



Position Specification

Ofcom

Non-Executive Director appointments, Channel 4

Introduction

Channel 4 Television Corporation is a publicly owned, commercially funded broadcaster transmitting across the whole of the UK and available on all digital platforms (terrestrial, satellite and cable) via a network of 12 television channels including Channel 4 (linear service), E4, More4, Film4, 4seven and 4Music, as well as the UK's largest streaming service. Film4 co-produces feature films for the UK and global markets.

Channel 4's total revenue in 2021 was £1.2 billion, growing 25% year-on-year. Nearly one-fifth (19%) of total corporation revenues came from digital advertising, an increase of +40% year on year, demonstrating that the broadcaster's Future4 strategy is on track to hit its 30% digital advertising revenue target by 2025. Channel 4 is today the UK's biggest free streaming service; it delivered record-breaking performance with 1.5 billion views and is on track to deliver two billion by 2025.

The appointment of four new non-executive directors will be made by Ofcom, subject to approval by the Secretary of State for Culture, Media and Sport (DCMS).

The Organisation

The primary responsibility of the Corporation is to secure the provision of the Channel 4 service in accordance with its public service remit, which is the provision of a broad range of high quality and diverse programming which, in particular:

- Demonstrates innovation, experimentation and creativity in the form and content of programmes;
- Appeals to the tastes and interests of a culturally diverse society;
- Makes a significant contribution to meeting the need for the licensed public service channels to include programmes of an educational nature and other programmes of educative value, and
- Exhibits a distinctive character.

The Corporation has additional responsibilities to participate in:

- The making of a broad range of relevant media content of high quality that, taken as a whole, appeals to the tastes and interests of a culturally diverse society;
- The making of high-quality films intended to be shown to the general public at the cinema in the United Kingdom;
- The broadcasting and distribution of such content and films;
- The making of relevant media content that consists of news and current affairs;
- The making of relevant media content that appeals to the tastes and interests of older children and young adults;
- The broadcasting or distribution by means of electronic communications networks of feature films that reflect cultural activity in the United Kingdom (including third party films);
- The broadcasting or distribution of relevant media content by means of a range of different types of electronic communications networks.

It must also:

- Promote measures intended to secure that people are well informed and motivated to participate in society in a variety of ways;
- Support the development of people with creative talent, in particular people involved in the film industry and at the start of their careers;
- Support and stimulate well-informed debate on a wide range of issues, including by providing access to information and views from around the world and by challenging established views;
- Promote alternative views and new perspectives;
- Provide access to material that is intended to inspire people to make changes in their lives.

Channel 4 was created to be a disruptive, innovative force in UK broadcasting. Channel 4's current Future4 strategy (published in November 2020) is aimed at articulating the organisation's purpose, creating change through entertainment. Channel 4's role is to represent unheard voices, challenge with purpose and reinvent entertainment.

As a publisher-broadcaster, Channel 4 does not currently produce its own programmes but commissions them from more than 300 creative partners across the UK. It works closely with the independent production sector and invests heavily in training and talent development throughout the industry.

As part of its 4 All the UK strategy, Channel 4 established a National HQ in Leeds as well as creative hubs in Bristol and Glasgow. It has committed to upping spend on creative content in the Nations and Regions – from 35% to 50% of main channel UK commissions by 2023, worth up to £250 million more in total.

For further information about Channel 4, including its latest annual report and accounts (2021), please visit the website at www.channel4.com.

The Board *(full biographies in Appendix I)*

The board comprises the Chair, Deputy Chair and up to 13 other members (executive and non-executive). It is currently structured as follows:

Non-Executive Members:

- Sir Ian Cheshire (Chair)
- Lord Chris Holmes MBE (Deputy Chair & Chair, Remuneration Committee)
- Michael Lynton
- Dawn Airey
- Tess Alps
- David Kogan
- Sarah Sands
- Andrew Miller (Chair, Audit and Risk Committee)
- Paul Geddes
- Sir Roly Keating

Executive Members:

- Alex Mahon, Chief Executive Officer
- Ian Katz, Chief Content Officer
- Jonathan Allan, Chief Operating Officer

The board provides strategic direction and ensures that Channel 4's statutory requirements and public service remit are fulfilled.

