



**Diversity Toolkit:  
updated 2009**

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## Using this guide

Pact's Diversity Toolkit is a practical guide to help independent production and distribution companies improve diversity within the sector. It contains advice and contacts relevant to small and medium-sized creative businesses so that you can implement any changes quickly.

Not every company will need, or be able, to implement every aspect of this guide, at least not straightaway. The commitments in the CDN Pledge and some of the suggestions in this guide are meant as goals to which to aspire. You should be aware, though, that without using the kind of objective framework suggested in this guide for some areas of your company's activities - such as a recruitment process that is demonstrably based on skills and experience - you may risk illegally discriminating against candidates (for full guidance on your statutory responsibilities see the notes on Pact's website, or consult the recommended material in Appendix A: Further Guidance).

The toolkit was developed through Pact's Diversity Policy Group, which is made up of Pact members from across the sector. The group addresses a range of equality issues, including cultural diversity, disability, age and gender. For more details about the policy group, see the diversity section on the Pact website.

Pact is a member of the Cultural Diversity Network and the Broadcasting & Creative Industries Disability Network, which represent broadcasters and sector stakeholders.

Pact also invites further contributions to expand this toolkit. If you have a contact you would like to see added, a suggestion or a question about the Toolkit, please email Adam Minns at [adam@pact.co.uk](mailto:adam@pact.co.uk).

Finally, the Single Equality Act is due to be introduced later this year with the intent of creating a simpler, more consistent framework for preventing discrimination. Pact will be issuing guidelines for members later in the year.

**Pact is the trade association representing the commercial interests of independent film, television, animation and new media production and distribution companies.**

## The CDN Pledge

In 2006, Pact launched a Diversity Pledge for companies in the independent sector to sign up to in order to demonstrate their commitment to diversity. Pact and all major broadcasters this year agreed a new Diversity Pledge that will be supported by all commissioners, who will be asking their suppliers to sign up (including in-house production departments at broadcasters as well as independents).

The new Pledge, which has been developed by the broadcasters and Pact through the Cultural Diversity Network (CDN), asks you to commit to two out of four areas of diversity on which your company will initially focus. As a signatory of the previous Pact Pledge, you are not automatically signed up to the new CDN Pledge. To do so, and for further details of the CDN Pledge, please go to the CDN's website, [www.culturaldiversitynetwork.co.uk](http://www.culturaldiversitynetwork.co.uk), or Pact's website, [www.pact.co.uk](http://www.pact.co.uk). As well as details about the Pledge, you will find a (short) form to fill in and return to [CDN@acona.com](mailto:CDN@acona.com) (not to Pact). You will then be signed up.

If you have any questions relating to the CDN Pledge, please contact [saahmed@channel4.co.uk](mailto:saahmed@channel4.co.uk) or [adam@pact.co.uk](mailto:adam@pact.co.uk).

### How the Pledge will work?

The CDN Pledge is split into four sections covering various aspects of diversity. Under each section there are suggestions as to how a company might meet each of the four aims of the Pledge. These are only suggestions, and it is up to the individual company to set their own agenda.

Each production company is initially asked to sign up to at least two sections of the Pledge.

Companies are expected to provide information on an annual basis to show how they are meeting these commitments and in particular how their actions have led to an improvement in diversity at their company.

All companies that are signed up to this Diversity Pledge, and have submitted their information to the CDN, will be permitted to display the CDN Diversity Pledge logo. This Pledge is supported by the BCIDN (Broadcasting and Creative Industries Disability Network).

Channel 4 will expect all its suppliers to sign up to this Pledge and hopes that other CDN members will do the same.

### **How will it be assessed?**

The company's Pledge will be renewed on an annual basis by supplying progress information to the CDN. It is hoped that companies might increase the number of their commitments, year on year. This information will be reviewed and acknowledged by the CDN, thus permitting continued use of the Diversity Pledge logo.

The CDN'S chair broadcaster (currently Channel 4) will assess six companies signed up to the Pledge each year. This will involve an interview at the company, whereby they will be asked to show evidence of their activities and any outcomes.

Furthermore, Channel 4, the BBC and Sky will ask if a company is signed up to the Diversity Pledge in their Editorial Specification Forms.

### **The Diversity Pledge**

#### **1) Recruit fairly and from as wide a base as possible and encourage industry entrants and production staff from diverse backgrounds**

**(For advice on delivering this commitment, see Section 1 of this Toolkit)**

#### **Suggested Actions:**

- Recruiting fairly and from as wide a base as possible, so that your workforce, and in particular production staffing, reflects more closely the area in which you work.
- Creating an Equal Opportunities Policy, ensuring that it is incorporated into working practices and that it is adhered to at all levels.
- Launching a training scheme that gives work placement opportunities to people from diverse backgrounds.
- Recruiting and or training more people with disabilities. The Access to Work programme will pay up to 100% of the cost of making reasonable adjustments for disabled employees in the workplace.
- Taking on a trainee or work experience from an under represented group
- Funding additional training for people from under represented groups at notoriously hard to bridge junctions e.g. AP to Producer/ Director or Producer/Director to Series Producer
- Having a researcher from an existing diversity scheme e.g. Skillset's.
- Monitoring your workforce, as monitoring diversity will identify inequality and help your company to address it.

