

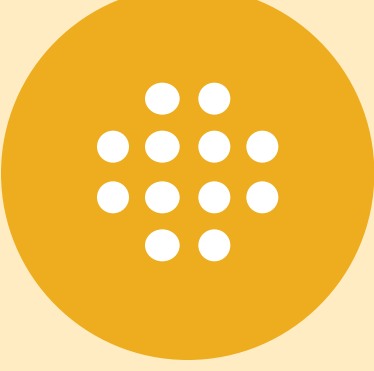





# 2021 Television Academy Membership Study

A Focus on Equity and Inclusion



# Table of Contents

	03	Introduction
	04	Highlights
	06	Methodology and Approach
	<b>07</b>	<b>Member Respondent Demographics</b>
	08	Gender & Race
	09	Intersection: Gender X Race
	10	Sexual Identity
	11	Disability Status
	12	Age
	13	Peer Group
	<b>14</b>	<b>Member Survey</b>
	15	General Findings from Survey
	16	Bright Spots
	<b>17</b>	<b>Focus Areas</b>
	18	Focus Area 1 Transparency, Communication & Accountability
	20	Focus Area 2 Representation
	23	Focus Area 3 Substantive DEI
	24	Spotlight on Nuances of Identity
	26	Conclusion
	<b>27</b>	<b>Moving Forward</b>
	28	DEI Task Force Preliminary Plan
	29	Acknowledgments
	31	Appendix

# Introduction

## From the Television Academy

Recognizing a need for diversification and a focus on equity and inclusion in the entertainment industry, the Television Academy resolved to take a deep look at our own organization to inform and impact our future as a supporting organization and thought leader for our industry. We acknowledge that as content creators with a global reach, we have a responsibility to address the industry's historical biases and lack of diversity. As an organization grounded in the values of excellence, service, community, and impact, we must be at the forefront of change in the industry by taking thoughtful and purposeful action.

To do so we partnered with ReadySet, a Diversity, Equity and Inclusion (DEI) solutions firm known for rigorous, impactful DEI work, to give us an objective understanding of what is at play within our organization. After months of discovery, research, surveys, interviews, and examination of our processes, and thanks to our dedicated members who shared their time, their energy, and their ideas with us, we now better understand the current challenges and the work ahead.

In the spirit of transparency, we are sharing the ReadySet report on Diversity, Equity and Inclusion within the Television Academy with you in its entirety. It's important that we hear each other and understand the challenges and necessary calls to action so that we can come together as a community and pave the way for others in the industry to do the same. But we don't want simply to "look under the hood" – in addition to identifying the problems it's critical to commit to change and insist that change happens. We have therefore set strategic objectives and created goals that will deal directly with the challenges and leverage the strengths surfaced in the report. These goals are not about adjustments to any particular program or competition, but are intended to drive systemic change across the organization.

Thank you once again to all who participated and pushed us toward this important work. We are excited to share this report, and we look forward to engaging with you and setting new standards for excellence in our work.

Frank Scherma, Television Academy Chairman and CEO  
Maury McIntyre, Television Academy President and Chief Operating Officer

## From ReadySet Consulting

I didn't see many people like me on TV growing up. I clung to characters who defied stereotypes like Laura Winslow and Maxine Shaw. They taught me to see the potential for a life outside of my Texas suburb. Television is in many ways our ongoing cultural narrative. It influences the ways in which we see ourselves and others. It teaches us whose stories matter. At its best, it shows us possibilities and worlds we never knew existed and reassures us that we are not alone.

Given this power, there is an opportunity for meaningful progress; for television to more fully reflect the increasingly diverse audiences who watch it. This potential for impact was the driving force behind our decision to partner with the Television Academy, who recognized and centered it at every step in their journey with us. Throughout this process they have been open, transparent and vulnerable about their challenges as well as energized by the possibility of growth.

At ReadySet we believe in rigorous approaches to building representative and equitable organizations that help make our world just a little bit better. Behind each percentage point and rater score, there are real people who haven't always felt seen or heard - we aim to bring their perspectives to the forefront through our holistic approach to data gathering and analysis. But we also know that this is just the beginning. As you will see in this report, there is still work to be done. Thank you to all those from the Television Academy who shared their stories and insights. Thank you to the team at ReadySet for their hard work and dedication. The current state of DEI has to change, and we're committed, as partners with the Academy, to support them as they make sure it does.

Y-Vonne Hutchinson, CEO of ReadySet

# Highlights

## Overview

ReadySet partnered with the Television Academy to conduct a multimodal examination of the state of diversity, equity and inclusion within the Academy itself. This represents the first comprehensive DEI assessment of the Academy, setting a baseline and orienting the way forward for organizational progress.

Core findings were derived from a holistic analysis of multiple sources of quantitative and qualitative data, including review of existing processes, documentation, and communications; a 41-question member survey; and interviews and focus groups. The analyses yielded 4 areas of strength and 3 major, interconnected opportunities for growth.

## Areas of Strength

The Areas of Strengths can serve as cornerstones in an accountable action plan for the future and be leveraged by the Television Academy to fuel member and industry participation in advancing the Academy's DEI work.

### The 4 Areas of Strength were:

 High Member Engagement

 Academy's Capacity to be a Trailblazing Influencer

 Academy as a Bridge Across Disciplines

 Recent Academy DEI gains can drive momentum

## Growth Opportunities

These focus areas represent key drivers, causes or shared perceptions that impact the member experience and organizational DEI outcomes.

### The 3 Focus Areas identified by the assessment:

**1**  
Members sought greater transparency, accountability and communication from the Academy, particularly from the Board of Governors and the organization's leadership.

**2**  
Members perceived a lack of diverse representation across leadership bodies, including executive leadership, the Board of Governors, and Peer Group Executive Committees.

**3**  
DEI initiatives, actions and communications from the Television Academy appear performative and reactive, and members voiced a desire for future DEI work to be substantive, and come from a proactive standpoint.

The data also revealed a specific need to examine the nuances of the most impacted member groups, especially those at the intersection of multiple marginalized identities. Those with the greatest need for community, advocacy and mentorship appear to also be those least represented in the Academy's leadership structure, specifically women of color across all age groups, Disabled women, women of color in Below-the-Line crafts, transgender, and gender non-binary members\*.

\* Terminology definitions and use provided in Appendix.

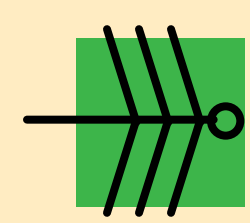
## Moving Forward

In response to the findings, the Television Academy assembled a DEI Task Force as an ongoing, targeted resource to identify solutions and drive the organization's work forward. The Task Force identified core values and key goals and objectives for the Academy's DEI priorities for the next year, which were reviewed and ratified by the Board of Governors.

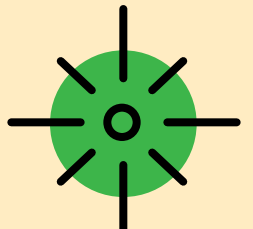
### The four core values that undergird the Academy's DEI plan:



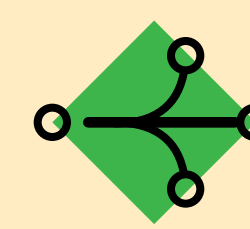
Community



Impact



Excellence



Service

### Six major key goals and objectives will be prioritized for the next year:

1

Establish the Television Academy's commitment to change through an ongoing focus on equity and inclusion across the organization.

2

Diversify membership so that it is reflective of the broader U.S. population.

3

Diversify and support Academy leadership so that it is reflective of the Television Academy membership.

4

Provide innovative opportunities for members to be more engaged and have their voices heard.

5

Establish measurable DEI goals for membership, leadership and staff.

6

Set the standard for driving DEI best practices across the television industry.

Next steps in the work for the Television Academy are to develop a detailed DEI roadmap with specific tactical actions, timelines, accountability measures and metrics to track and ensure progress.

The Television Academy leadership has committed to ongoing, integrated and proactive DEI work with the goal of becoming an exemplar and thought leader for their membership and the entertainment industry at large.

# Methodology and Approach

## The ReadySet DEI Approach

ReadySet recognizes that an inclusive and equitable organization must meet certain basic psychological and cultural needs as a foundation for successful DEI work. These building blocks include access to information, safe labor environments, two-way communication, psychological safety, and transparency, among other things. Without this foundation, it is impossible to achieve sustainable and equitable authenticity, accountability, empowerment, inclusion, belonging, activism and allyship. Additionally, the impact of not meeting such essential needs is often felt more acutely by those who have been historically marginalized and/or underrepresented. Some findings presented here may not appear directly related to DEI upon first glance (e.g., perceived lack of organizational transparency) but represent such foundational building blocks. We urge members to view these findings as essential to developing comprehensive, holistic DEI solutions within the Academy.

## Methodology

ReadySet's assessment used a multimodal approach including quantitative and qualitative data collection and a review of process and policy documentation. Between March and May 2021, members completed a 41-question online survey about demographic information, six dimensions relevant to the member experience, and DEI at the Television Academy. Interviews and focus groups were then conducted virtually and confidentially with volunteer members, selected to represent a cross-section of identities and peer groups.

