



# BAME Pay Gap Report

2018

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## INTRODUCTION

**John Hardie**  
Chief Executive

**ITN is a diverse, creative and inclusive place to work. We're continually striving to be somewhere people can flourish, regardless of who they are or where they are from, but we know we've got a lot more to do to get to where we want to be.**

It is vitally important that ITN represents the United Kingdom in 2018. Not just in the content of our programmes, but in our workforce and the people making those programmes. Increasing the diversity of our company isn't just the correct thing to do, it is a major business priority. We must reflect the face of modern Britain if we are to remain both relevant and distinctive to our audiences.

Part of that is being transparent about where we are now, and this starts with taking the decision to be one of the first media organisations to publish its BAME pay gap.

We have an average BAME pay gap of 16.1%. Clearly, this isn't where we want to be and we believe that, in order to close the gap, we need to increase the number of BAME people working at all levels of ITN. It's all about representation, and making sure that we are an ethnically diverse company, from the senior executive team and key decision makers through to people just starting out in their careers.

To do that, we need to push much harder in the next few years to make sure of the increase in BAME representation that we want to see, and to reach our target of halving the BAME pay gap.

So, we are announcing today that whenever we are recruiting for positions at ITN, we will always interview at least one BAME candidate. We will only ever appoint the best person for the job, but we must work harder at finding the incredible array of fresh and exciting new voices that we know are out there.

This new policy will sit alongside a whole host of initiatives aimed at both increasing representation and creating a culture in which everyone has a voice and an equal chance of success.

Currently, 15% of our workforce is from a BAME background and we are committed to increasing this to 20% by 2022. We know that we need to really target the decision-making roles, so we are also saying that 20% of our top 20 earners will be black, Asian or from another minority ethnicity.

We have already taken a number of steps which have improved the diversity of the company over the last few years. We've given all managers unconscious bias training, created a new apprenticeship scheme and set up a staff diversity and inclusion forum. We have also appointed our first ever diversity and inclusion manager who is currently overseeing an ambitious programme aimed at increasing the diversity of our workforce at all levels.

It is our mission to make sure that everything we do reflects the diversity of the UK today, both on and off-screen. We'll be closely monitoring our progress and reporting back on how we are doing next year.

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## WHAT DO WE MEAN BY BAME PAY GAP?

A BAME pay gap is the difference between the average earnings of all black, Asian and other minority ethnicity employees and the average earnings of all white employees, expressed as a percentage of white employees' earnings.

ITN's pay gap is calculated by taking the average pay of every white employee in the company, and the average pay of every black, Asian or other minority ethnicity employee in the company.

The difference between the two averages is our pay gap.

**Does having a pay gap mean white employees are getting paid more than BAME employees for doing the same jobs?**

No, when a company has a BAME pay gap it does not mean that white employees and BAME employees who do the same job are being paid differently.

A BAME pay gap normally develops when there are more white employees than BAME employees occupying the highest-paid roles in an organisation. This imbalance in senior jobs causes the average white person's salary to be higher than the average BAME person's salary, creating a pay gap.

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## OUR BAME PAY AND BONUS GAP