- Giving relevant and useful diversity training to staff at all levels to encourage them to celebrate and champion diversity. It can be a great asset to creativity.
- Provide opportunities for flexible working and in some cases working one day a week at home.

## **2) Encourage Diversity in Output**

**(For advice on delivering this commitment, see Section 2 of this Toolkit)**

### **Suggested Actions:**

- Ensuring that diversity is always authentically and realistically represented on screen.
- Providing an authoritative and noteworthy lead character from a diverse background in at least one of your major brands.
- Analysing more closely how minority groups are portrayed on screen. What can your company do to ensure more accurate or authentic portrayal?
- Thinking about how diversity can enhance a programme idea from the offset and put diversity at the heart of your proposal.
- Casting disabled people in your mainstream shows and everyday situations that have nothing to do with disability or overcoming adversity.
- Employing someone on your production team that has experience and expertise of casting contributors from diverse backgrounds.
- Casting more disabled people in everyday roles and as incidental background characters in a scene.

## **3) Encourage diversity at senior decision making level**

**(For advice on delivering this commitment, see Section 3 of this Toolkit)**

### **Suggested Actions:**

- Encouraging Senior Staff to mentor staff from under represented groups
- Providing work shadowing opportunities for people from under represented groups
- Providing specific training, career development or coaching of staff from under represented groups
- Making your Board and senior management more representative. Look at appointing more people from under represented groups at decision making/ board level and look at training for these roles.

#### **4) Take part in or run events that promote diversity**

**(For advice on delivering this commitment, see Section 4 of this Toolkit)**

##### **Suggested Actions:**

- Holding a Company Open Day that invites people from the local area to understand and witness first hand what your company does.
- “Adopting” a local school, higher education establishment, cultural or community group or disability arts group and develop programmes to attract different or new talent e.g. workshops, open days, work experience, mentoring, invitations to join audiences, work shadowing or bursaries.
- Collaborating with other production/broadcasters to develop talent.
- Commit to taking part in events like BECTU’s “Move on Up” or Broadcaster Open Days.

## **Section 1**

### **CDN Pledge commitment 1: Recruiting**

#### **Recruiting overview**

This section offers suggestions on widening your recruitment net and recruiting in an objective way. Please remember that the same principles apply to selecting contributors and audiences, as well as staff and freelance cast and crew.

Key to recruiting fairly is having a system that is demonstrably based on skills and experience – a written job description and list of qualities required helps achieve this. Please bear in mind that without this kind of objective framework, you may risk illegally discriminating against candidates (for full guidance on your statutory responsibilities see the notes on Pact's website, or consult the recommended material in Appendix A: Further Guidance).

It is recommended for staff involved in recruitment to receive specific training in fair selection. There are several organisations which can provide this.

Word of mouth recruitment can further exclude already under-represented groups. Advertising is of course often difficult due to time constraints, so this guide offers suggestions on using periods between productions to widen your contact base, including:

- Finding a diverse range of crew members, writers, directors and on-screen talent.
- Linking up with education institutions to find and encourage would-be industry entrants.
- Interviewing or employing a person with a disability.

Below are tips on how to promote or advertise your vacancy more widely in a cost-effective and positive way, and suggestions for interviewing.

#### **Suggested places to promote or advertise a vacancy**

**1) In addition to national and local press, industry websites such as Productionbase ([productionbase.co.uk](http://productionbase.co.uk)) and Broadcastnow ([broadcastnow.co.uk](http://broadcastnow.co.uk)).**

**2) Your own website.**

3) Networking groups and other organisations, such as Asians In Media ([www.asiansinmedia.org](http://www.asiansinmedia.org)) and The Executive and Professionals Network ([www.theepn.co.uk](http://www.theepn.co.uk)).

4) Disability press and websites like Ouch! ([www.bbc.co.uk/ouch](http://www.bbc.co.uk/ouch)), Etcetera ([www.ndaf.org/etc.html](http://www.ndaf.org/etc.html)), Youreable.com ([www.youreable.com](http://www.youreable.com)), and disabilitynow.org.uk ([www.disabilitynow.org.uk](http://www.disabilitynow.org.uk)).

### Suggestions on wording in ads

1) Focus on output required, not the process. Avoid saying that a driving licence is essential when an ability to travel is actually what is meant.

2) It helps to include a short statement on equal opportunities, eg: "This organisation operates a policy of equal opportunity for employment and advancement."

3) It is also helpful to state that forms and materials are available in different formats on request.

4) If you use or are open to flexible working, please make this clear.

### Interviewing tips

1) You should ask all candidates you are inviting for an interview if they have any particular requirements. Ask at the start of an interview if they require adjustments to a room, eg lighting levels.

2) You should only ask questions related to the job, not personal questions, such as if someone is married or what religion they are.

3) If you have an employee already who is from the same minority group, consider including them in the interview.

4) As far as possible, ask the same questions of each candidate.

5) Try to be as flexible as possible about interviews times to make it easier for people with family or other responsibilities to attend.