Multiple invitations to the 16,000+ members to complete the survey were sent via email, text messages, and newsletter postings, then members volunteered for focus groups and interview via a separate sign-up form.

The survey provided a high-level view of member sentiment and was the primary data source used to inform the findings. However, the qualitative data from interviews, focus groups, document review, and content analysis of survey comments helped home in on common themes, drivers and nuances to the quantitative data.

## Rating Systems

### Positivity Scores

Six dimensions were assessed via the Member Survey, which are:

1. Overall Satisfaction & Engagement
2. Access to Resources & Development
3. Voice & Participation in Decision Making
4. Belonging & Inclusion
5. Leadership
6. Diversity, Equity & Inclusion

Members rated statements about these dimensions on a five-point scale from strongly disagree (1) to strongly agree (5). The data reported below represent the percentage of respondents who agreed or strongly agreed with positive statements about those dimensions. More information about the definitions of each dimension can be found in the Appendix.

### Net Promoter Score

A Net Promoter Score was captured for Member Satisfaction. A standard measure in Customer Satisfaction and Employee Engagement surveys, it is a quick pulse check on respondents' experience and strongly predictive of brand loyalty and customer/employee retention.

### Total Survey Respondents

4128

Members

61

Governors

### Response rate

28%

Higher than any previous Television Academy member survey response rate

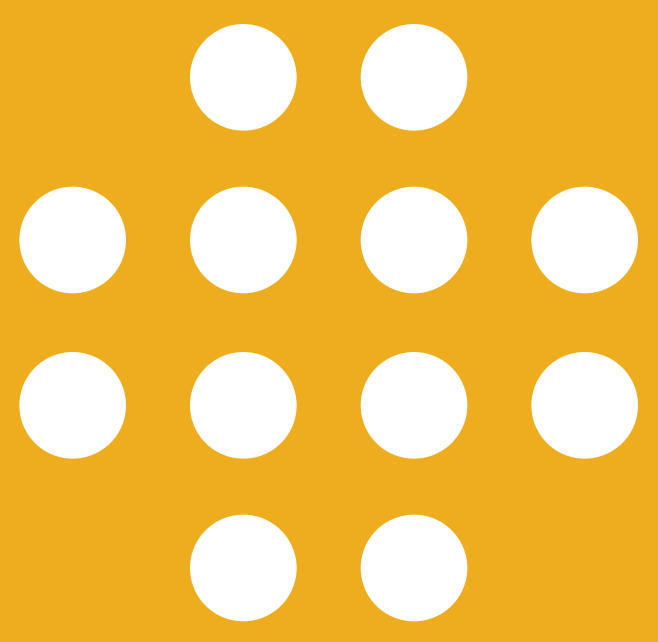
### Interview or Focus Group Participants

36

Members

11

Governors



# Member Respondent Demographics

The DEI survey drew a greater response from members of historically marginalized groups than prior demographic surveys of the membership, suggesting a strong interest among those members in the inclusion work at the Television Academy.

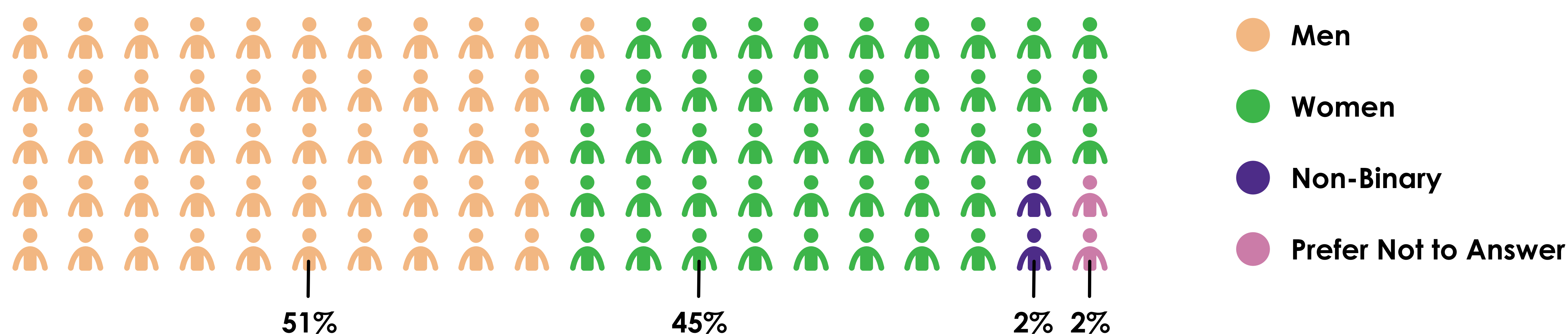
Note: All demographics reported here represent those of the respondents to the survey, not necessarily of the entire Television Academy membership. However, this report does represent the first comprehensive collection of identities self-reported by members as a sample of the larger membership.

# Gender & Race

There was a higher percentage of women, gender non-binary and People of Color among survey respondents compared to members who self-reported their gender identity and race/ethnicity in July 2020\*, but still below representation across the broader United States.

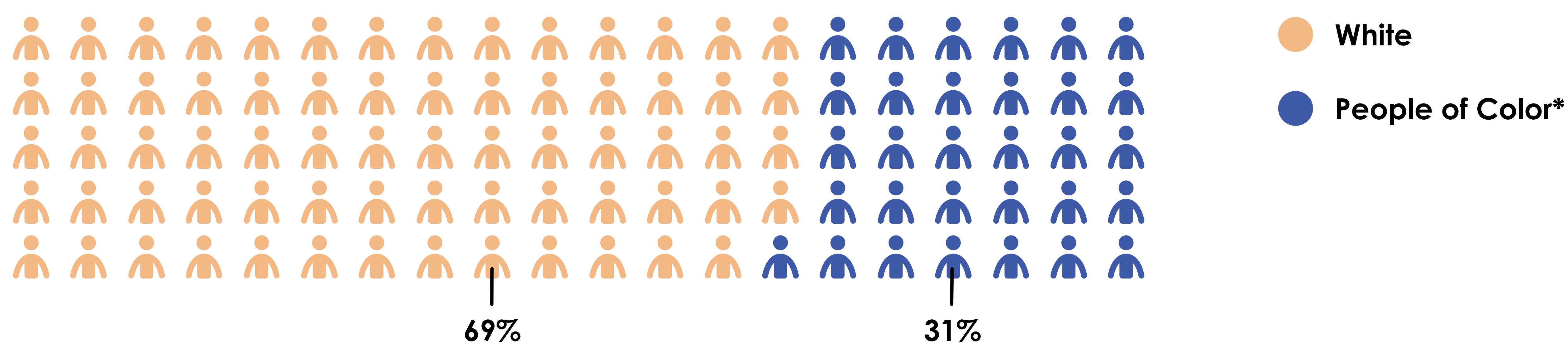
\*July 2020 Member Self-Reported Demographics: In 2020, half of the members declined to report gender; of the half who did self-report, 41% of that half were Woman/Female and 59% Man/Male  
Also in 2020, 40 % of members declined to report race/ethnicity; of the 60 percent who did self-report, 25% were People of Color

## Gender Identity



The majority of survey respondents self-identified as men (51%), while the remaining respondents were 45% women, 2% as gender non-binary, and 2% preferring not to report their gender identity.

## Race/Ethnicity



Compared to 2020 Census Population estimates, People of Color were underrepresented among survey respondents.+

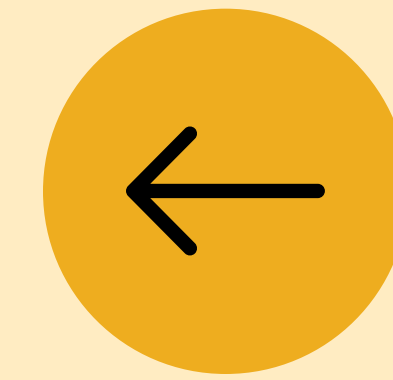
\*The "People of Color" designation includes Black/African American, Latino/Latina/Latinx, Hispanic, American Indian, Alaskan Native, First Nation, Indigenous, East Asian or East Asian American, South Asian or South Asian American, Native Hawaiian, Pacific Islander, Middle Eastern, Biracial, or Multiracial. Respondents were able to select any and all designations that they felt best reflected their race or ethnic identities.

+ 2020 US Census: 61.6% White alone, 38.4% People of Color (non-White)  
Source: <https://www.census.gov/library/visualizations/interactive/race-and-ethnicity-in-the-united-state-2010-and-2020-census.html>



# Intersection: Gender X Race

There is **greater race/ethnic diversity among the gender non-conforming, transgender and gender non-binary respondents** than in the men and women groups.



