The heart of what we do
Since launching in 1982, Channel 4 has been mandated to take risks and offer alternative programming to the existing public service broadcasters. Our remit makes us creators, challengers, champions and commercially-minded. We are unique in the British media landscape.
We bring to life new creative ideas and, in the process, create thousands of jobs and support hundreds of independent production companies across the UK. We do this at no cost to the British taxpayer as we are entirely commercially self-sufficient.

For the British public, we offer content that no other public service broadcaster dares to air: challenging the status quo is in our DNA. We are the youngest-skewing public service broadcaster in the world and we punch well above our weight in streaming.

The last decade has seen the media landscape transform fundamentally. Competition is more intense than ever across all aspects of our business; yet this is a moment bursting with opportunity for a digital, diverse, distinctive Channel 4. Channel 4’s corporate strategy, set out over the next few pages, is a bold approach to transform the organisation and keep its long-term future.
Introduction (continued)

Across our platforms and media channels, we offer a unique, trusted environment for viewers, content creators and advertisers. We will look to capitalise on the opportunities that we can offer to them.

As consumption habits change, particularly among young people, we must take advantage of this opportunity and transform our business to ensure that we fully serve the needs of this key audience. Supercharging our impact on youth will see us invest significantly in content that appeals to them, making programmes that young people cannot find elsewhere.

This also means ensuring that our key audiences can find us where they want us – we need to be where they are. We are investing in digital, boosting our spend on All 4, ramping up our commercial and creative partnerships and fundamentally changing how we think about our content. This means no longer commissioning solely for TV, but for all platforms.

In turn, this requires us to develop a new way to measure how and where our content is viewed. We cannot rely on overnight viewing figures to measure performance: both we and our partners know that we need to measure consumption across all platforms.

Culturally, we will focus on Channel 4’s diverse roots and ensure that – unlike the global digital giants – we stand out as a proudly British brand that reflects Britain in all of its diversity. This, too, is our USP.

Channel 4 operates in an increasingly competitive and challenging market, but we believe that our strategy – to accelerate digital, supercharge our impact with young audiences, and build a strong, inclusive culture – will safeguard Channel 4’s long-term sustainability. This strategy will enable us to retain our position as a must-watch, must-follow brand.
“This is a moment bursting with opportunity for a digital, young, inclusive Channel 4.”
At Channel 4, we’re more than a public service broadcaster, we’re a unique and distinctive part of life in the UK.

Our remit is to be experimental and inclusive, and that’s been set by Parliament and enshrined in law.

Everything we do is inspired by our public service remit. Along with a set of public service broadcasting licence obligations, the remit creates a framework that shapes the way we work as a whole: the types of content and programming that we invest in, the people and companies that we work with to supply this content and the positive impacts that our content has on society.
We are Creators
TV. Film. Digital.

We are Challengers

We are Champions
Youth. Diversity. Education. Talent. Creativity.

We are Commercial
We act commercially in order to deliver our social impact.
A constant focus on improving and innovating All 4, changing how we think about commissioning in the digital age and boosting our investments in digital partners will ensure that Channel 4 remains an industry challenger.
The End of the F**king World
Accelerating Digital (continued)

Channel 4 has been at the forefront of technological innovation from the outset, and we are seriously accelerating our digital capabilities in order to remain a key player in the digital landscape. Competing against digital entertainment behemoths requires us to rethink our digital strategy and accelerate our digital capabilities.

As a result, we have substantially increased our investment in All 4 to ensure it is the best user experience possible.

On the content side on All 4, we have already ramped up our partnerships with major digital brands, such as VICE and Adult Swim, and plan on developing this model further in order to offer unique, popular content on demand.
“Competing against digital entertainment behemoths requires us to rethink our digital strategy and accelerate our digital capabilities.”

We are also changing how we think about commissioning, moving from a linear-first approach to thinking about performance across all platforms. This means actively seeking shows that drive on-demand growth and shaping our shows to generate strong social content and engagement.

In parallel to this, we are overhauling how we measure viewing, developing a new way of assessing viewing across all platforms. Overnights no longer tell us the full picture: digital viewing needs to be included in our measurements to accurately reflect consumption of our programmes.

Digital is also a prime focus for our Commercial Growth Fund, which takes equity stakes in fast-growing businesses in return for advertising airtime. The fund has been mandated to scale-up its investments and create new partnerships that will generate strong returns from high-potential digital businesses.
Young people have been at our heart since Channel 4 launched in 1982. Today, we are putting youth at the heart of our programming and ensuring that we super-serve their needs, building new brands in peak-time and significantly boosting our investment in the programmes they love to watch.
Supercharged Youth
(continued)

Channel 4 is the youngest-skewing public service broadcaster in the world, but we face a long-term challenge as social media platforms and global streamers draw young audiences away from public service broadcasters. To compete, we need to offer new, compelling content that appeals specifically to young people.

Our corporate strategy aims to supercharge our impact with young people, boosting investment in the key areas that have the most bearing on 16-34-year-olds: peak-time programmes, comedy and our digital youth channel E4.

This clear focus on younger viewers will see us create more programmes that resonate with younger audiences, giving them the programmes they want and love that are not available elsewhere.
To compete, we need to offer new, compelling content that appeals specifically to young people.”

E4 is already one of the strongest youth brands on linear TV and we believe it has further potential to be an even more powerful young brand across on demand and social media. We have therefore increased the channel’s annual budget by £10 million and have appointed a Controller of E4.
We have also allocated an additional £10 million to Comedy. This will not only enable us to offer viewers new comedy programmes, but also to create a ‘Comedy Sandpit’ on All 4, where we can try out new talent and experimental ideas that appeal to young people.

On our main channel, the emphasis is on reaching more viewers through broad, popular shows in our 8pm and 9pm slots, alongside spikier, younger shows at 10pm. Doubling down on these popular shows will ensure that we remain Britain’s most appealing public service broadcaster for younger audiences.
Our culture makes us strong. We are a uniquely British brand and we want to show Britain in all its glorious diversity. From increasing the diversity of our own business, to transforming into a more inclusive culture and delivering our 4 All the UK plan – we have more to do to become the fully inclusive organisation that we aspire to be.
The Bisexual
Inclusive Culture (continued)

On screen, we are creating more space for diverse and under-represented voices. Inclusion and diversity is paramount to our culture – it not only unlocks creative and commercial benefits to the business, but it is also the right thing to do. We will challenge the status quo that media is an exclusive club which people cannot break into and ensure that we better reflect the whole of the UK.

Our 4 All the UK plan (see p46) is transforming Channel 4’s culture, improving regional representation on screen and making sure that people who want to work in media know that they do not need to move to London to do so. Having a commissioning team spread across the country will also enable us to reach the stories, ideas and talent that others are not able to. While the digital giants aim to appeal to a global audience, we are a proudly British brand with proudly British-made content.

Building an inclusive culture must begin with us. We have always been transparent with our data, which helps us to become the inclusive and representative organisation that we aspire to be. Our new Head of Inclusion and Diversity has been appointed and will ensure that Channel 4 is open to all people, regardless of their background. We are fully committed to build on our strong heritage and ensure that Channel 4 even more deeply fulfils its remit to champion inclusion and diversity in the UK.
Channel 4 is unique in the British media landscape.
unique in the British media landscape