### **Age discrimination in advertisements**

- 1) Make sure age limits are not applied in relation to recruitment or promotion without objective justification.**
- 2) Job adverts must have age-neutral language. For example, job adverts which have a maximum age limit would be directly discriminatory. Adverts which state how many years experience would be needed would be indirectly discriminatory, as an older applicant may be more likely to fill that requirement than a younger one.**
- 3) Adverts which use language associated with being young, such as “dynamic” or “energetic”, could be indirectly discriminatory.**

### **IMPORTANT FORTHCOMING CHANGES TO LEGISLATION**

The Single Equality Act is due to be introduced later this year with the intent of creating a simpler, more consistent framework for preventing discrimination. It will:

- In the public sector, it will bring together the three existing duties on race, disability and gender, and extend to gender reassignment, age, sexual orientation and religion or belief
- Outlaw age discrimination in the provision of goods and services
- Require transparency in gender pay, ethnic minority and disability employment
- Extend positive action
- Strengthen enforcement – this may include extending discrimination cases to allow for representatives to take a case to court, and not just the victim

Pact will be issuing guidelines for members later in the year.

## **Interviewing or employing a person with a disability**

The golden rule is to ask people if they require any reasonable arrangements. One company paid to lower the buttons in a lift for a new employee who was using a wheelchair; she arrived on her first day equipped with a stick with a rubberised end which she was happy to use to reach without making any expensive adjustments.

In recruitment, you may need to provide job application material in different formats, which can be done easily.

### **Providing application material**

- 1) Providing alternative formats is usually very simple and inexpensive. Often, all that is required is an electronic or large text version. For guidance, try the Royal National Institute of the Blind ([www.rnib.org.uk](http://www.rnib.org.uk)) or the Employers' Forum on Disability ([www.employers-forum.co.uk](http://www.employers-forum.co.uk)).**
- 2) Wherever possible, state that alternative formats are available on request. People can then let you know what they require.**

There are certain straightforward ways of making sure interviews are fair but effective in getting the information employers need.

### **Interviews**

- 1) You should of course never assume that a disabled person cannot carry out a task, but it is perfectly reasonable to describe what a job entails and ask how they will perform the tasks.**
- 2) BT's Typetalk system can help you speak to people with hearing difficulties. Hearing users do not need any equipment and callers are charged as a standard telephone call ([www.typetalk.org](http://www.typetalk.org)). However, do not insist on telephone interviews.**
- 3) You should ask all applicants that are invited for interviews if they have any requirements. You are legally required to ensure your interview venue is accessible (see below for guidance and financial support).**
- 4) You should ask once again at the start of the interview if the candidate requires any adjustments.**

**5) The Employers Forum on Disability can put you in touch with agencies for sign language interpreters ([www.employers-forum.co.uk](http://www.employers-forum.co.uk)).**

You are legally obliged to make reasonable adjustments so that people with disabilities are treated fairly. These may include simply buying a different type of chair, being flexible about hours because a person has difficulty commuting at rush hour, or using Textphone (see above).

### **Making reasonable adjustments**

**1) Funding is available to cover up to 100% of the cost through the government-supported Access to Work programme. The grant is made to the disabled person, so the individual must apply (contact nearest Access to Work Business Centre).**

**2) Charity AbilityNet provides free information and advice for people with disabilities on using computer technology. It charges a fee for further consultancy work and courses ([www.abilitynet.org.uk](http://www.abilitynet.org.uk); freephone helpline 0800 269545).**

**3) A wealth of organisations provide such training for staff in disability equality and awareness, which may be particularly useful for staff involved in recruitment.**

The Disability Symbol is given by Jobcentre Plus to employers who agree to five commitments. These include interviewing all disabled applicants who meet the minimum criteria for a vacancy, and ensuring there is a mechanism in place to discuss career development with disabled employees. The symbol can be used in job advertisements to let people with disabilities know you are disability friendly ([www.jobcentreplus.gov.uk](http://www.jobcentreplus.gov.uk)).

## Creating an equal opportunities policy

An employer is liable for any act by an employee, with or without the employer's knowledge or approval, unless you can show that reasonable practicable steps were undertaken to prevent the employee from discriminating. In harassment cases, an employer may be liable even if it did take steps to try to prevent the harassment.

The most widely-acknowledged step that employers can take to prevent discrimination is to create and disseminate a company equal opportunities policy.

A written equal opportunities policy focuses attention on your commitment and allows it to be expressed publicly and to staff and potential employees. If your company does not already have one, you might create one based on the sample below. If you already have an equal opportunities policy, you might also compare it to the sample below to see if it should be revised.

The law covers more than employer-employee relationships. It can also cover business partnerships, agencies, contractors and others. For producers and production companies, the law applies to both staff and freelance cast and crew, as well as to audiences and contributors. You should send your company policy to all employees, subcontractors and suppliers of services.

### Sample equal opportunities policy

#### Statement

[Company name] is committed to ensuring equal opportunities for all. This policy aims to ensure that no partner, job applicant, employee or freelance, or anyone else involved with the production, receives less favourable treatment, is harassed or victimised on the grounds of his or her sex, marital or family status, colour, race, ethnic origin, nationality or national origin, part-time or fixed-term status, religion or belief, age, disability or sexuality. No one will be placed at a disadvantage by requirements or conditions which cannot be justified on the basis of the actual requirements of the job.