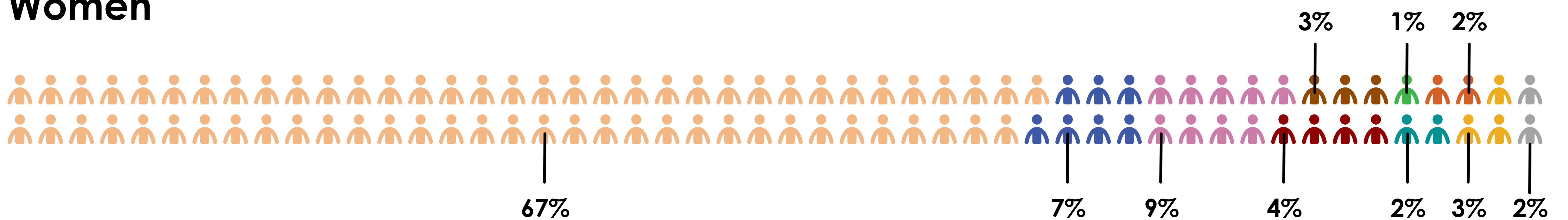
Compared to 2019 Census Population estimates, Latinx/o/a and Black/African American identities are underrepresented among survey respondents.+

+2019 US Census: 18.5% Latinx/o/a 13.4% Black/African American  
Source: <https://www.census.gov/quickfacts/fact/table/US/PST045219>

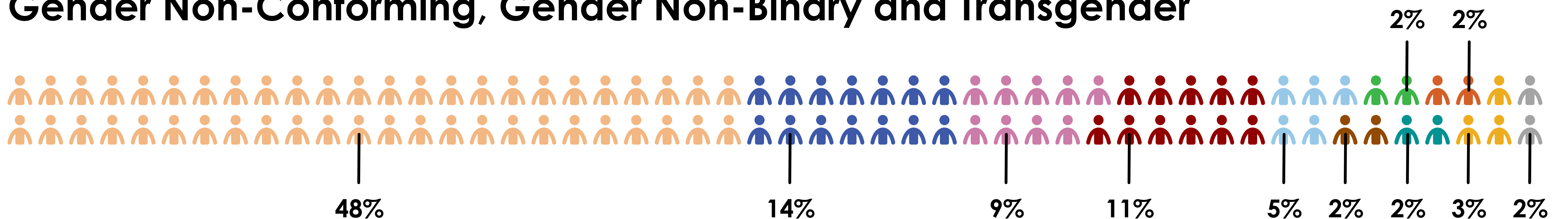
## Men



## Women



## Gender Non-Conforming, Gender Non-Binary and Transgender



- White
- Biracial/Multiracial
- Pacific Islander
- Prefer to self ID
- Black/African
- East Asian
- Native American/Indigenous
- Prefer not to answer
- Latino/a/x
- Middle Eastern
- South Asian

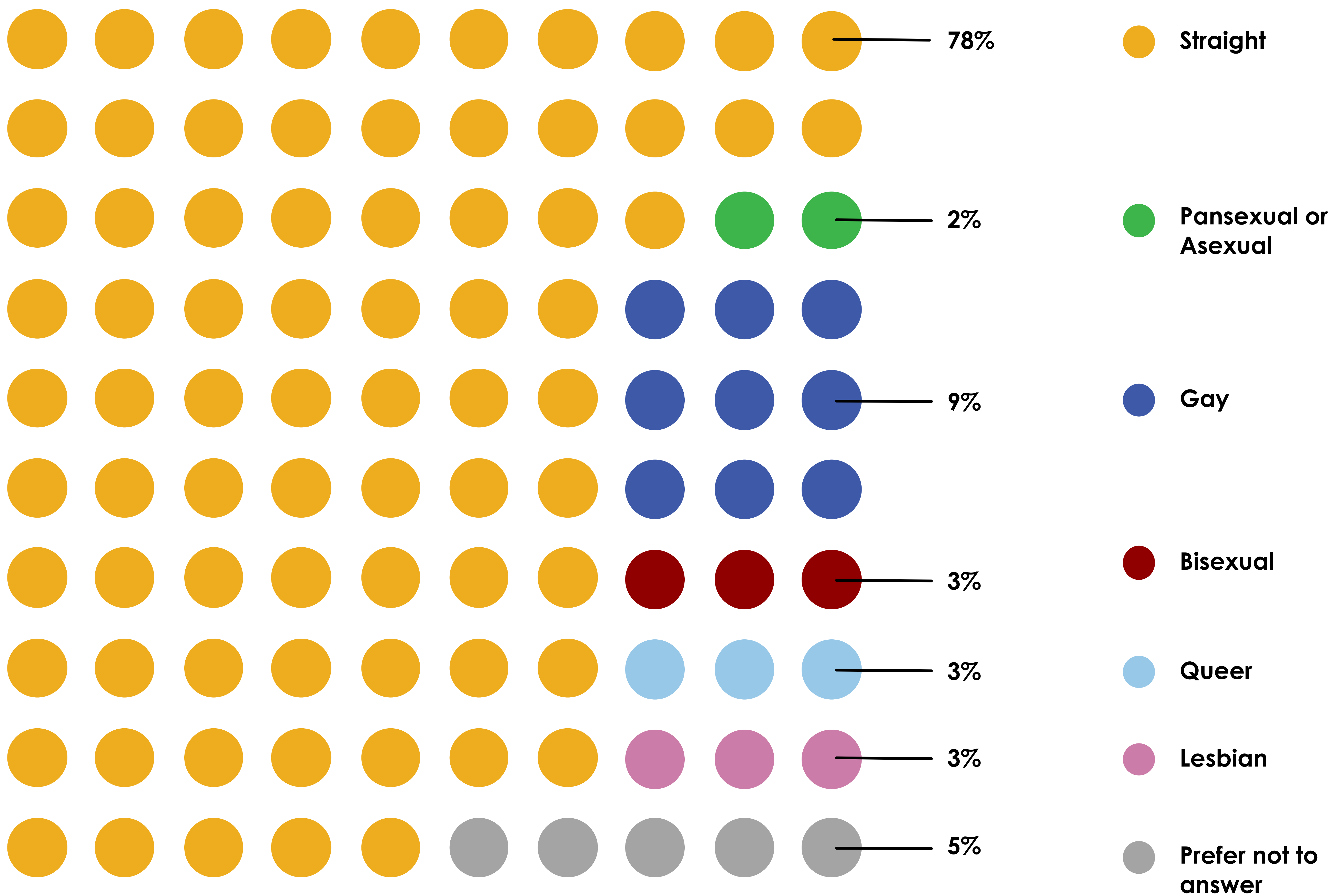
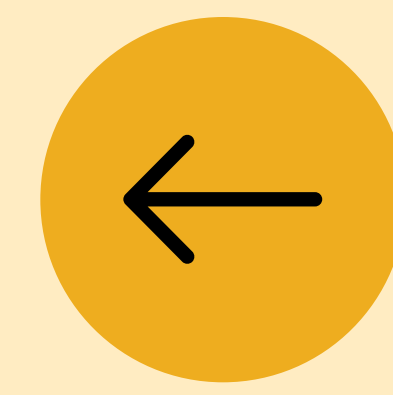
# Sexual Identity

LGBTQIA+ were well represented among respondents relative to their representation in the general U.S. population (5.6%) on a 2021 Gallup Poll.+

Approximately 9-17% of respondents identified as LGBTQIA+, with “gay” as the most frequently selected LGBTQIA+ identifier.\*

+Source: <https://news.gallup.com/poll/329708/lgbt-identification-rises-latest-estimate.aspx>