The Roles

C4 is looking to appoint four new directors to its board and looks to bring individuals with expertise of broadcasting and strategic change, digital transformation and technology, creative industries, and younger audiences.

Non-executives are bound by their letters of appointment and must take decisions objectively in the interests of C4C. Alongside these, the Government intends to legislate to create a new statutory duty for all directors of C4C to promote its long-term financial sustainability and success.

Essential criteria applicable to all roles

- Bring a diversity of views and opinions to help ensure Channel 4 and its output are truly reflective of attitudes and values across the UK;
- Demonstrate an understanding of the diverse needs of viewers from across the UK's Nations and English Regions;

- Demonstrate strategic thinking, vision, and interpersonal skills to help the C4C Board deal effectively with internal and external relationships and the challenges of operating in a dynamic marketplace.

Knowledge desirable for all roles

- Knowledge of the media and creative or digital industries relevant to the markets in which Channel 4 operates;
- Understanding and support for Channel 4's remit and role within the Public Service Broadcasting system, as well as how it can remain sustainable and relevant in a rapidly evolving broadcasting and media market; and
- An understanding of digital tools and techniques.

BROADCASTING & STRATEGIC CHANGE

- Senior level experience in broadcasting, ideally with a strong knowledge of public service broadcasting and/or the TV production industry
- Knowledge of Government and regulation
- Strategic thinker able to contribute to shaping the future of C4C as a broadcaster.

Relevant skillsets include:

- *Arts/creative leadership; Film; Broadcasting; Television; Production; News/Journalism; Government/Regulation.*

DIGITAL TRANSFORMATION & TECHNOLOGY

- Knowledge and experience of technological and digital transformation
- Understanding of financial issues, audit and risk
- Change management experience.

Relevant skillsets include:

- *Audit/Risk management/finance; Investment; Data; Digital/Technology; Marketing.*

CREATIVE INDUSTRIES

- Currently active in the creative industries
- Engaged directly in the commissioning or development of creative work
- Experience of creative industries, for example television, film but could also be in the arts more broadly such as the performing arts
- Clear knowledge and understanding of contemporary issues arising in the industry and reactions to them.

Relevant skillsets include:

- *Film/Arts/Creative; Commercial; Broadcasting; Advertising; Marketing; Digital/Technology; Commissioning; Government/Parliament; Social Enterprise/Not for profit.*

YOUNGER AUDIENCES

- Senior level experience of engaging with young people, for example from an organisation with an educational purpose or through training and apprenticeship programmes, and/or an ability to represent young people's views;
- A digital thought leader who understands how to engage with audiences online and who can bring contemporary understanding of how broadcasting consumption is changing - particularly amongst younger audiences.

Relevant skillsets include:

- *Engagement of Young/Diverse Audiences; Commercial; Broadcasting; Advertising; Digital/ Technology; Commissioning; Human Resources; Skills and apprenticeships Marketing; Government/Parliament; Social Enterprise/Not for profit.*

Fee & time commitment

The Board meets monthly except August, with meetings in London, the Channel 4 National HQ in Leeds, as well as in its offices in Bristol and Glasgow. Board dates for Q4 2023 are 4 October and 12 December; 2024 dates to be confirmed.

An annual fee of £22,177 is payable.

The Selection and Recruitment Process

Russell Reynolds Associates has been appointed to support this recruitment.

The appointment to the Channel 4 board will be made by Ofcom, subject to approval by the Secretary of State for Culture, Media and Sport (DCMS).

An indicative timeline is provided below but please note this may be subject to change.

