amazon.

British Deaf News – Ranked as the number 1 blog for Deaf people in the UK.

Creative Access – Young people from underrepresented Black, Asian and other non-white minority ethnic backgrounds.

Care Leaver Covenant – Project that partners with private, public and voluntary organisations to support care leavers aged 16–25 in their transition from care to independence.

MyDiversityJobs – Has been providing candidates to diversity positive employers since 2009, and attracts a broad range of people, from organic and paid traffic to our site.

B Inclusive Task Force – We share any relevant freelance roles with the group.

Support to those who need it

Care Leavers – We support care leavers with their applications and provide support and assistance for their apprenticeship applications and potential interviews.

I-Aspire – The charity supports young people facing homelessness to achieve their potential and offers ITV application support.

Working Options in Education – The youth employability and life skills charity share our applications and support young people who wish to work at ITV.

Apprentices

The ITV Apprenticeship Scheme has been running for over ten years and has given an entry into the industry for more than 300 people across the UK. 73% have progressed into full full time employment or full time education with 62% staying in the media and creative industries and 53% gaining permanent roles at ITV.

For our Apprenticeship Scheme this year we had 7,000 applicants for our 42 roles. Of these hires, 42% were from a Black, Asian and Minority Ethnic background and 9% were disabled. More than 100 people were given final stage interviews and all offers of employment were accepted.

We made the decision to switch our assessment days to an online setting, stopped using CVs in order to remove the impact of unconscious bias and provided virtual preparation days to ensure candidates were informed whilst helping to increase confidence levels and to reduce dropout rates.

ITV APPRENTICESHIP SCHEME

CASE STUDY



I am super excited to ditch the Sainsbury's uniform and come and join the buzzing studio and offices of ITV!"

Kiera Batty, Studio Coordinator Apprentice



Being able to work with some of the industry's most sought-after professionals is something I'm incredibly excited about, learning first-hand and being able to gain knowledge and skills whilst on the job."

Rhys Thomas, Junior Journalist Apprentice – Lorraine



ITV PRODUCTION TRAINEE SCHEME

CASE STUDY

As part of the ITV Production Training Scheme induction, trainees were introduced to decision makers across our business.

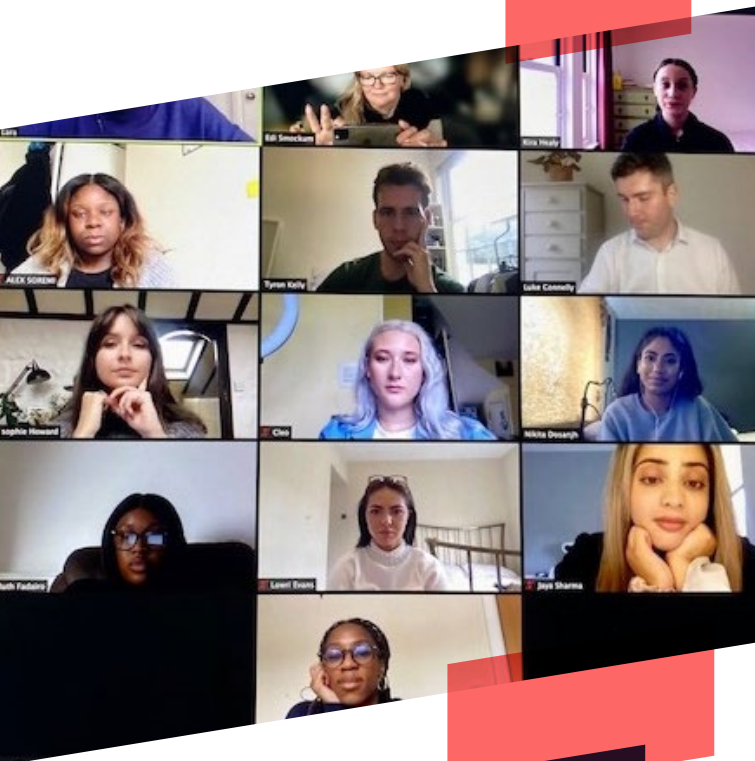
During their virtual week-long bootcamp training delivered by training organisation thinkBIGGER! they met members of the commissioning teams and other senior executives as well as being given masterclasses on subjects such as legal and compliance and an introduction to researching and story development.