#### The policy

This policy covers all aspects of employment, from vacancy advertising, selection recruitment and training to terms and conditions of service, appraisal, promotion and reasons for termination of employment.

We undertake that:

No job applicant or worker receives less favourable treatment than another on the grounds of his or her race, sex, age, marital status, disability, sexual orientation, part-time or fixed-term status, religion or belief.

No applicant or worker is placed at a disadvantage by requirements, practices, provisions, criteria or conditions which have a disproportionately adverse effect on people of his or her race, sex, marital status, age, religion, belief, or sexual orientation and which cannot be shown to be justifiable.

All such reasonable steps will be taken to prevent a disabled person from being at a substantial disadvantage because of any working arrangements or physical features of the premises of the company.

Where appropriate, and where permissible under the law, employees and workers of underrepresented groups are given training and encouragement to achieve equal opportunity within the organisation.

### **Implementation**

[Director of Personnel/MD/etc] is responsible for the effective operation of this policy. In addition [name of manager] will be appointed Equal Opportunities Officer. An Equal Opportunities Working Party will be established to examine issues raised under this policy. It will meet [ ] times a year.

We aim to:

Discuss and, where appropriate, agree with trade union or employee representatives this policy's contents and implementation.

Ensure that the policy is known to all employees and if possible, to all applicants.

Provide training and guidance for production staff and managers and those involved in selection and recruitment to ensure that they understand their position in law and under company policy.

Examine and regularly review existing procedures, practices, policies and criteria and change them where we find that they are actually or potentially unlawfully discriminatory.

Make an initial analysis of the workforce and regularly monitor the application of the policy by gathering information on the constitution of the workforce to identify any under represented groups.

### **Monitoring**

Personal information requested for monitoring is intended for the specific purpose of ensuring the effectiveness of the policy. It should never be used at any stage of a selection process. Where personal information is requested for monitoring purposes, this should be made clear to the applicant and an assurance given that it will not be used in the selection process or for any other purpose without the consent of the individual in accordance with the Data Protection Act.

### **Training**

Training shall be given, particularly to those involved in recruitment and selection, in relation to the forms discrimination can take, including direct and indirect discrimination, reasonable adjustments, victimisation and harassment. This will also include guidance on the need to assess people on their individual merits and ability to do the job, and avoiding letting assumptions distort objective judgement.

### **Positive action**

Positive discrimination is possible where people have disabilities. Jobs, training and other opportunities can be advertised as open only to disabled candidates or people who have had a disability.

Wherever possible, efforts will be made to identify and remove unnecessary or unjustifiable barriers and provide appropriate facilities and conditions of service to meet the requirements of disadvantaged and/or underrepresented groups.

### **Action for employees**

To assist in preventing discrimination and promoting equal opportunity it is recommended that individual employees should:

Cooperate in measures introduced by management designed to ensure equal opportunity and non-discrimination.

Draw attention of management and, where appropriate, their trade unions to suspected discriminatory acts or practices.

Refrain from harassment or intimidation of other employees, for example, by attempting to discourage them from continuing employment. Such action may be unlawful if it is taken by employees against those subject to their authority.

It is agreed that no one should be victimised or suffer any detriment as a result of taking action under this policy, or for supporting or assisting someone who is doing so, or for acting as a witness in any proceedings or complaints.

Behaviour or actions against the spirit and/or letter of the laws on which this policy is based will be considered serious disciplinary matters, and may, in some cases, lead to dismissal.

## **Monitoring diversity**

Monitoring diversity will help identify inequality and how successful your company is in addressing it. However, it is not obligatory to monitor diversity, or for employees to answer monitoring questions.

Monitoring can be done as part of the job application procedure (although legally personal information must not decide who gets interviewed or appointed). For small to medium-sized production companies, however, monitoring existing staff and workers may be more practical. It is recommended that you ask for comments and views rather than just ticking boxes.

Monitoring can either be anonymous or non anonymous.

### **Potential questions for staff survey**

- 1) Have you asked for, received or been refused training?**
- 2) Have you been promoted within this organisation; have you applied for a promotion?**
- 3) Are you happy with this company's selection processes? How might they be approved?**
- 4) Are you a mother/father coming back to work from maternity/paternity leave?**
- 5) Have you asked for reasonable adjustments in the workplace? Has this been carried out?**
- 6) Reasons for leaving the company.**

It is legally required to ensure that people understand why you are asking them for this information, and that it is kept in confidence (in accordance with the Data Protection Act 1998). The sample monitoring form below includes a statement to this effect.

Disabled people are more likely to declare an impairment if you say that you are keen to ensure that helpful adjustments are provided, and that you want to ensure your programmes accurately reflect society.

## Sample monitoring categories

Providing this information will help us know how well we are doing in ensuring that our programmes and the people who make our programmes accurately reflect our society. This information will be only be used only for monitoring purposes.