**16.1%** mean pay gap

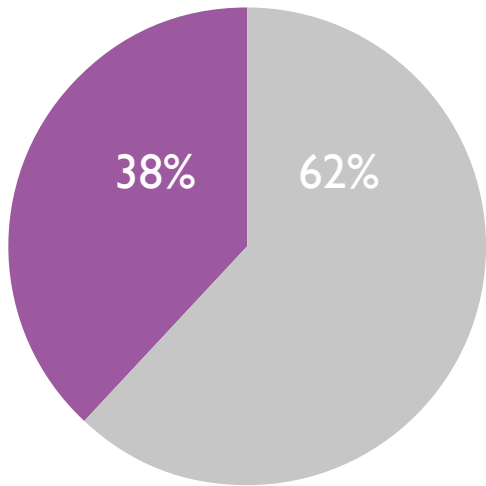
**20.8%** median pay gap

**66.0%** mean bonus gap

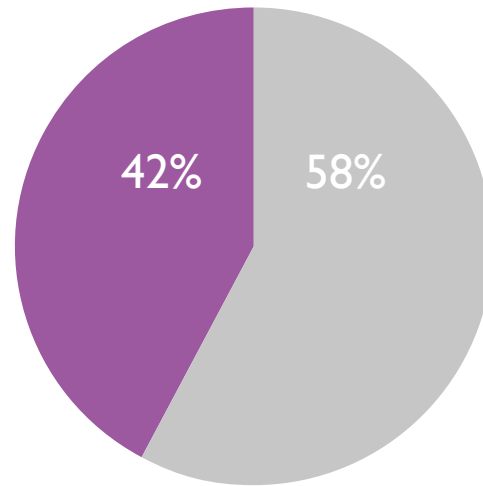
**50.0%** median bonus gap

The 'mean' is the average and the 'median' is the middle.

## PEOPLE RECEIVING A BONUS



**Black, Asian or other minority ethnicity employees**



**White employees**

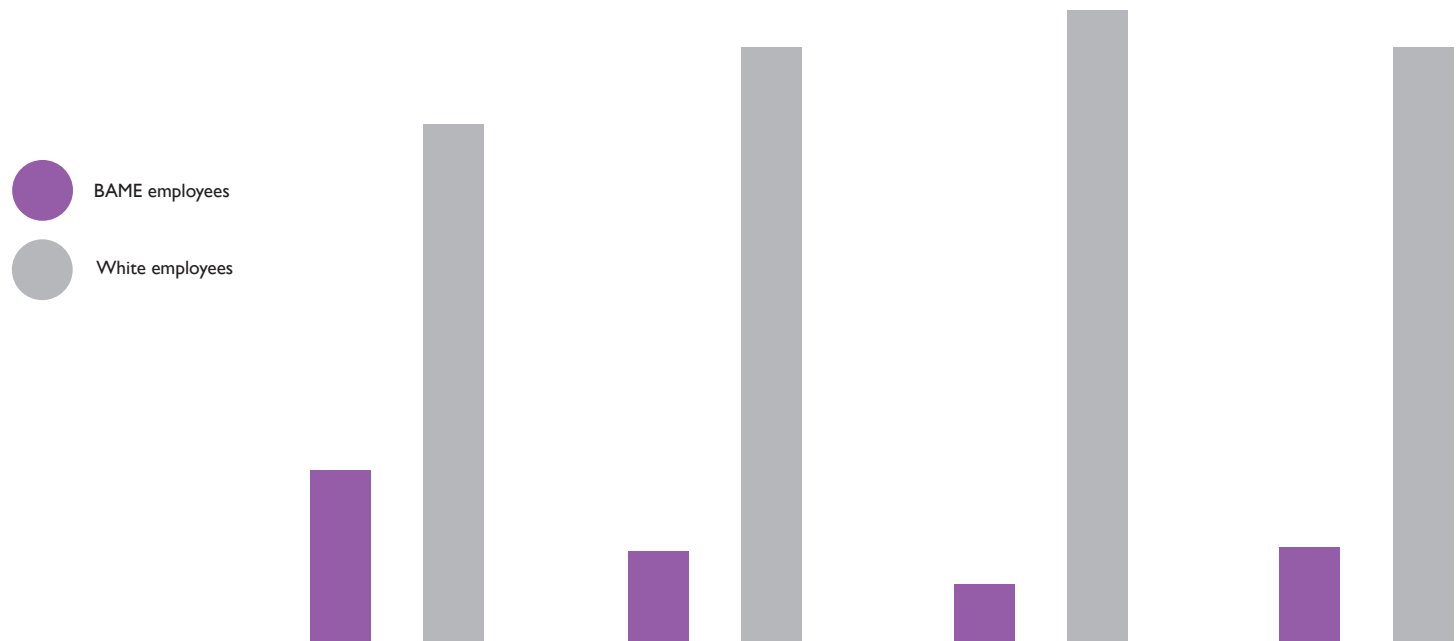


The proportional difference between the amount of BAME employees and white employees receiving bonuses is relatively small. However, the bonuses earned by BAME employees were of a lower value on average.