As the trainees continue to develop over the course of the year on their placements and within their labels they'll receive monthly training, also delivered by thinkBIGGER!



Bootcamp week was not only incredibly helpful but also very informative and thorough. Hearing from industry professionals within ITV and learning how they started their careers showed me that it's possible for me to excel in my career in TV. A highlight for me was meeting Chloe Tucker, who shared her passion for finding diverse, talented screenwriters, and as someone from an ethnic minority, I found it empowering to know that this was something ITV was committed to. The week was inspiring and gave us all a brilliant start to working at ITV, I can't wait to see what the rest of the year will bring!"

Ruth Fadairo, Trainee Researcher
at MultiStory Media



HIRING TALENT

Reducing bias and offering opportunities

All our managers have received training in inclusive hiring, making them aware of how their own biases can influence their selection decisions. This scrutiny of our recruitment processes has led to more inclusive recruitment at ITV.

By auditing our end-to-end recruitment process we identified further ways to ensure we achieved a greater diversity of hires across ITV. We now use a variety of candidate selection and assessment tools to reduce unconscious bias.

Our updated designed selection process enables managers to assess candidates for their potential and not just their previous experience by using scenarios to measure motivation and competencies. We also use aptitude and psychometric testing for some roles which means we are not reliant solely on CVs. In the future we will be considering the use of AI tools to assess and mitigate the impact of any bias in our recruitment practices.

Further changes mean that each business unit receives hiring diversity data on a bi-annual basis to ensure we can track successes and address areas of underrepresentation.

Key Data: Recruitment Figures

8% year-on-year increase⁶ – in all ITV job applications from ethnic minority candidates following targeted social media campaigns investment.

⁶ (2019 to 2020 comparison)

26%⁷ of applications – from Black, Asian and Minority Ethnic candidates.

⁷ (Q3 2020 to Q2 2021)

LOOKING FORWARD

We will continue to look for innovative ways to reach new and diverse talent; through creative attraction campaigns and where we have vacancies we will ensure all shortlists have the best diverse talent, specifically in relation to ethnic minority and disabled candidates. The career aspirations and progress of our 45 ITV Rise participants are being tracked as they move into middle management positions. We will also continue to advertise all ITV job roles widely.

5.

EDUCATING AND DEVELOPING OURSELVES SO EVERYONE UNDERSTANDS RACISM AND THEIR ROLE IN CREATING AN INCLUSIVE CULTURE

In order to effectively implement training for colleagues and on-screen talent, we have sought the help of Delta Alpha Psi who act as one of our strategic partners on our programmes around race equity and inclusion.

Our ambition saw us launch the ITV Rise development programme (See [page 24](#)) in July 2020. It enables ethnically diverse talent to progress and drives inclusive culture change.

YEAR 1 SUCCESSES

- Introduced mandatory race and inclusion training for all colleagues and on-screen presenters and commentators.
- Ensured that all leaders and managers have attended inclusive leadership training and race fluency training.

ITV RISE

In July 2020, we launched ITV Rise as part of the Diversity Acceleration Plan.

- 135 colleagues, including line managers and senior leader advocates have taken part in ITV Rise across two cohorts.
- Participants attend workshops, forums with their SLT sponsor and coaching sessions to better understand their strengths and potential performance derailleurs.
- 26% of participants of the first cohort have already moved into more senior roles in line with their career aspirations.

ITV RISE

CASE STUDY

ITV Rise is a holistic three-part programme working with colleagues, their line managers and senior leader advocates to:

1. Build race confidence.
2. Promote Black, Asian and Minority Ethnic talent progression.
3. Accelerate inclusive culture change.

The programme is open to colleagues who are working towards their first line management role and identify from a Black, Asian or Minority Ethnic backgrounds. They are paired with a Senior Leadership Team (SLT) or Executive Leadership Team (ELT) advocate, who actively participates in all elements of their coaching and learning, and offers proactive sponsorship and shares their knowledge, experience and contacts.