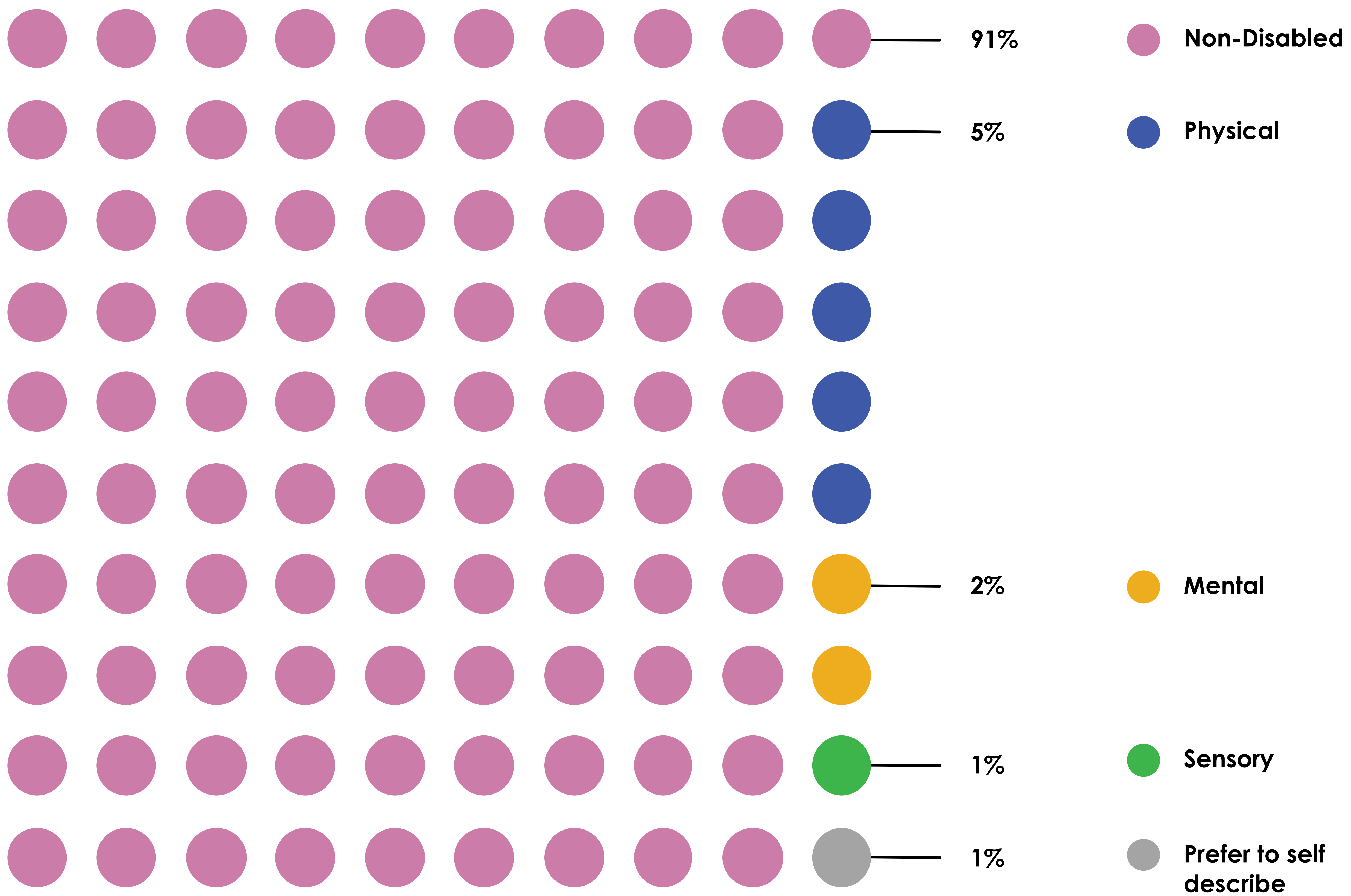
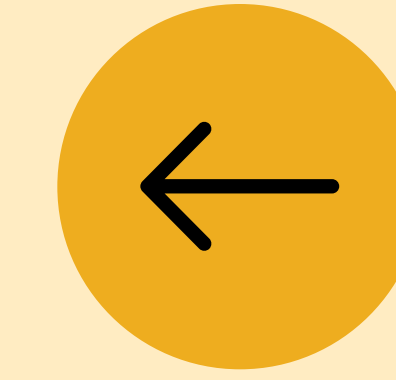
\*Respondents may have selected more than one option



# Disability Status

At least 9% of respondents reported living with a disability.

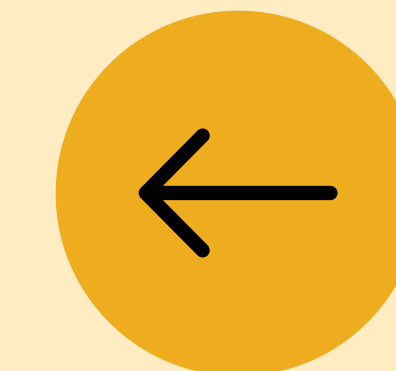
This sizable portion underscores the importance of appropriate access and accommodations to ensure full participation and inclusion of those members in the Academy. However, the lack of representation of Disabled perspectives among Governors and staff may lead to gaps in appropriately addressing those needs.



# Age

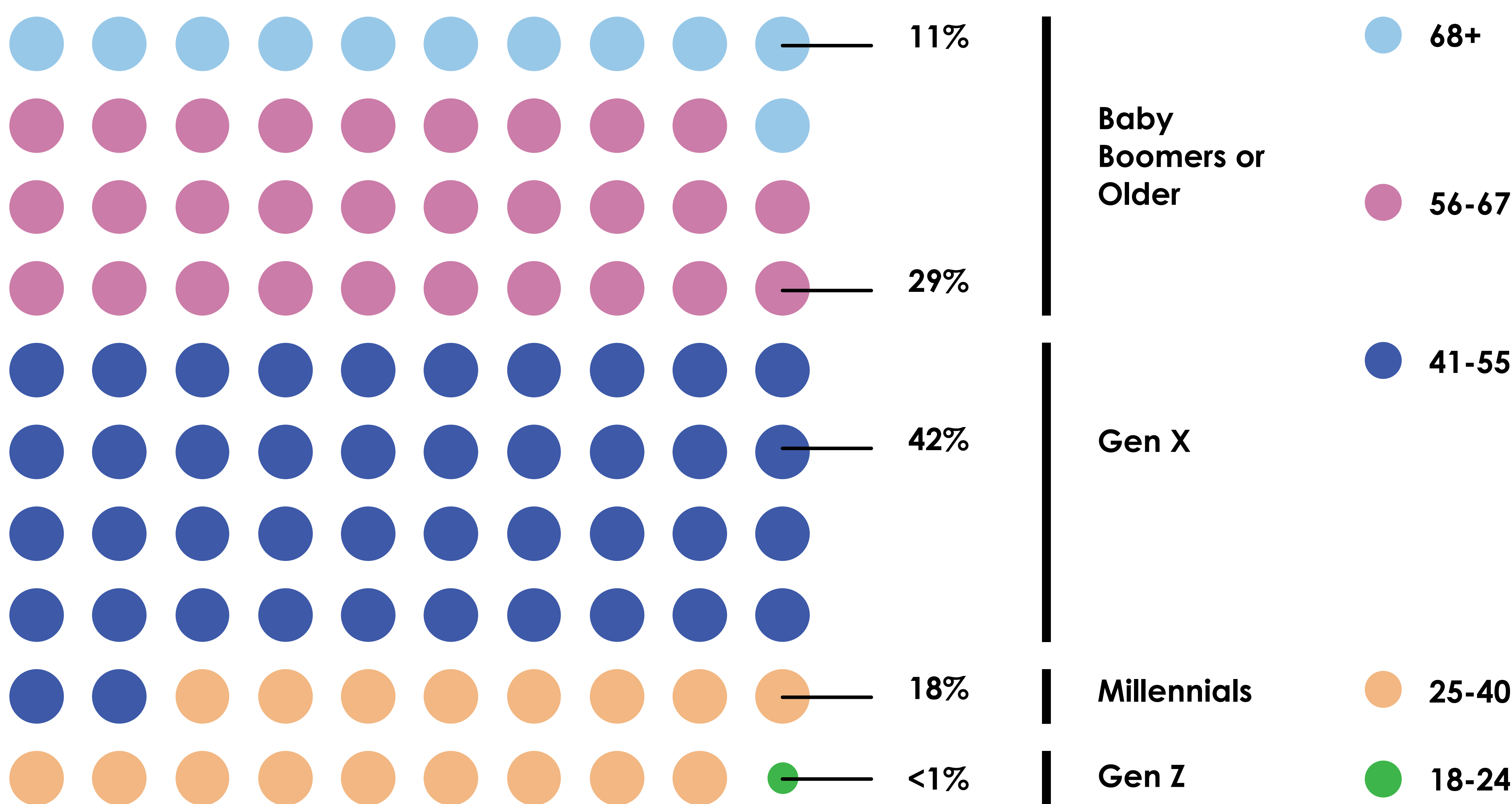
Gen X represented the largest percentage of respondents at 42%, followed by Baby Boomers or older at 40%. Millennials and Gen Z respondents together accounted for 19% of all respondents. In comparison, Baby Boomers, Gen X and Millennials accounted for 21.4%, 19.7% and 21.9% of the general U.S. population in 2020\*, respectively. This suggests that Millennials and younger were underrepresented in the survey respondents and possibly in the Academy membership at large.

**Race and ethnic diversity was greater in younger respondents, suggesting that the need for inclusion and diversity in representation will only become more pronounced as the membership expands into the next generation.**

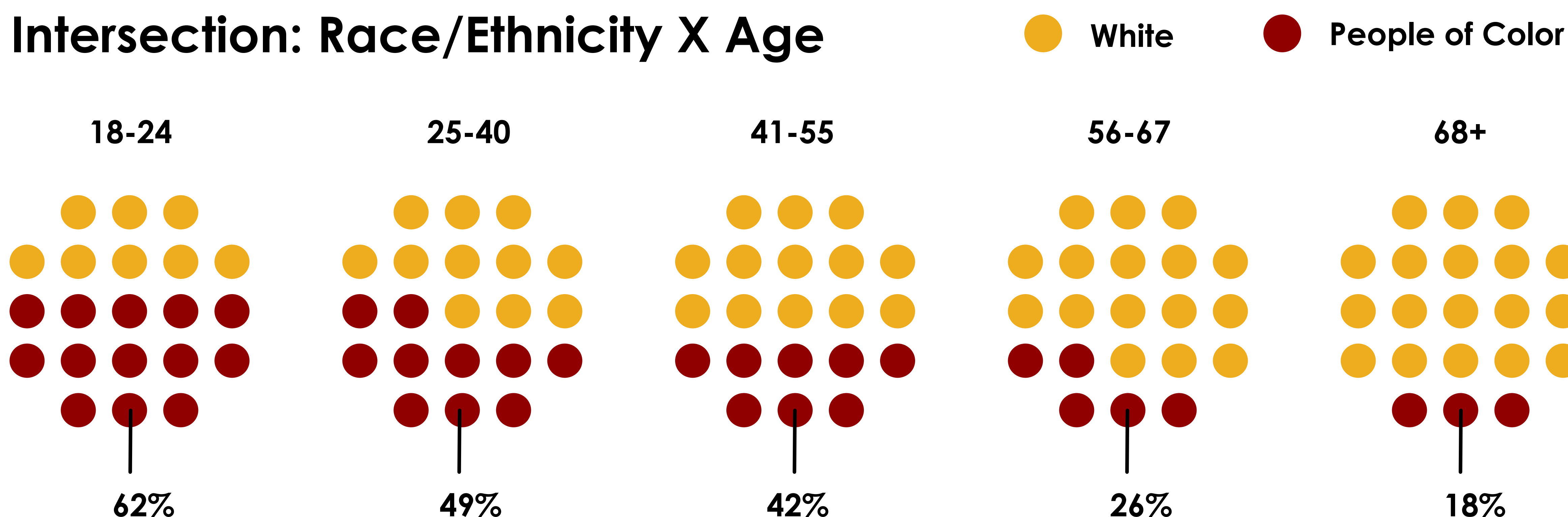


\*Source: <https://www.statista.com/statistics/296974/us-population-share-by-generation/>

