

Terms of Reference: Respect at Work – practical steps to prevent abuse of power and further strengthen our workplace culture in line with BBC Values.

All organisations have hierarchies and individuals with power and influence over others. There is also the potential for individuals with power from a significant public profile, leadership role, or star status to abuse their position. At the BBC, we have a responsibility to ensure we have the right culture, not only to enable people to do their best work – free from abuse, but to ensure the same values, expectations, and standards apply, regardless of the person involved.

We are committed to the best possible processes and work environment to ensure a respectful and accountable workplace. This is an area we have reviewed previously; there is much that we already get right – and most people have a positive experience of working at the BBC. Ensuring best practice and a consistent approach requires not only constant focus, but a zero-tolerance approach towards unacceptable behaviour.

This is why the BBC Board has commissioned an independent review to make recommendations on practical steps to further strengthen our workplace culture. The review will focus on the area of respect at work, and provide recommendations on:

1. Whether there are further practical steps the BBC can take to ensure everyone at the BBC understands and commits to our Values and Code of Conduct;
2. How the BBC can ensure the consequences of inappropriate behaviour and abuse of power are understood by everyone and that significant issues are dealt with as soon as they are identified and in a consistent manner; and
3. Whether there is more we can do to ensure people feel confident to speak up and for managers and leaders to act decisively.
4. What the BBC can do, when issues or complaints are raised, to make it clearer how the processes will work and what information will be shared.

Our ambition is for the report to be published in spring 2025. Following a short review process to identify a market leading independent organisation we have appointed Change Associates to carry out the work, led by Grahame Russell, Executive Chairman. The review will be overseen by non-executive directors Muriel Gray and Chris Jones, who will sponsor the review on behalf of the BBC Board.

We expect the recommendations to build on the efforts we have already made from previous reviews to ensure the BBC is a great place to work. The Board is determined that management retain a relentless focus on getting this right, both to protect our workplace and the BBC's reputation.

ENDS