By working with delegates, their line manager and their senior leadership team advocate, the aim is to create a shared understanding of the cultural career barriers at ITV and a collective commitment to removing those barriers.



The ITV Rise programme has been instrumental in helping me better understand the cultural, social and structural factors that have played a significant part in shaping my career journey until now. Along with effective sponsorship and professional coaching."

Anthony Ogunkoya, Finance Manager, ITV Daytime



I have found being an Executive Leadership Team (ELT) Advocate on the inaugural ITV Rise programme to be immensely rewarding, both in terms of my own understanding and development but also in creating the framework for a meaningful and continuing sponsorship relationship with my designated participant, who has gone on successfully to apply for a new role in the Company."

Tom Betts, Director of Corporate Strategy, Mergers & Acquisitions





ITV has fully endorsed the notion that it is the system that needs to change to fit the individual and not the individual that needs to change to fit the system. We have worked in partnership across the business to equip the management board, senior leaders, and managers with race fluency and the tools to be change agents for greater inclusion. ITV's commitment to level the playing field has given Delta the privilege of working closely with the business over the past 12 months. The level of change and impact, from personal everyday behaviours to structural changes at the organisational level, demonstrates what is possible when senior leaders and managers are authentic, proactive allies in their commitment to equality. We are excited to see the sustained impact of our partnership."

Dr. Doyin Atewologun - Chartered Business Psychologist
& Director, Delta Alpha Psi

LOOKING FORWARD

We have introduced an online programme of bite-size learning for all colleagues on inclusion and race fluency, which we are rolling out over five weeks for our UK colleagues and we will be extending this to our international team in the Autumn. And we are evaluating the impact of the ITV Rise programme at all three levels to ensure we are meeting our aims to enable culture change and remove barriers to progression.

NETWORK GROUPS

itv
Embrace.
The Black, Asian, Minority Ethnic Network

itv
Balance.
The Work-life Network

itv
Women's Network.
Inspire, Develop and Connect

itv
Able.
The Disability Network

itv
Pride.
The LGBT+ Network

Our colleague Network Groups have played a pivotal role in helping us embed our Diversity Acceleration Plan and create a more inclusive culture at ITV. We are extremely grateful for all their commitment and hard work.

All our Networks – ITV Able, ITV Balance, ITV Embrace, ITV Pride and The Women's Network have seen a significant increase in their membership this year – more than doubling or tripling their number of members, with almost 2000 ITV colleagues now members of our Network Groups. They have increased their activity, scale and impact and have been a point of connection for our colleagues during the pandemic when most of them were working from home.

Our Networks have displayed extraordinary determination and imagination this year by hosting more than 100 events including: Our Biggest ever Black History Month, ITV Pride online and Neurodiversity Celebration Week. By active collaboration and sharing their lived experiences, they have helped us to address important issues like improving the recruitment and retention of disabled talent, surveying 800 colleagues to understand how they were coping with working at home, and offering advice about 'How to Stay Positive in a Pandemic'.

LOOKING FORWARD TO YEAR 2 OF OUR DIVERSITY ACCELERATION PLAN

We are encouraged by our work so far but understand we still have much to do. We are committed to continue delivering on our Diversity Acceleration Plan commitments to nurture a diverse and inclusive workforce at ITV.

As we extend the Diversity Acceleration Plan going forward, we will expand our efforts to include a focus on disability and socioeconomic diversity. Our ongoing commitment to our extended Step Up 60 programme is a demonstration of this. We will also extend our Acceleration Plan work to our global operations. We will continue to ensure that our recruitment process is inclusive and will report our results again next year.

The television programmes we produce offer a shop window to our values. Our commitment to diverse content that reflects modern Britain will always be our priority.