## Member Age

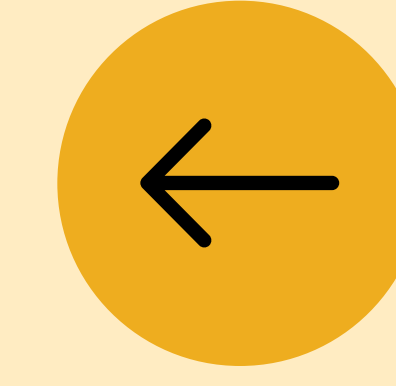


## Intersection: Race/Ethnicity X Age



# Peer Group

Members from all Peer Groups completed the survey, representing perspectives from across the industry from Above-the-Line to Below-the-Line and from creative to business functions.



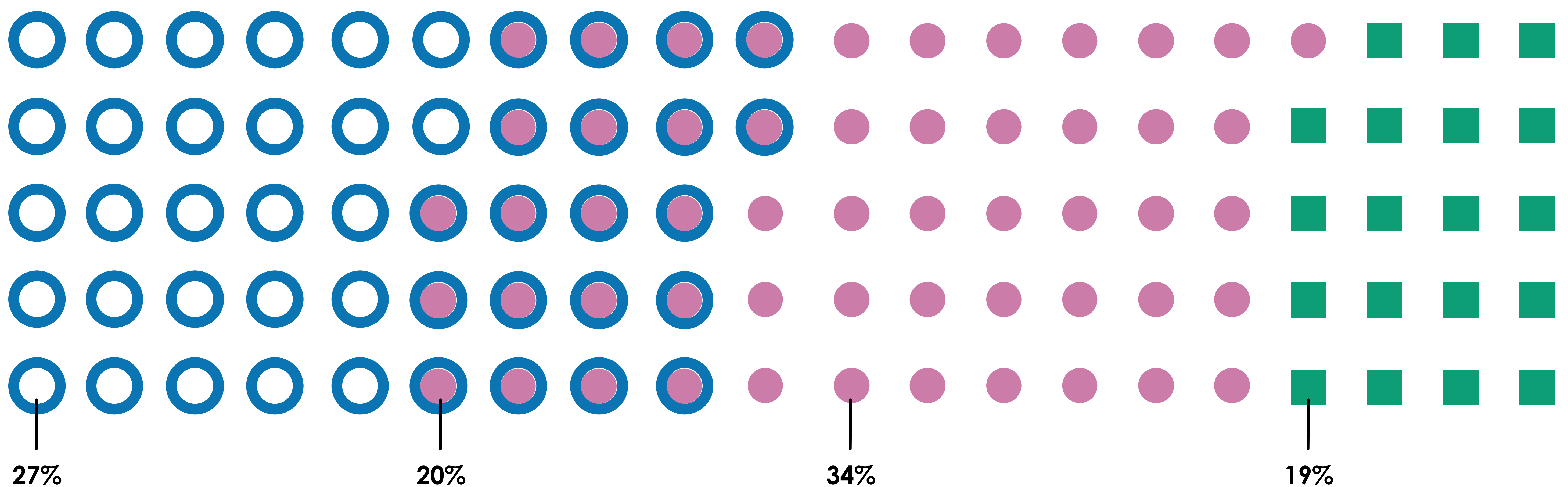
**Above-the-Line (ATL) Peer Groups**  
Writer, Director, Producer, Performer

**Mixed ATL/BTL Peer Groups**  
Peer Groups that specialize in one genre or format that has members from across production roles (e.g. animation, interactive media, commercials, etc.)

**Below-the-Line (BTL) Peer Groups**  
Crafts related directly to production and post-production but do not generally participate in profit-sharing or residuals

**Business of Entertainment PGs**  
Peer Groups involved in elements of the entertainment industry but do not have an affiliated Emmy award (e.g. television executives, public relations, etc.)