### Ethnicity

Asian or Asian British – Indian  
 Mixed - White and Black Caribbean  
 Asian or Asian British – Pakistani  
 Mixed - White and Black African  
 Asian or Asian British - Bangladeshi  
 Mixed - White and Asian  
 Asian or Asian British – Other  
 Mixed - Other

Black or Black British - Caribbean  
 White - British  
 Black or Black British - African  
 White - Irish  
 Black or Black British - Other  
 White - Other  
 Chinese  
 Other (please specify)

### Gender

I would identify myself as:  
 Male  
 Female

### Age

Date of Birth

### Employment status

Working full-time  
 Working part-time  
 Freelance  
 Running own company, eg sole trader  
 Working on a voluntary, unpaid basis  
 Full-time carer/homemaker

Student/Trainee  
 Retired  
 Inactive freelancer (unemployed 12 months)  
 Unemployed  
 Other (please specify)

### Disability

Do you consider yourself to have a disability? Disability, as defined by the Disability Discrimination Act, covers many people who may not usually have considered themselves disabled. It covers physical or mental impairments with long term, substantial effects on ability to perform day-to-day activities.

Yes/No

If yes, please specify:

### Relationship status

Co-habiting/in long-term relationship Single  
 Divorced Widowed  
 Married/Civil Partnership

### Dependents

How many dependent children (under 16) live with you?

None  
One

Two  
Three or more

Do you look after, or give any help or support to family members, friends, neighbours or others because of long-term physical or mental ill-health or disability, or problems relating to old age?

Yes/No

### **Nations and regions**

England  
Northern Ireland  
Scotland

Wales  
Republic of Ireland  
Other (please specify)

If live in England or Scotland, which of the following regions do you live?

London  
South East  
South West  
Yorkshire and the Humber  
East of England  
North East Scotland  
Borders

North East  
North West  
West Midlands  
East Midlands  
Central Scotland  
Highlands & Islands

### **Religion or belief**

None  
Buddhist  
Christian  
Hindu

Jewish  
Muslim  
Sikh  
Other (please specify)

### **Sexual orientation**

The Employment Equality (Sexual Orientation) Regulations 2003 outlaws discrimination in employment and training on the grounds of sexual orientation. We appreciate that this is a sensitive and personal question and your response is entirely voluntary.

Bisexual  
Gay

Heterosexual  
Lesbian

### Sample Channel 4 monitoring form for productions

The following form is issued by Channel 4 to monitor productions from suppliers. Pact recommends members complete this, and encourage other broadcasters to do the same.

Each member of the production team working should be asked to self define which of the above categories they identify themselves with.

	White*	Asian*	Black*	Mixed Race	Chinese	Other	Disabled
<b>NAME</b>							
<b>Executive Producer</b>							
<b>Series Producer/ Director</b>							
<b>Producers/ Director</b>							
<b>Assistant Producers</b>							
<b>Researchers</b>							
<b>Production Management</b>							
<b>Production Assistants</b>							
<b>Others</b>							
<b>Eg, admin, accounts, technical</b>							

## Section 2

### CDN Pledge commitment 2: Output

#### The production process

This section offers tips on broadening sources of writers, directors and actors, along with contributors, crew and audiences.

##### **Finding diverse talent and contributors**

- 1) Channel 4's Directory of Ethnic Contributors and Directory of Disabled Contributors have comprehensive lists of contacts in the arts world, such as theatre groups and workshops. They also list potential contributors or contacts in areas such as the media, fashion, religion and politics ([www.4producers.co.uk](http://www.4producers.co.uk)).
- 2) Channel 4 also publishes an On Screen Diversity Casting Brochure with further tips on how to widen your net in terms of portrayal ([www.4producers.co.uk](http://www.4producers.co.uk)).
- 3) The Broadcasting and Creative Industries Disability Network publishes a wealth of information for programme-makers. Amongst their guides are an e-leaflet on sources of disabled talent, the Handbook on Disability – A Practical Guide for Producers and Adjusting the Picture: A Producer's Guide to Disability ([www.employers-forum.co.uk](http://www.employers-forum.co.uk)).
- 4) Equity publishes a guide on casting disabled actors, called Moving Into The Spotlight, and runs an Equity Disabled register of more than 100 members who have identified themselves as disabled ([www.spotlightcd.com](http://www.spotlightcd.com)).
- 8) Channel 4 also runs a database with a variety of disabled professionals ([www.channel4.com/4disabledtalent](http://www.channel4.com/4disabledtalent)).
- 9) VisABLE People is an agency exclusively for disabled talent ([www.visiblepeople.com](http://www.visiblepeople.com)).
- 10) The UK Film Council's Diversity Toolkit includes examples of places to find a diverse range of acting, writing and directing talent ([www.ukfilmcouncil.org.uk](http://www.ukfilmcouncil.org.uk)).

Access issues such as parking facilities, catering and toilet facilities apply not only to actors, crew members and staff, but also to audiences.

### **Access requirements**

**1) An access audit will ascertain the physical accessibility of the location and provide recommendations. BBC HR-Direct's Access Unit can run assessments for non-BBC productions for a fee. It operates a one-stop shop service, including sourcing adjustments, awareness training, an advice line, mediation and strategic guidance ([peter.mcgettrick@capita.co.uk](mailto:peter.mcgettrick@capita.co.uk)).**

A few simple adjustments may help in casting people with disabilities.