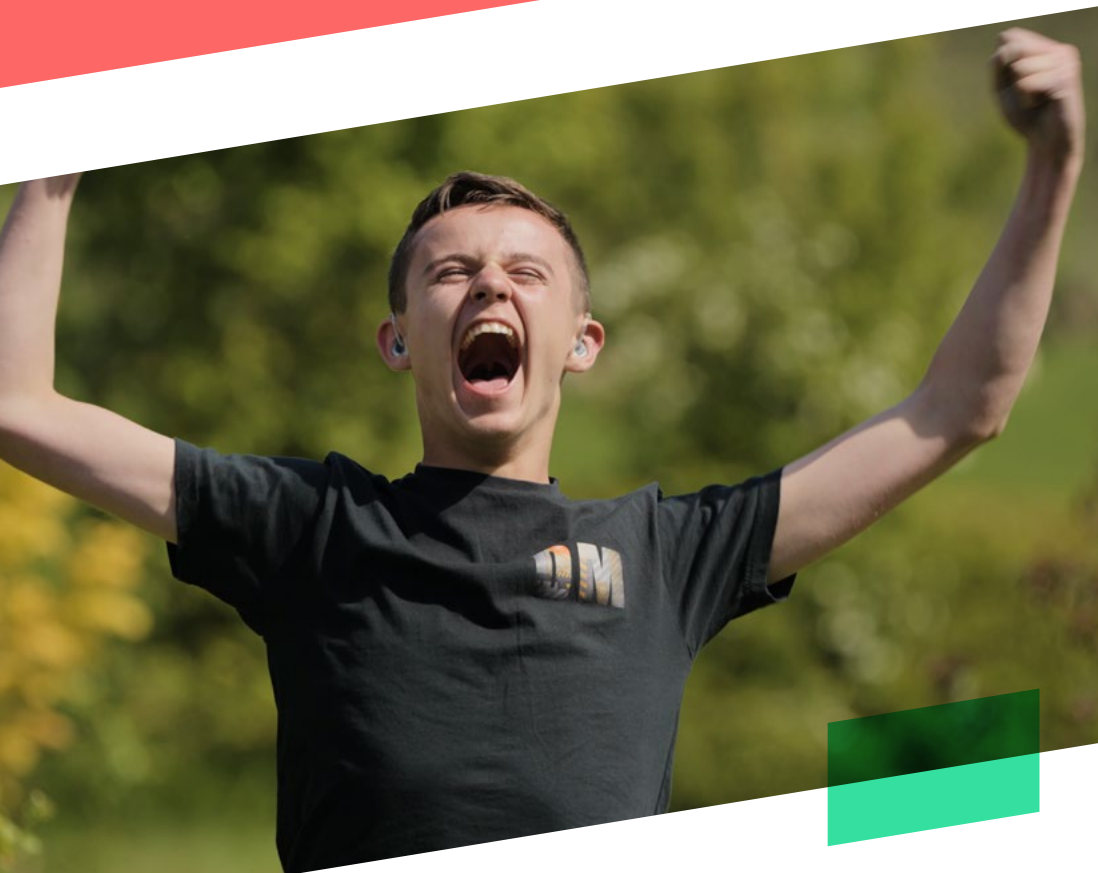
We will build on the success of ITV Rise as we seek to improve ethnic diversity representation, on-screen in lead roles and in senior leadership jobs. Our Race Fluency and Inclusive Leadership training will continue to be available, and we'll incorporate Disability Awareness training for all colleagues. We'll also be delivering on our Disability strategy announced in this report (See [page 28](#)).

We look forward to on-screen highlights in the coming year which will showcase our work across the channel. These will include *Riches*, a new drama from Abby Ajayi, *The Confessions of Frannie Langton*, based on the novel by Sara Collins, *Stephen*, the sequel to *The Murder of Stephen Lawrence* and the new Saturday night game show, *The Void*, presented by Ashley Banjo and Fleur East.



ACCELERATING DISABILITY INTO THE MAINSTREAM

**EDUCATE,
ELEVATE
AND EMPOWER**



Data provided by the Creative Diversity Network has revealed the representation of disabled people remains worryingly low across the industry.

8.2% of on-screen contributions across all genres come from those who identify as disabled.

5.8% of the industry identifies as disabled in off-screen roles at all levels.

Approximately 20% of the UK population are disabled people.