## Type of Peer Group



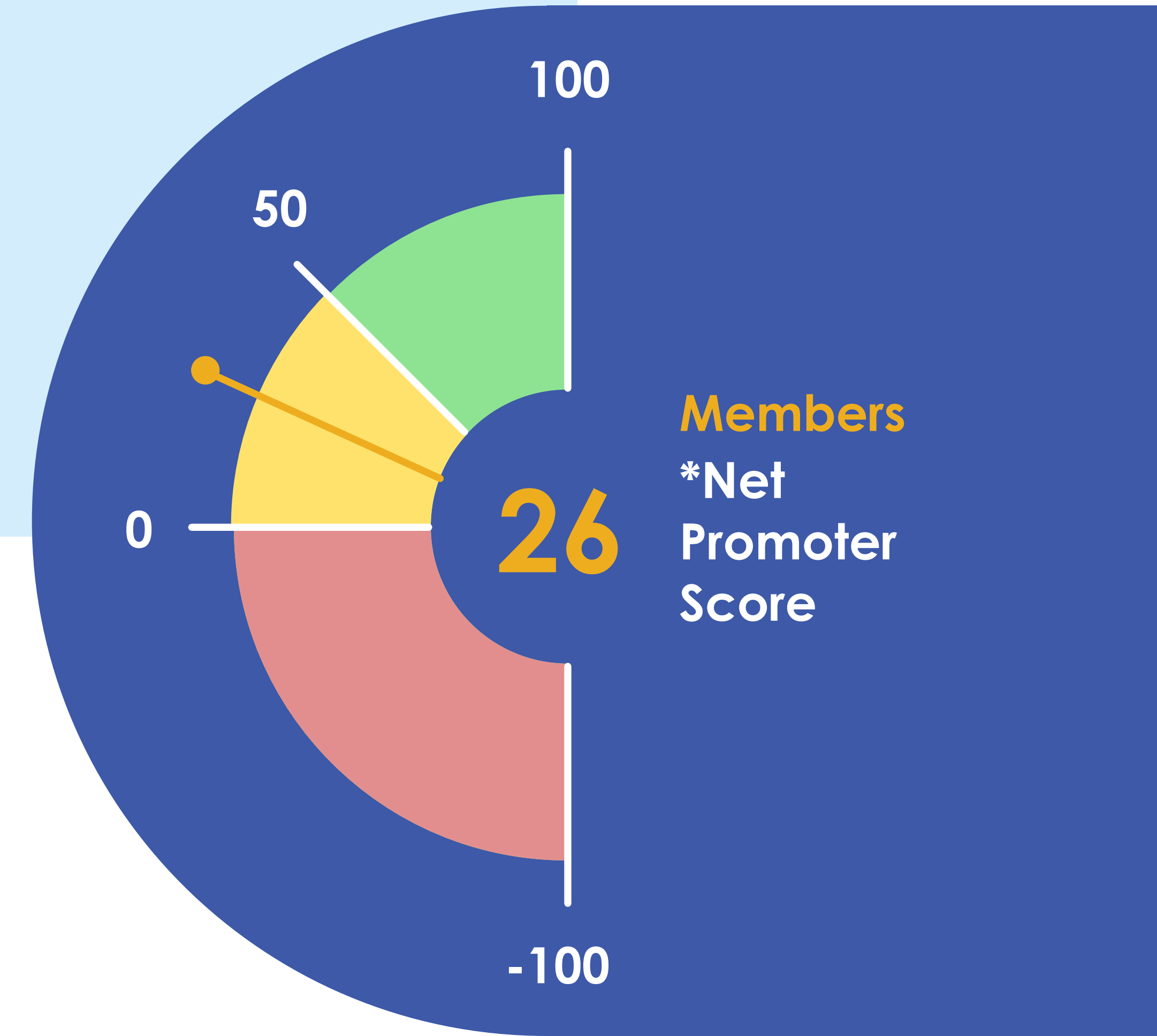


# Member Survey

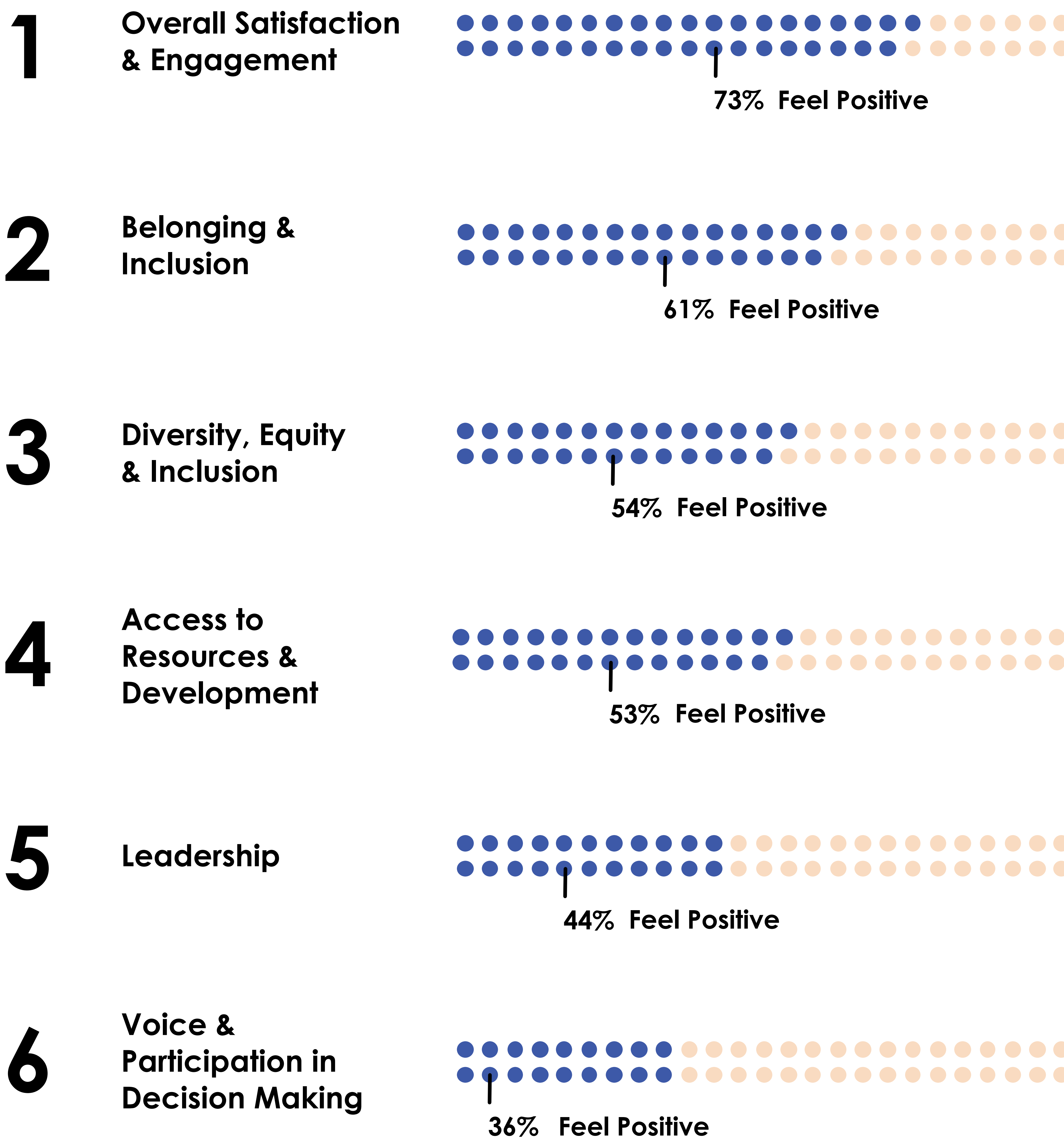
The member survey provided a high-level view of the member experience and pointed in directions to further examine the qualitative data for causes, drivers or nuances.

# General Findings from Survey

- While members may be satisfied with their membership, members are not actively recruiting new members nor promoting the brand of the Academy, which may significantly impact recruitment efforts to increase diversity in the membership and into the leadership pipelines.
- Members did indicate they were moderately positive about Belonging & Inclusion and Diversity, Equity & Inclusion. This indicates that while the Television Academy is not a pace-setter for DEI work in the industry, they are still delivering on meaningful and impactful DEI actions for their members.
- The most concerning areas were in Leadership and Voice & Participation, signaling the need for a deeper look into the qualitative data to explain those scores.

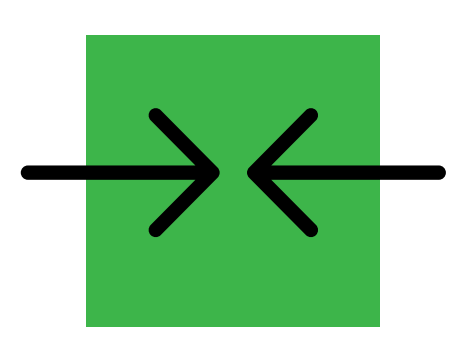


\*Net Promoter Scores can range between -100 and +100, with +50 and above as a benchmark for an ideal score. Scores below 50, especially as they near 0, signal areas of concern. Negative scores indicate extremely problematic areas and generally predict net losses in members or customers, and indicate significant damage to a brand or reputation of an organization.

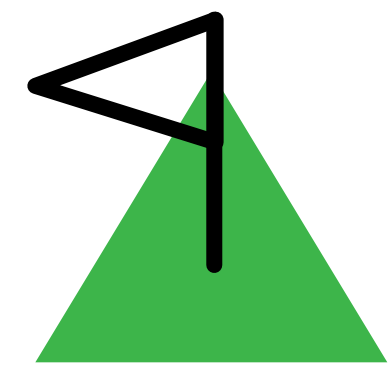


# Bright Spots

Members are proud to belong to an organization that sets industry standards for excellence



**High Member Engagement**



**Academy's Capacity to be a Trailblazing Influencer**



**Academy as a Bridge Across Disciplines**



**Recent Academy DEI gains can drive momentum**

Television Academy members feel a distinct sense of pride in having achieved a level of success in their careers to allow them to be a part of this esteemed organization. They perceive the Academy to be a center of excellence for the television industry and are dedicated to continuing its legacy as well as supporting its growth and evolution. In general, members plan to keep their membership active, and seem moderately satisfied with their benefits and the direction of the Academy.

## Overall Satisfaction & Engagement

# 73%

Feel Positive

Member pride in involvement with Academy ..... **86%** Feel Positive

Member rarely thinks about terminating membership ..... **77%** Feel Positive

Member believes the academy is headed in the right direction ..... **65%** Feel Positive

Member satisfaction with benefits ..... **63%** Feel Positive

Members also view the Television Academy as uniquely positioned as a bridge-builder between professionals from various identity and career backgrounds and a tastemaker for the industry at large.

Recent DEI advances within the Academy include the shift to the use of the non-gendered "Performer" on award statuettes, the historical highs in diversity among winners of creative and technical Emmy awards, and recent policy changes that prioritize the diversification of representation among Peer Group Executive Committees. These suggest movement among membership towards greater interest and support for

transformational inclusion initiatives. Moreover, the need to pivot quickly during the pandemic resulted in more virtual events offerings and enhanced communication. These pivots led to increased participation and inclusion of Disabled and non-Los Angeles membership while affirming the Academy's capacity to quickly and positively renovate event and operational practices.

These bright spots serve as core strengths that can help undergird the work ahead towards greater inclusion in the Television Academy.





# Focus Areas

Three major focus areas emerged from the data analyses. These focus areas represent key drivers, causes or organization-wide phenomena that impact the member experience and organizational DEI outcomes.

The 3 major focus areas for the Television Academy:

# 1

**Perceived lack of transparency, communication and accountability across the Academy**

# 2

**Perceived lack of diversity and inadequate representation within the organization, especially among leadership**

# 3

**DEI efforts perceived to be more performative than substantive**

## Focus Area

# Perceived Lack of Transparency, Communication & Accountability across the Academy

Members reported frustration with a lack of information, access to resources, feedback mechanisms to communicate with leadership, and inadequate Television Academy accountability and follow-up.

Members hold the Television Academy in high regard and derive great pride from their membership. As a result they carry a deep sense of stewardship and desire to contribute to the Academy. However, many felt that their perspectives, opinions and feedback were unsolicited, unheard or unaccounted for when leadership made decisions that impacted them. Moreover, members reported low psychological safety around voicing contrary opinions. Many members felt unclear as to how Academy decisions were made, or unable to provide feedback nor actively participate in the organization. Additionally, they reported a lack of clear communication paths to and from decision-makers. In instances where member input was considered in leadership decisions, members were not informed about what feedback was or was not considered, contributing to the perception that their perspectives were absent.

One notable impact resulting from a lack of communication was the inability to give back or do service for the Academy. Members reported that offers to lend support went unanswered and they were unable to obtain information about volunteer opportunities or pathways to leadership (e.g. service on committees or PGEC), especially if they were not personally acquainted with the gatekeepers—staff, governors, or other members—who recruited individuals for service.