### **Suggestions on casting**

- 1) Give dyslexic people more time to read scripts, or provide it in a sanserif font or on coloured paper.**
- 2) Provide a script for visually impaired actor in a larger font (eg 18pt).**
- 3) Arrange a ground floor audition space.**
- 4) Arrange a specific audition time.**
- 5) Complete the application form for them.**
- 6) Provide a hearing loop.**
- 7) If in doubt, ask the individual what would help.**

## Section 3

### CDN Pledge commitment 3: diversity at senior level

#### Training

Along with creating and disseminating an equal opportunities policy, training staff in diversity issues is one of the most widely-acknowledged ways that employers can show that they have taken reasonable practicable steps to prevent employees from discriminating. Such training is particularly recommended for staff involved in recruitment.

Various organisations provide such training or run mentoring schemes nthat you could participate in, including:

#### **Indie Training Fund**

Provides a comprehensive training service including courses to learn more about best practice in recruitment and general personnel skills, as well as training services geared at supporting member companies' own training activities ([www.indietrainingfund.com/home/](http://www.indietrainingfund.com/home/)):

Indie Training Fund  
18-20 Southwark Street  
3rd Floor  
London SE1 1TJ  
T: 020 7407 0454  
Email: [info@indietrainingfund.com](mailto:info@indietrainingfund.com)

#### **CDN**

Runs mentoring schemes. <http://www.culturaldiversitynetwork.co.uk/>

#### **Skillset**

The sector skills council for the audiovisual industries can provide comprehensive information on available training courses and provides financial support ([www.skillset.org](http://www.skillset.org)).

#### **Employers' Forum on Disability**

Employers organisation can provide fact sheet listing trainers. The Broadcasting and Creative Industries Disability Network, part of the Employers' Forum on Disability, also holds training sessions ([www.employers-forum.co.uk](http://www.employers-forum.co.uk)).

**BBC HR-Direct Access Unit**

Disability awareness training available to non-BBC companies (email: [peter.mcgettrick@capita.co.uk](mailto:peter.mcgettrick@capita.co.uk)).

**Churchill, Minty & Friend**

Training and consultancy focused on disability and diversity issues ([www.churchillmintyand friend.com](http://www.churchillmintyand friend.com)).

## **Section 4**

### **CDN Pledge commitment 4: events**

#### **Encouraging industry entrants**

This section suggests ways to link up with education institutions in a strategic way, where to obtain funding for work placements and how to get involved in mentoring.

##### **Linking up with schools or courses**

- 1) Your local Education Business Link Consortium can help you forge links with schools and education institutions. Local education-business partnerships offer assistance, advice and training on setting up and getting involved in work experience schemes, workplace visits and mentoring. For contact details for your local consortium, see Federation of Education Business Links Consortia ([www.feblc.org](http://www.feblc.org)).**
- 2) Skillset runs open days where producers can explain what their job entails to groups of careers advisors ([www.skillset.org](http://www.skillset.org)).**
- 3) FT2 is a training provider for people who wish to become freelance assistants in the construction, production and technical areas of the film and television industry ([www.ft2.org.uk](http://www.ft2.org.uk)).**

##### **Mentoring**

- 1) Mentoring can be an invaluable help for people looking to enter the industry or those already employed but aiming to develop their skills. Skillset runs several schemes through which experienced people can offer their assistance ([www.skillset.org](http://www.skillset.org)).**

##### **Funding for work placements**

- 1) Skillset runs the Open Doors scheme for offering work placement to people from under-represented groups. Costs are covered ([skillset.org](http://skillset.org)).**

**2) Skillset and the UK Film Council's Audio Visual Entrepreneurship programme run a further range of schemes aimed at supporting individuals from under-represented groups. Costs are covered. Placements can last from a few weeks to a year ([www.skillset.org](http://www.skillset.org)/[www.ukfilmcouncil.org.uk](http://www.ukfilmcouncil.org.uk)).**

**3) Pact recommends members follow its guidelines on work experience ([www.pact.co.uk](http://www.pact.co.uk)).**

### **Other schemes**

**1) Channel 4 runs various schemes targeted at raising diversity levels that involve independent producers. These include the researcher training programme and runners scheme, both for entry-level recruits.**

## **Taking part in diversity events**

Organizations detailed below would like to invite your company to events aimed at promoting diversity within the industry.

You are of course not obliged to accept every invitation, but your presence will add to the effectiveness of such events and encourage others to participate.

### **Pact ([pact.co.uk](http://pact.co.uk))**

Through Pact's diversity policy group, its training group, and its events team, Pact is developing various events aimed at promoting diversity awareness, best practice and appropriate skills.

### **CDN ([cdnetwork.org.uk](http://cdnetwork.org.uk))**

The Cultural Diversity Network, a forum of broadcasters and other stakeholders in the media sector, holds a range of events such as a one-day diversity conference.

### **BCIDN ([employers-forum.co.uk](http://employers-forum.co.uk))**

The Broadcasting and Creative Industries Disability Network, part of employers' organisation the Employers' Forum on Disability, holds various events including training sessions and seminars, and offers advice.

### **Skillset ([skillset.org](http://skillset.org))**

The sector skills council invites producers to participate in events such as a forum for explaining how the production sector operates.