Indicative Timetable:

Closing date for applications	Friday 12th May 2023
<i>Longlist Meeting (Appointment Panel only)</i>	w/c 22 nd May
Preliminary interviews with RRA	w/c 29th May - 12th June
<i>Shortlist Meeting (Appointment Panel only)</i>	w/c 19 th June
Final Panel Interviews	w/c 3rd and 10th July

Diversity in TV and the media is a top priority for Ofcom and Channel 4. Channel 4's vision is to build on its heritage as a trailblazer in diversity, with an emphasis on achieving greater inclusion; to be a beacon to the UK industry of what an inclusive, diverse and creative culture can look like. Channel 4 believes diverse teams allow for a more creative and productive environment and therefore encourages applications from qualified candidates irrespective of ethnicity, age, disability or long-term conditions, gender/gender identity, sexual orientation, marital status, working patterns or religious beliefs.

Application Instructions:

The closing date for applications is **Friday 12th May 2023**.

Please submit your full application by email to responses@russellreynolds.com. Please quote the **role title** and reference code **2210-110L** in the subject heading of the email. All applications will be acknowledged.

All applications must include the following:

1. A **Curriculum Vitae** with your education, professional qualifications and full employment history.
2. An accompanying **Supporting Letter** (maximum 2 A4 pages) – setting out your suitability for the role and how you meet the criteria set out in the person specification.
3. **Completed Declaration of Interest form**. Please find the form available [here](#).
4. **Diversity Monitoring Form**. All applicants are invited to complete a monitoring form to assist Channel 4 Television with monitoring its recruitment processes. The Monitoring Form will not be seen by anyone assessing your application. Please find the form available [here](#).
5. **Disability Confident Scheme**, *if applicable*; Please indicate if you wish to be considered under the DCS.

As organisations that support the Disability Confident scheme, we guarantee to interview disabled applicants who meet the minimum selection criteria of the role as outlined in the job description. You can find more information on the scheme [here](#). To be considered under this scheme please select this option available on the Diversity, Equity and Inclusion monitoring form..

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If you require an adjustment at any stage of the recruitment process, please email the team at responses@russellreynolds.com.

If you require the candidate application pack in an alternative format, this can be provided on request.

APPENDIX I: DIRECTORS' BIOGRAPHIES

Sir Ian Cheshire – CHAIR

Joined the Board on 11 April 2022. His appointment runs until 10 April 2025.

Sir Ian is currently Chair of Spire Healthcare plc, Chair of the environmental investment trust Menhaden plc, and a non-executive director of BT plc. He is also Chair of the Prince of Wales Charitable Fund, and of the Mental Health at Work Leadership Council. Previously, he has also served as Chair of Barclays UK, the British Retail Consortium, Debenhams plc and Maisons Du Monde SA, and as Senior Independent Director at Whitbread plc. In public service, he was lead non-executive director at the Cabinet Office, he has chaired the Ecosystem Markets Task Force, the Economy Honours Committee and currently chairs the independent Food Farming and Countryside Commission. He has won a number of awards, including lifetime contributions to retailing, green business and the Fortune WEF award for leadership in the circular economy. Sir Ian was knighted in the 2014 New Year Honours for services to business, sustainability and the environment and is a Chevalier of the Ordre National du Merite of France.

Lord Christopher Holmes MBE – NON-EXECUTIVE DEPUTY CHAIR

Joined the Board on 5 December 2016. His appointment runs until 10 June 2024.

Lord Holmes MBE is Britain's most successful Paralympic swimmer, winning nine gold medals including an unrivalled six at a single Games. He was also LOCOG's Director of Paralympic Integration, responsible for leading the team that planned and delivered the London 2012 Paralympic Games. In 2013, Chris entered the House of Lords. His areas of interest include diversity and inclusion, the digital opportunity, culture, media and sport. He has been a member of Select Committees on Digital Skills, Social Mobility, Financial Exclusion, Artificial Intelligence and currently Intergenerational Fairness and Provision. He is also Co-Chair of the all-party groups on Assistive Technology and Blockchain, Deputy Chair of the all-party groups on fintech and AI and a founding member of the group focusing on the 4th industrial revolution. Chris is Director of a niche change, insights and innovation consultancy. He is also Diversity Adviser to the Civil Service and Chancellor of BPP University. Chris was Non-Executive Director at UK Sport, where he helped to develop the Mission 2012 strategy which led to Great Britain's Olympic and Paralympic success at London 2012 and Rio 2016. At UK Sport, he also chaired the audit committee for seven years. He was also a lawyer at a leading City firm where he specialised in pensions and employment law.