### Voice & Participation in Decision Making

# 36%

Feel Positive

Clear communication of decisions to membership	46%	Feel Positive
Inclusion of perspectives in decision making	34%	Feel Positive
Member voice and perspectives are heard and valued	33%	Feel Positive
Ability to voice contrary opinions without worrying about negative consequences	33%	Feel Positive

Beyond doing service, many members reported that a primary motivation to join the Academy was to create meaningful connections with other members—especially across peer groups—in order to secure employment and professional opportunities while advancing their skills, knowledge and crafts. However, members mostly disagreed that the Television Academy met those needs. They reported a lack of awareness or access to available resources and member offerings.

Members may also seek more or different professional development than has been offered to date through the Television Academy. For example, Below-the-Line (BTL) peer group members, such as Editors, Sound Designers, and Script Supervisors felt that Academy events skewed heavily towards featuring Above-the-Line names. They asked for more cross-discipline events where they could network with members from Above-the-Line peer groups to generate employment opportunities. Older members expressed deep concerns over ageism and the ability to sustain a career in the entertainment industry in the years ahead. They asked for continuing education to update their skills and industry relevance. These sentiments applied to pre-pandemic programming, though the moratorium on in-person events during the pandemic heightened the awareness for addressing their professional development needs.

Communication, participation and community-building are major opportunity areas across the Academy's membership.

### Access to Resources & Development

# 53%

Feel Positive

Equal opportunities to participate in Academy programs regardless of background	58%	Feel Positive
Have resources and information to be actively involved in Academy	57%	Feel Positive
Have access to learning and development for entertainment professional through Academy	51%	Feel Positive
Academy's network meets member needs	45%	Feel Positive

## Focus Area

# 2

### Perceived lack of diversity and inadequate representation within the organization, especially among leadership

Members perceived inadequate diverse representation in membership and leadership leading to feelings of exclusion and marginalization based on their outgroup identities. The feelings of exclusion were pronounced for members with intersecting minoritized identities.

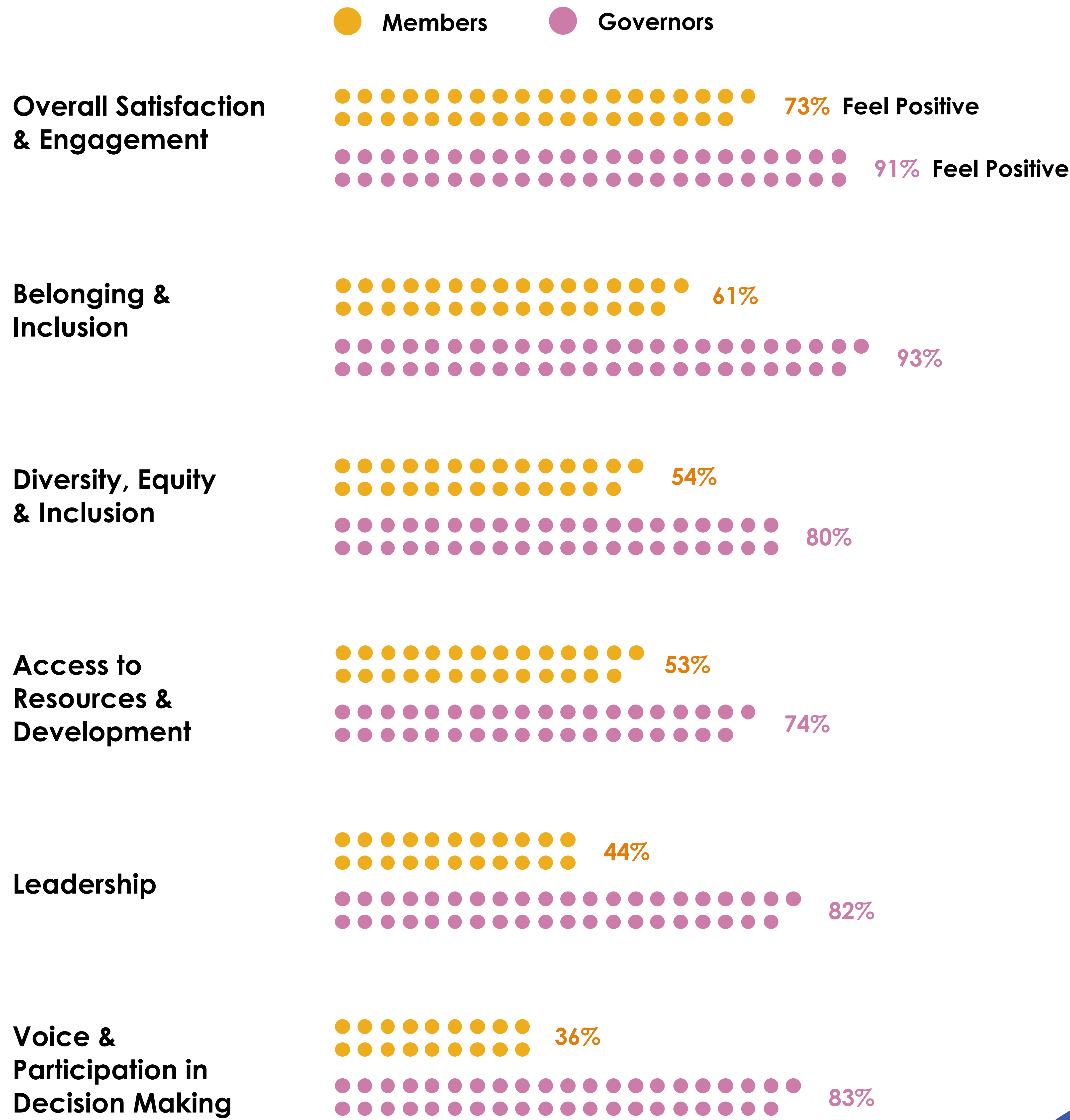
Members felt the Television Academy lacked diverse representation across the organization as a whole and especially in leadership. The Board of Governors is 52% White and male-identifying, while White male was also the largest identity group among the member respondents (at 35%). In contrast, Women of Color represented 15% of the member respondents but only 7% among the Governors. There was substantial underrepresentation of Disabled perspectives and no representation of Asian American, Pacific Islander, Native American, Indigenous nor Veteran identities on the Board.

The representation within the Board of Governors does not reflect the diversity within television viewing audiences nor the Television Academy's membership base. As noted in the demographics section, 38.4% of the U.S. population and 31% of member respondents were People of Color (POC), yet only 14% of the Governors self-identified as POC.

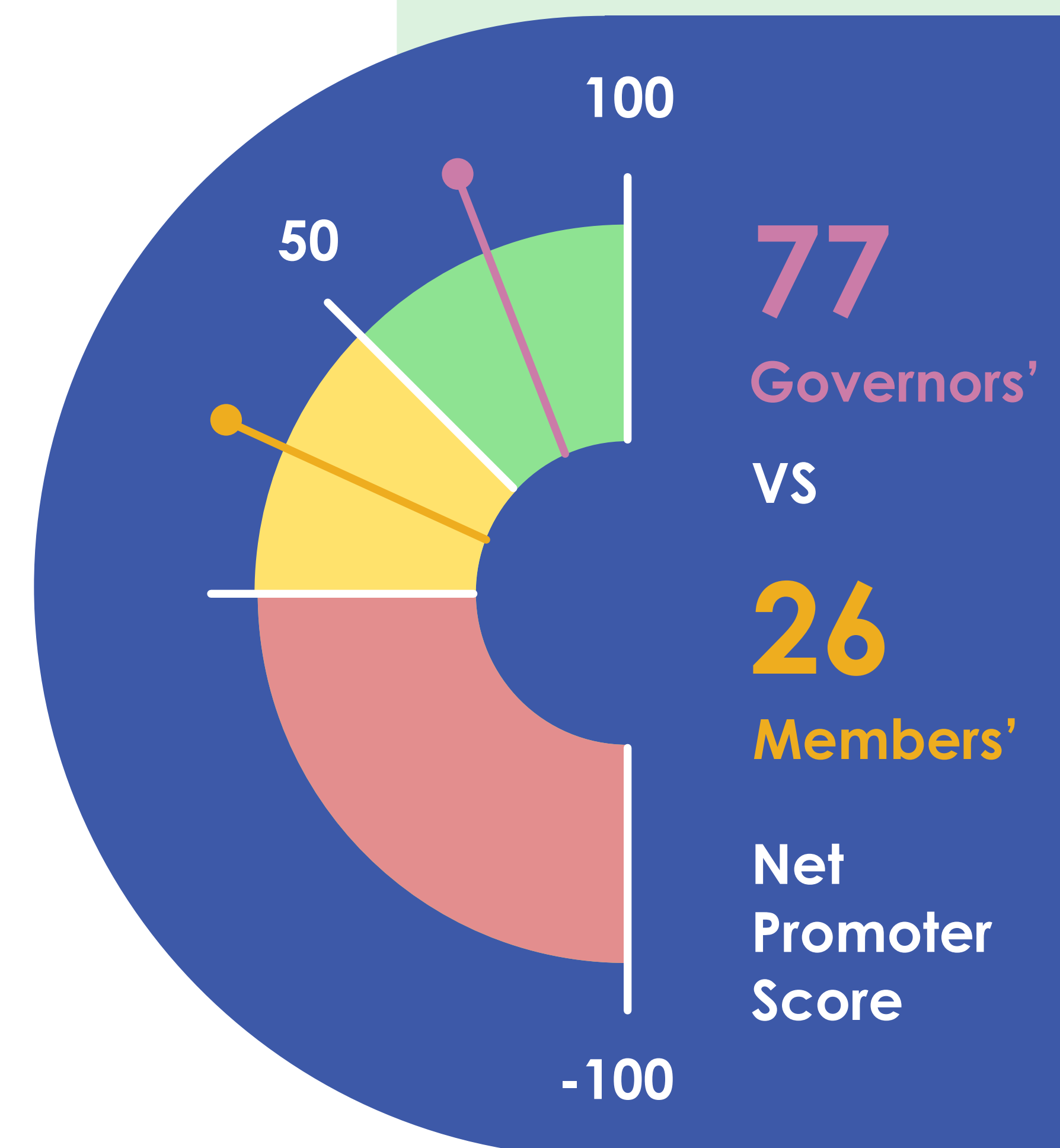
Moreover, Governor experiences with the Television Academy appear markedly different from those of the members, suggesting a disconnect between the two experiences. Compared to members, Governors were much more likely to recommend the Television Academy to others. They also felt much more positively about all survey dimensions but especially on Belonging & Inclusion and Diversity, Equity & Inclusion.