### **BECTU ([www.bectu.org.uk](http://www.bectu.org.uk)/head office 020 7346 0900)**

The union for workers in broadcasting and other media/entertainment sectors runs the Move on Up networking programme.

## **Other areas**

### **Pregnancy risk assessment**

Women who are pregnant, have recently given birth, or are breastfeeding have legal rights to equal opportunities and employment protection. This includes protection from discrimination in pay and selection, promotion, training and transfer arrangements, and decisions about renewal of contracts or engagements.

For full details on maternity, paternity and adoption rights, see the guidelines on Pact's website and the further guidance section. However, one practical and legally required step that is sometimes overlooked in many industries is the pregnancy risk assessment.

Employers need to carry out risk assessments for new or expectant mothers, and take appropriate steps to ensure the protection of the woman and the unborn child. These steps may include adjusting working conditions or transferring to suitable alternative duties. If this is not possible, the employee must be suspended (with pay).

#### **Dangers to consider in maternity risk assessment**

- |  |                                    |
|--|------------------------------------|
| <b>1) Lifting/carrying of heavy loads</b>      | <b>7) Workstations and posture</b> |
| <b>2) Standing or sitting for long periods</b> | <b>8) Exposure to lead</b>         |
| <b>3) Exposure to infectious diseases</b>      | <b>9) Work-related stress</b>      |
| <b>4) Exposure to radioactive material</b>     | <b>10) Excessive noise</b>         |
| <b>5) Other people's smoke</b>                 | <b>11) Long working hours</b>      |
| <b>6) Threat of violence in the workplace</b>  |                                    |

## Flexible working

Flexible working includes job sharing, time off in lieu, part-time working or annualized working, where employees choose when they work within certain boundaries.

The Department for Trade and Industry provides application forms for employees to request flexible working, as well as flexible working acceptance and rejection forms for employers ([www.dti.gov.uk](http://www.dti.gov.uk)). You should consider seriously requests for flexible, family-friendly arrangements, and accommodate them unless there is a real business need not to do so.

### Examples of good practice

**Job sharing:** Two very experienced set dressers were employed on a major feature instead of a single post. Initial opposition from the producers was overcome when the department head explained the advantages of dividing the part-timers between widely separated London prop houses. They brought real energy to the production, worked together when the pressure was on and cost about the same as a single set dresser.

**Sensible hours:** Hours can be effectively managed to reconcile the needs of production and family life. Single parents, men or women, with young children have a real incentive to work efficiently and productively and leave work at a reasonable hour. Another major company in the independent sector has a policy of employing production managers with young children who, except where studio time is scheduled, leave at 6.00 pm.

**Staff involvement:** On a long-running Sunday morning BBC television programme where the producer had a young child, hours were organised so that no one worked into the night except in crises. Both the team and the budget were smaller than average for a programme in this kind of slot. It worked well, and buttressed staff loyalty and involvement.

**Flexible working:** Intelligent management can maximise the contribution of individuals who need to work flexible or limited hours. This has been demonstrated on daily as well as weekly programmes, where 7.00am to 4.00pm shift systems worked well without the need for systematic overtime. Project-oriented production also means that individuals can organise their own time within flexible frameworks.

## Appendix A: Further guidance

See Pact notes for full guidance on your statutory duties regarding discrimination, pay and paternity, maternity and adoption requirements ([www.pact.co.uk](http://www.pact.co.uk)).

### Age

- Guidance on Age and the Workplace (ACAS: [www.acas.org.uk](http://www.acas.org.uk)).

### Discrimination

- Advisory booklet - Tackling discrimination and promoting equality - good practice guide for employers (ACAS: [www.acas.org.uk](http://www.acas.org.uk)).

### Disability

- Code Of Practice Employment and Occupation (Disability Rights Commission: [www.drc-gb.org](http://www.drc-gb.org)).
- Adjusting the Picture: A Producer's Guide to Disability ([www.employers-forum.co.uk](http://www.employers-forum.co.uk)).

### Family friendly

- Flexible working: The right to request and the duty to consider: a guide for employers and employees (Department of Trade and Industry: [www.dti.gov.uk](http://www.dti.gov.uk))
- Maternity rights: a guide for employers and employees ([www.dti.gov.uk](http://www.dti.gov.uk)).
- Working fathers: rights to paternity leave and pay ([www.dti.gov.uk](http://www.dti.gov.uk)).
- Adoptive parents – rights to leave and pay ([www.dti.gov.uk](http://www.dti.gov.uk)).
- Parental leave: a short guide for employers and employees ([www.dti.gov.uk](http://www.dti.gov.uk)).
- Time off for dependants ([www.dti.gov.uk](http://www.dti.gov.uk)).
- Suspension from work on medical or maternity grounds under health and safety regulations ([www.dti.gov.uk](http://www.dti.gov.uk)).