Dawn Airey – NON-EXECUTIVE DIRECTOR

Joined the Board on 6 December 2021. Her appointment runs until 5 December 2024. Dawn's career includes roles as Chair and CEO of Channel 5, Managing Director of Channels and Services for BSkyB, Managing Director of Global Content at ITV and Senior Vice-President of Europe, Middle East and Africa at Yahoo. She is currently Chair of the National Youth Theatre, Barclays FA Women's Super League and FA Women's championship.

Paul Geddes – NON-EXECUTIVE MEMBER

Joined the Board on 5 December 2016. His appointment runs until 3 September 2023.

Paul is Chief Executive Officer of QA and Director of QA subsidiaries, the UK's leading technology, technology training and talent provider. He was previously Chief Executive Officer of Direct Line Group (DLG), having led through an IPO as part of the divestment from RBS in 2012, and into the FTSE 100 in September 2014. He is a former Deputy Chairman of the Association of British Insurers. Previously, Paul was CEO of RBS Group's mainland UK retail banking business including NatWest, following a successful career in multi-channel retailing and marketing at leading companies such as Kingfisher, GUS and Procter & Gamble. He read Philosophy, Politics and Economic (PPE) at Oxford.

Sir Roly Keating – NON-EXECUTIVE MEMBER

Joined the Board on 5 December 2016. His appointment runs until 3 September 2023.

Sir Roly Keating has been Chief Executive of the British Library since September 2012. In his tenure so far, he has overseen a series of significant developments including: the launch in 2015 of Living Knowledge, an ambitious new vision and strategy; a major expansion of cultural and learning activities, including landmark exhibitions on Magna Carta and Harry Potter; new pan-UK partnerships with public libraries including the successful Business & IP Centre national network; digital initiatives including Save Our Sounds to preserve the UK's audio heritage; the creation of the Knowledge Quarter, an innovative partnership of knowledge-based organisations near the Library's London HQ; and the initiation of major new capital projects in London and Yorkshire, including full-scale renewal of the Library's Boston Spa campus and creation of a major new public space in Leeds.

Sir Roly joined the Library after a long and successful career as a programme-maker and broadcasting executive at the BBC, where he played key roles in the launch of UKTV, as its first Head of Programming, and BBC Four, as its launch Controller in 2002, before moving on to become Controller of BBC Two and Director of Archive Content, with editorial oversight of the BBC's online services including BBC iPlayer. Sir Roly is a Trustee of the Clore Leadership Programme, the British Library Trust, the American Trust for the British Library, the Gilson Trust, the Friends of the National Libraries and the Busby Trust and he chairs the Conference of European National Librarians. Sir Roly holds Honorary Doctorates from the Universities of Lincoln, Warwick and York.

Andrew Miller – NON-EXECUTIVE DIRECTOR

Joined the Board on 1 June 2020 as Non-Executive Director and Chair of Channel 4's Audit Committee. His appointment runs until 30 Sept 2026.

Andrew is Chief Executive of Motability Operations plc. An accountant by training and a leader in digital transformation, Andrew has also held senior executive positions at a number of multinational consumer and media groups. These include CEO of Food Folk Holdings – owner of the McDonalds's licence for the Nordics Scandinavia, CEO of Guardian Media Group and AutoTrader, taking the latter from a print magazine to a digital platform. Prior to this, Andrew held senior finance roles at Frito-lay Europe, Procter & Gamble and Bass. He has also held Non-Executive Director roles and was Audit Chair at the AA plc and Ocean Outdoor Media plc. Andrew is a member of the Institute of Chartered Accountants of Scotland and sits on the Advisory Board for Sarah Brown's Theirworld charity.

David Kogan OBE – NON-EXECUTIVE DIRECTOR

Joined the Board on 6 December 2021. His appointment runs until 5 December 2024.

David's career began in newspapers. Following a stint as a producer at the BBC, he spent nine years at Reuters Television, latterly as Managing Director Global. He went on to become CEO of strategy and commercial rights negotiator Reel Enterprises, which specialised in advising television, newspaper and sports companies.