ITV is committed to continuing to work with the Creative Diversity Network on the issue, particularly regarding off-screen talent and we will continue our efforts to meet the Doubling Disability target of 9% off-screen

talent identifying as disabled, across the industry by the end of 2021.

In the next 12 months, we will be accelerating disability into the mainstream and working to create long-term positive cultural change both internally and for our audiences. This will be achieved through our five commitments:

1. Increasing representation of disabled people in senior editorial positions at ITV.
2. Commissioning to ensure ITV better reflects the lives of disabled people on screen.
3. Improving the career opportunities for disabled talent working on ITV programmes.
4. Ensuring disabled people have entry-level career opportunities at ITV.
5. Educating ourselves about disability and disabled people's experiences and ensuring accessibility is in-built into everything we do at ITV.

WILL.I.AM

INTERVIEW



Diversity, transparency, inclusion is a new era. You want to watch programming where people there look like you. You want to feel included as the viewer. It's not just the talent that wants to be included. But the bigger way to look at race is where we are economically in 'the race'. Where are we as far as innovation and intellectual property in the race? Where are we mathematically, scientifically and technologically in the race? And, if you're not looking at it from that perspective, then you're just thinking about race and you lost the race."

We spoke to multi-award-winning musician, activist, philanthropist and The Voice UK coach will.i.am to get his thoughts on how the media industry could be more representative. [Read the full interview here.](#)



APPENDIX

ITV Diversity Programmes

ITV Studios

- Continuing Drama Original Voices Initiative (Coronation Street + Emmerdale)
- Coronation Street Storyline Workshop
- Screenskills – First Break (Coronation Street & Emmerdale)
- Ideas Foundation – School Engagement
- Education & Employers – Inspiring Futures – School Engagement (Run by ITV Studios but open to all colleagues)
- ITV Production Trainee Scheme
- Directors UK – Multi-Camera Director Training
- Sharp Future – Eden Leadership Partnership – Script Writing Challenge (Coronation Street)
- SharpFutures – Content Creation/Digital Production Management (3 x 6 weeks internships)
- Production Guild – ITV Assistant Production Accounting Training
- Screen Yorkshire – Beyond Brontes
- BBC Bitesize – Schools Tour Initiatives (Coronation Street & Emmerdale)
- The Red Planet Prize
- Coop Academies (Stoke) – Q&A/Intro ITV Studios as an employer of choice

ITV Human Resources/Social Purpose

- ITV/Creative Access Trainee Opportunities
- ITV/Creative Access Mentoring Programme
- Media Trust and Creative Access workshops
- Media Trust Mentoring Scheme

ITV News

- Pathway Training Opportunities
- School Outreach Programmes
- Virtual Work Experience Programme
- Open Newsroom Day
- Breaking Into News
- ITV News Traineeship

Others

- Social Mobility Business Partnership (Founding Partner) – General Counsel for Diversity and Inclusion Initiative

Awards

- Top 10 Inclusive Employer by British LGBT Awards {Nominee}
- Empower's Top 50 Advocates, Ethnic Minority Role Model – ITV CEO Carolyn McCall
- RTS Programme Award-Winning IRL with Team Charlene
- RTS Programme Award-Winning Loose Women for Black History Month Panel
- Broadcast Awards Finalist – Dare Master @Home by ITV Signpost
- Peabody Award News – Muslim in Trump's America
- BAFTA TV 2021 – Current Affairs Winner – America's War on Abortion (Exposure) Deeyah Khan
- BAFTA TV 2021 – VIRGIN MEDIA'S MUST-SEE MOMENT (VOTED FOR BY THE PUBLIC) Winner – BRITAIN'S GOT TALENT.
- BAFTA Craft 2021 – Director (Factual) – Deeyah Khan for America's War on Abortion (Exposure)

On-Screen Data

Time Period	Available lead roles	Roles filled by Black, Asian and Minority Ethnic Talent	% lead roles filled by Black, Asian and Minority Ethnic Talent
July 2019 – Apr 2020	2,731	572	21%
July 2020 – Apr 2021	2,886	762	26%
Percentage increase	+6%	+33%	