### Gender equality

- Code of Practice - Sex Discrimination (Equal Opportunity Commission: [www.eoc.org.uk](http://www.eoc.org.uk))
- Code of Practice – Equal Pay ([www.eoc.org.uk](http://www.eoc.org.uk))
- Small businesses and equal pay ([www.eoc.org.uk](http://www.eoc.org.uk))

### Harassment

- Bullying and harassment at work: a guide for managers and employers (ACAS: [www.acas.org.uk](http://www.acas.org.uk)).
- Bullying and harassment at work: guidance for employees ([www.acas.org.uk](http://www.acas.org.uk)).

### Race equality

- Code Of Practice on Racial Equality in Employment (Commission For Racial Equality: [www.cre.gov.uk](http://www.cre.gov.uk))
- Equal opportunities is your business too ([www.cre.gov.uk](http://www.cre.gov.uk))
- Equal opportunities in Scotland: it's your business too ([www.cre.gov.uk](http://www.cre.gov.uk))
- Equal opportunities in Wales: it's your business too ([www.cre.gov.uk](http://www.cre.gov.uk))

## Appendix B: Useful contacts

### General

ACAS – Advisory, Conciliation and Arbitration Service  
Information on employment matters  
[www.acas.org.uk](http://www.acas.org.uk)

Diversity Directory  
Lists equality and diversity consultancies (subscription)  
[www.diversityuk.co.uk](http://www.diversityuk.co.uk)

Equality Direct  
Advice for employers on equality issues  
[www.equalitydirect.org.uk](http://www.equalitydirect.org.uk)

Home Office Immigration Helpline  
020 8649 7878

Equality Commission for Northern Ireland  
[www.equalityni.org](http://www.equalityni.org)

Tailored Interactive Guidance on Employment Rights  
Guidance on minimum wage, maternity, paternity, adoption rights  
[www.tiger.gov.uk](http://www.tiger.gov.uk)

### Disability

The Employers' Forum on Disability  
[www.employers-forum.co.uk](http://www.employers-forum.co.uk)  
Employers' organisation  
[www.employers-forum.co.uk](http://www.employers-forum.co.uk)

The Broadcasting & Creative Industries Disability Network (BCIDN)  
Specialist network of Employers' Forum on Disability, combines broadcasters and bodies such as Pact.  
[www.employers-forum.co.uk](http://www.employers-forum.co.uk)

AbilityNet  
Charity provides information and advice on using computer technology; consultancy work and courses  
[www.abilitynet.org.uk](http://www.abilitynet.org.uk)

Employment Opportunities  
Links disabled job seekers and employers  
[www.opportunities.org.uk](http://www.opportunities.org.uk)

Youreable  
Disability website; job vacancies  
[www.youreable.com](http://www.youreable.com)

Ouch!

BBC website about disabled issues  
[www.bbc.co.uk/ouch](http://www.bbc.co.uk/ouch)

EtCetera  
Weekly international disability arts news  
[www.ndaf.org](http://www.ndaf.org)

JobCentre Plus/Employment Service  
Access to Work; WorkStep; Job Introduction Scheme; New Deal for Disabled People; Two Ticks Symbol  
[www.employmentservice.gov.uk](http://www.employmentservice.gov.uk)

Disability Now  
Print and online publication on disability issues; useful for promoting job vacancies  
[www.disabilitynow.org.uk](http://www.disabilitynow.org.uk)

Disability Discrimination Act Helpline  
[www.disability.gov.uk](http://www.disability.gov.uk)

Disability Rights Commission  
Independent body established to stop discrimination and promote equality.  
[www.drc-qb.org](http://www.drc-qb.org)  
Royal National Institute of the Blind  
Information for blind or partially sighted people.  
[www.rnib.org.uk](http://www.rnib.org.uk)

Royal National Institute for Deaf People  
Information and advice relating to

hearing impairment  
[www.rnid.org.uk](http://www.rnid.org.uk)

### **Racial/cultural diversity**

Asians In Media  
Organisation for media professionals;  
carries job vacancies on website  
[www.asiansinmedia.org](http://www.asiansinmedia.org)

Commission for Racial Equality  
[www.cre.gov.uk](http://www.cre.gov.uk)

Cultural Diversity Network  
Network of broadcasters and media  
bodies  
[www.cdnetwork.org.uk](http://www.cdnetwork.org.uk)

The Executive and Professionals  
Network  
Networking organisation; job recruitment  
service  
[www.theepn.co.uk](http://www.theepn.co.uk)  
recruitment@theepn.co.uk

Move on Up: scheme that creates  
networking opportunities for black and  
minority ethnic film and broadcasting  
professionals.  
[www.bectu.org.uk](http://www.bectu.org.uk)  
Bectu head office: 020 7346 0900

### **Gender**

Equal Opportunities Commission  
[www.eoc.org.uk](http://www.eoc.org.uk)

Women in Film and Television  
[www.wftv.org.uk](http://www.wftv.org.uk)

### **Family**

Work Life Balance Centre  
[www.worklifebalancecentre.org](http://www.worklifebalancecentre.org)

Employers for Work Life Balance  
[www.employersforwork-lifebalance.org.uk](http://www.employersforwork-lifebalance.org.uk)

New Ways to Work  
Information on job sharing and family-  
friendly working arrangements  
[www.new-ways.co.uk](http://www.new-ways.co.uk)

### **Age**

Age Concern  
[www.ageconcern.org.uk](http://www.ageconcern.org.uk)