Michael Lynton – NON-EXECUTIVE DIRECTOR

Joined the Board on 25 April 2022. His appointment runs until 24 April 2025.

Michael is currently Chair of Snap Inc, a position he has held since 2016 having joined Snap's Board in 2013. He has also been Chair of Warner Music Group since 2019. Previously, Michael served as Chair and CEO of Sony Pictures Entertainment Inc from 2004 until 2017, and additionally as CEO of Sony Entertainment Inc and Sony Corporation of America from 2012 to 2017. Prior to joining Sony, he has worked at The Walt Disney Company – where he started Disney Publishing and subsequently served as President of Disney's Hollywood Pictures; Pearson plc – where he was Chair and CEO of Penguin Group; and Time Warner – where he was CEO of AOL Europe, President of AOL International, and President of Time Warner International. Michael is also currently a member of the Board of Regents of the Smithsonian, the Council on Foreign Relations, the RAND Corporation, and serves on the Board of Trustees of the Tate.

Sarah Sands – NON-EXECUTIVE DIRECTOR

Joined the Board on 6 December 2021. Her appointment runs until 5 December 2024.

Sarah's career spans 35 years in news, current affairs and as an author. She has held some of the most senior editorial positions in the industry at the Daily Telegraph and Sunday Telegraph, Daily Mail, Readers' Digest, London Evening Standard and the BBC's Today programme.

Tess Alps – NON-EXECUTIVE DIRECTOR

Joined the Board on 6 December 2021. Her appointment runs until 5 December 2024.

Tess began her career in advertising before joining global media buying agency PHD, where she became UK Chair. She spent over 14 years at Thinkbox, the marketing body for commercial television in the UK, as its CEO and eventually its Chair. Tess is currently a council member of the Advertising Standards Authority.

Alex Mahon – CHIEF EXECUTIVE

Alex Mahon became Chief Executive of Channel 4 in October 2017 and is the first female Chief Executive of a major UK broadcaster. Prior to this, Alex was the CEO of international software firm Foundry. From 2012-2015, Alex was CEO of global producers Shine Group, where she oversaw the build-and-buy strategy of building up 27 production labels over 12 international territories and was responsible for all content strategy, including the launch of global scripted divisions and the rollout of formats internationally. Between 2007 and 2012, Alex was President at Shine Group based in LA and then London. Alex began her career as a PhD Physicist and became a consultant and then part of the strategy team in Luxembourg at European broadcasters RTL Group followed by working at FremantleMedia and then Talkback in the UK.

Jonathan Allan – CHIEF OPERATING OFFICER

Jonathan was appointed as Chief Operating Officer in 2020, following two years as Chief Commercial Officer and seven years as Sales Director at Channel 4. Jonathan graduated in Economics from Newcastle University and immediately joined a full-service agency, Cravens Advertising, in the City. He joined the TV department at major London media agency OMD UK in 1995 and then was appointed to the Board as TV Director in January 2000. He subsequently moved into communications strategy and new business for a number of years and was appointed Deputy Managing Director in February 2005 and, in January 2007, he became Managing Director.

Ian Katz – CHIEF CONTENT OFFICER

Ian joined Channel 4 in January 2018. He has overall responsibility for the creative output of Channel 4's portfolio of channels and its on-demand viewing service. Ian is an experienced creative leader with an award-winning track record in both broadcast and newspaper journalism. At Channel 4 he has been responsible for greenlighting critically acclaimed shows ranging from The Big Narstie Show to Brexit: The Uncivil War and recent hit, It's A Sin. He was editor of BBC Newsnight from 2013 to 2017, a period which saw the show collect awards for exposing the Kids Company scandal, covering the Grenfell fire and investigating the massacre of Rohingyas in Myanmar. Previously, Ian worked in a wide range of roles at the Guardian, including features, foreign reporting and launching the paper on the internet. Between 2010 and 2014, he was Deputy Editor of the Guardian, overseeing the paper's coverage of the WikiLeaks data dumps and phone-hacking.