Across ITN, the number of people receiving a bonus has increased over the last ten years, mainly due to the growth of our commercial production company ITN Productions, where a number of employees are on incentivised contracts with a significant proportion of their pay at risk, with bonuses and commission attached to the securing of new business.

These charts demonstrate that we need to increase the diversity of our senior management team, who tend to earn the highest bonuses, as well as the commission-earning areas of ITN Productions.

## PAY QUARTILES



This chart shows the proportion of BAME and white employees within each pay quartile at ITN.

	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
Number of people:	42	127	22	146	14	155	23	146
Percentage:	25%	75%	13%	87%	8%	92%	14%	86%
Pay gap:	5.8%		0.2%		-0.9%		12.2%	

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## 2022 TARGETS

**20%**

of workforce coming  
from black, Asian and  
other minority  
ethnic backgrounds

**50%**

reduction in  
BAME pay gap

**20%**

of top 20 earners  
to be BAME

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## HOW WE'LL DO IT

It's all about representation. To close our BAME pay gap we need to increase the proportion of black, Asian and other non-white ethnicities at every level of ITN.

We'll do this by hiring the best talent out there, making sure the playing field is level for everyone looking to get ahead, and building a positive culture in which anyone can thrive, whoever they are, wherever they're from.

We also need to make sure we are reaching the widest and most diverse pool of talent when we're hiring, so we're introducing a new policy to make sure there will be least one BAME candidate interviewed every time we are recruiting for a job at ITN.

We've already made good progress on BAME representation in recent years, but we must go further, and we believe the actions outlined on the following few pages will help us get to where we need to be.



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## HOW WE'LL DO IT



### Attracting and Hiring the Best

- Whenever we are recruiting for positions at ITN, we will interview at least one BAME candidate. That's for every job, and at every level.
- We will monitor BAME representation at all stages of the recruitment process.
- When we're hiring managers or decisions makers we'll ask them specifically how they'll approach our diversity objectives.
- We'll ban appointments made without due process, unless approved by CEO.
- We've already started running industry networking events to bring the brightest and best freelancers into ITN.



### Moving On Up

- We'll hold a series of focus groups to get a better understanding of the issues and challenges people face in progressing their careers.
- We'll conduct exit interviews analysis with people leaving the organisation.
- We'll offer all staff interview confidence training.
- We'll launch an executive development programme for BAME and female staff.
- We'll launch a series of events showcasing the stories of BAME role models.
- We'll implement cross-company succession planning, identifying opportunities and career pathways for high potential staff.

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## HOW WE'LL DO IT



### Transparent Pay Structure

- We'll introduce published salary bands for all roles.
- We'll publish the eligibility criteria for bonuses and commission.
- We've already introduced a salary check system where any member of staff who feels they're not being equally paid because of their ethnicity or gender can have their case reviewed by an independent third party.



### Culture

- We've already launched reverse mentoring, where people from diverse backgrounds are partnered with a senior exec to share their experiences and help broaden understanding of life at ITN.
- We're introducing cultural awareness training for all staff, and inclusive leadership training for the executive team.
- We're continuing to roll out unconscious bias training, with many people having already taken the course.



For over sixty years, ITN has been at the heart of the media landscape, internationally recognised for our quality, integrity and creativity.

Combining our experience honed as one of the UK's foremost media companies with cutting edge technology and expertise, ITN is the home of compelling content and creative innovation.

We make the award-winning daily news programmes for ITV, Channel 4 and Channel 5, reaching an accumulated peak audience of up to 12.3 million UK viewers and providing comprehensive and impartial news to the British public.

ITN Productions, our Oscar-nominated independent production company, produces high quality content across four distinct business areas: television production, sports production, advertising and digital services.

**itv NEWS**



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