⁴ On-screen lead role analysis is based on manual coding of 5,617 lead roles on ITV main channel. The analysis compares the ten months since the Acceleration Plan was announced (July 2020 – April 2021) vs the equivalent ten months prior to this (July 2019 – April 2020). Analysis is based on first run transmissions, and excludes acquisitions and programming with no identifiable lead presenter, e.g. voiceover only. Soaps, Regional News, Sport and Children's TV are excluded from this analysis, due to the difficulty of manual coding in these genres or incomplete data sets. 'Available lead roles' covers both commissioned programming (for example, there were two available lead roles on Don't Rock The Boat filled by Freddie Flintoff and AJ Odudu) and regular ongoing programming such as Network News and Live Daytime shows. Live Daytime shows are Good Morning Britain, Lorraine, This Morning and Loose Women. 'Available lead roles' are classified as the lead anchor(s) each day on GMB, Lorraine and This Morning, and the panel on Loose Women. In Drama & Comedy, lead roles were determined based on the actors who feature on promotional materials. In entertainment, 'lead roles' are classified as those presenting our entertainment shows, for example Emma Willis on The Voice UK, and those on the panels across our talent shows such as Dancing on Ice, Britain's Got Talent, The Voice and The Masked Singer.

STEP UP 60 Data:

There were 62 Step Up roles with titles including:

- ✓ DV Director to PD
- ✓ AP to Producer/Director
- ✓ AP to Producer
- ✓ Researcher to AP
- ✓ Series Producer to Senior Producer
- ✓ Producer to Edit Producer
- ✓ Continuing Drama Director to Episode Director
- ✓ Edit Producer to Senior Producer
- ✓ Casting Producer to Edit Producer
- ✓ Casting Producer to Senior Casting Producer
- ✓ Production Journalist to Content Editor
- ✓ Researcher to Senior Researcher
- ✓ Producer to Series Producer
- ✓ Assistant Producer to Producer
- ✓ Development Producer to Co-producer
- ✓ Assistant Script Editor to Script Editor
- ✓ Runner to Researcher

Here are the shows where roles were found:

- ✓ Ant & Dec's Saturday Night Takeaway
- ✓ The Tower
- ✓ Don't Rock The Boat
- ✓ Don't Hate The Playaz
- ✓ The Masked Singer
- ✓ Sorry, I didn't Know
- ✓ The Voice UK
- ✓ John and Lisa's Weekend Kitchen
- ✓ The Million Pound Cube
- ✓ Midsomer Murders
- ✓ The Chase: Celebrity Special
- ✓ The Chase
- ✓ Birds of a Feather
- ✓ The Good Karma Hospital
- ✓ The Long Call
- ✓ The Real Manhunt
- ✓ Robson and Jim's Icelandic Fly Fishing Adventure
- ✓ Inside Prison: Britain Behind Bars
- ✓ Vera
- ✓ Good Morning Britain
- ✓ Loose Women
- ✓ Coronation Street
- ✓ Love Your Garden
- ✓ The Real Housewives of Cheshire
- ✓ The Only Way is Essex
- ✓ Family Fortunes
- ✓ Jonathan Ross' Comedy Showcase
- ✓ Ainsley's Food We Love
- ✓ All Star Musicals
- ✓ Countdown

Diversity Data of Colleagues

Year on Year Data Summary (based on disclosed population)

Characteristic	2022 Target (all colleague)	ONS Data 2018 ⁸	2018 Year End	2019 Year End	2020 Year End
Colleagues who are female	50%	53%	53.9%	53.6%	52.9%
Black, Asian & Minority Ethnic (BAME)	15%	12%	11.9%	12.1%	12.9%
LGBT+	7% ⁹	2%	6.3%	7.2%	7.3% ⁹
Colleagues with a disability or long-term health condition	12%	18%	2.1%	7.0%	11.0%
Social mobility	TBC	N/A	N/A	TBC	TBC

⁸ This target is based on estimated working population data in these communities

⁹ This number is based on LGB disclosure only (trans / non-binary data is too small to report)