Members noted that a consequence of this lack of representation is that the Television Academy falls short of adequately understanding and supporting its more diverse membership. For example, some Disabled members revealed a need for accommodations, visibility, and equity in the Television Academy that went unaddressed or were inadequate. This is likely due in part to a lack of training and proficiency around issues related to Disabled members' experience, but also because of a lack of representation of Disabled perspectives among leadership and staff. The lack of general DEI fluency was also evident among members and Governors. While there appears to be overall support for DEI initiatives among the membership, there were also stand-out vocal opponents of DEI among the membership, especially among older members and/or those from dominant group identities.

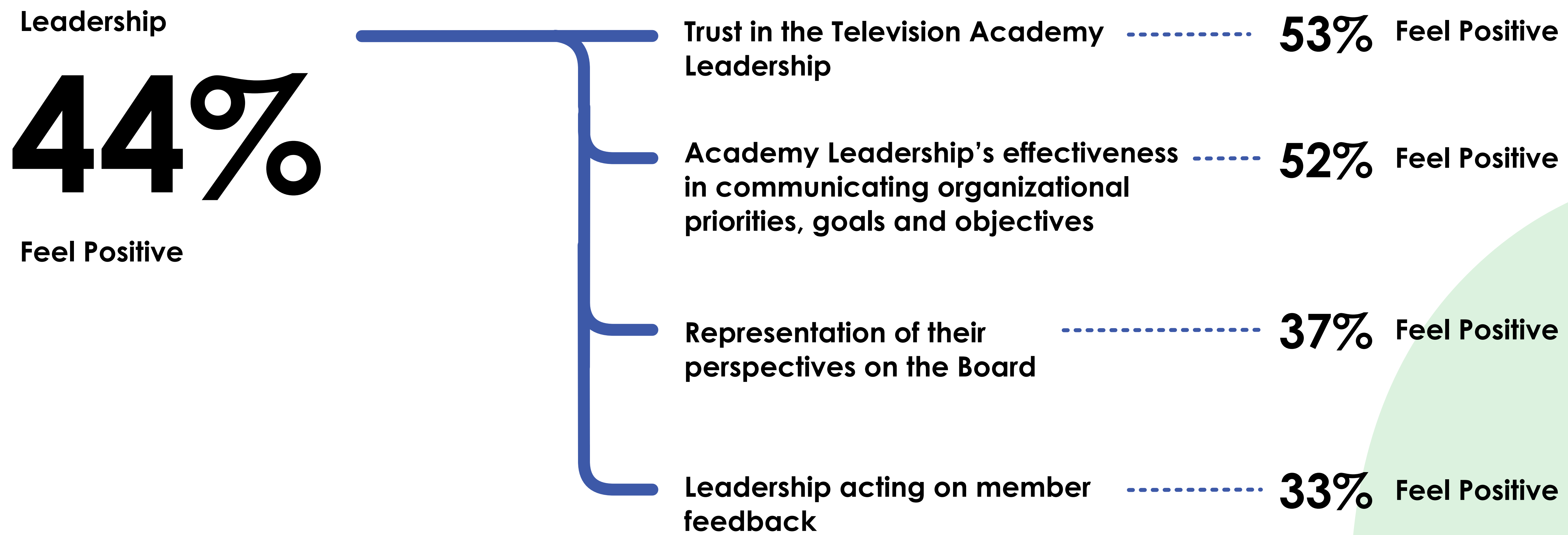
Across all dimensions, Governors' experiences as members were much more positive than the overall experience of members.



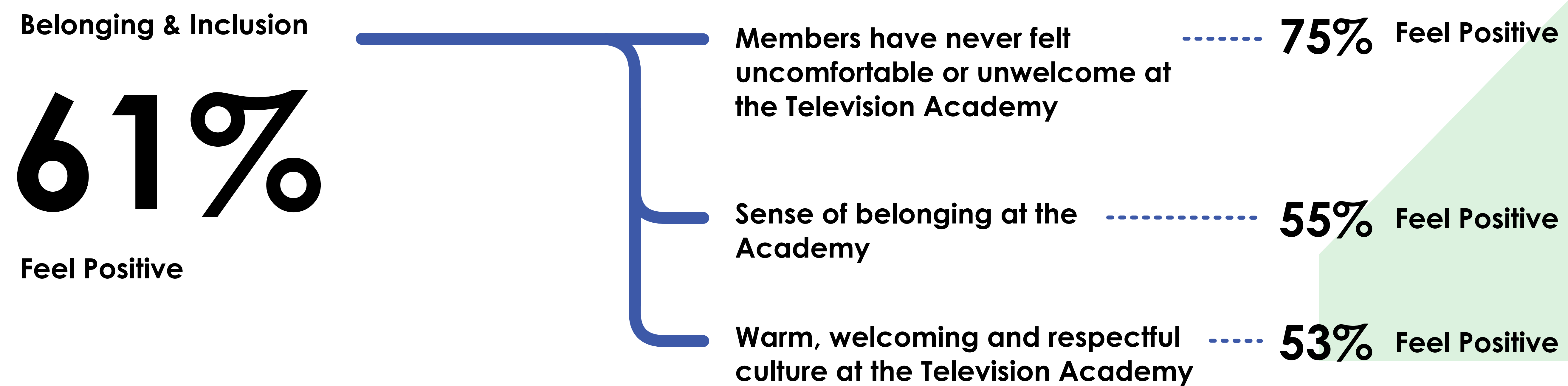
Governors reported a high Net Promoter score of 77 in comparison to the low member rating of 26.



An inclusive organization prioritizes representation of diverse perspectives and lived experiences at the leadership level. Members across different identities indicate that their perspectives are not represented or acted upon and report low trust of leaders.



The lack of representation and proactive inclusion efforts negatively impacted the general member experience, not just that of marginalized groups. Though the majority of members report that they have never felt uncomfortable or unwelcome at the Television Academy because of their identities, a large percentage of members also did not feel that the culture was warm and respectful nor felt a robust sense of belonging. The desire for more community building and participation opportunities was a common finding across the survey respondents and interviewees.



Combined with other low ratings on communication and participation, these findings were symptomatic of a larger issue around inadequate outreach and lack of two-way communication between leadership and members.

## Focus Area

# 3

### DEI efforts perceived to be more performative than substantive

Academy efforts perceived by underrepresented members as performative and reactive, rather than creating the lasting, structural change expected from a thought leader and industry influencer.

Currently, members perceive the Academy's work as performative and following industry status quo rather than trailblazing a model for active allyship expected for an institution of its stature. While a majority of members perceive the Television Academy to value diversity, the tangible structural and programmatic elements of DEI were viewed as falling short. Members indicated a lack of guidance and training around DEI skills and knowledge. This is particularly important as members seek professional development from the Academy, where many members work as freelancers, contractors and short-term project hires, and therefore do not have the option to access DEI training—especially tailored to their craft and the entertainment industry—from employers or other guilds.

This third focus area is interconnected with the previous two focus areas of representation and transparency because increased improvement in both those two areas organically lead to more substantive DEI actions. Greater learning, sharing and engagement in DEI topics also reduces superficial acts because authentic perspectives from individuals with those impacted identities can inform decision-making.

It is imperative that transparency and communication to both members and the public be prioritized when it comes to both current DEI work and future goals—complete with tracking metrics of success and progress. Already, individual members, staff and governors have taken the initiative at the grassroots level to champion DEI work within their stakeholder groups. These individuals are hungry for support and structure from the Television Academy to expand and deepen the impact of their work and can serve as key resources to the Academy. Shared knowledge, commitments and goal-directed efforts allow for natural communal accountability and ultimately make way for systemic impact. Proactive action—both short and long term—and accountability is key to meaningful change in the DEI space.

**Members report middling scores on DEI efforts for the Television Academy. Regarding members' own DEI behaviors, half felt comfortable discussing DEI issues with other members or staff, and one-third felt that the Academy provided adequate guidance or training on how to incorporate DEI practices into their work.**



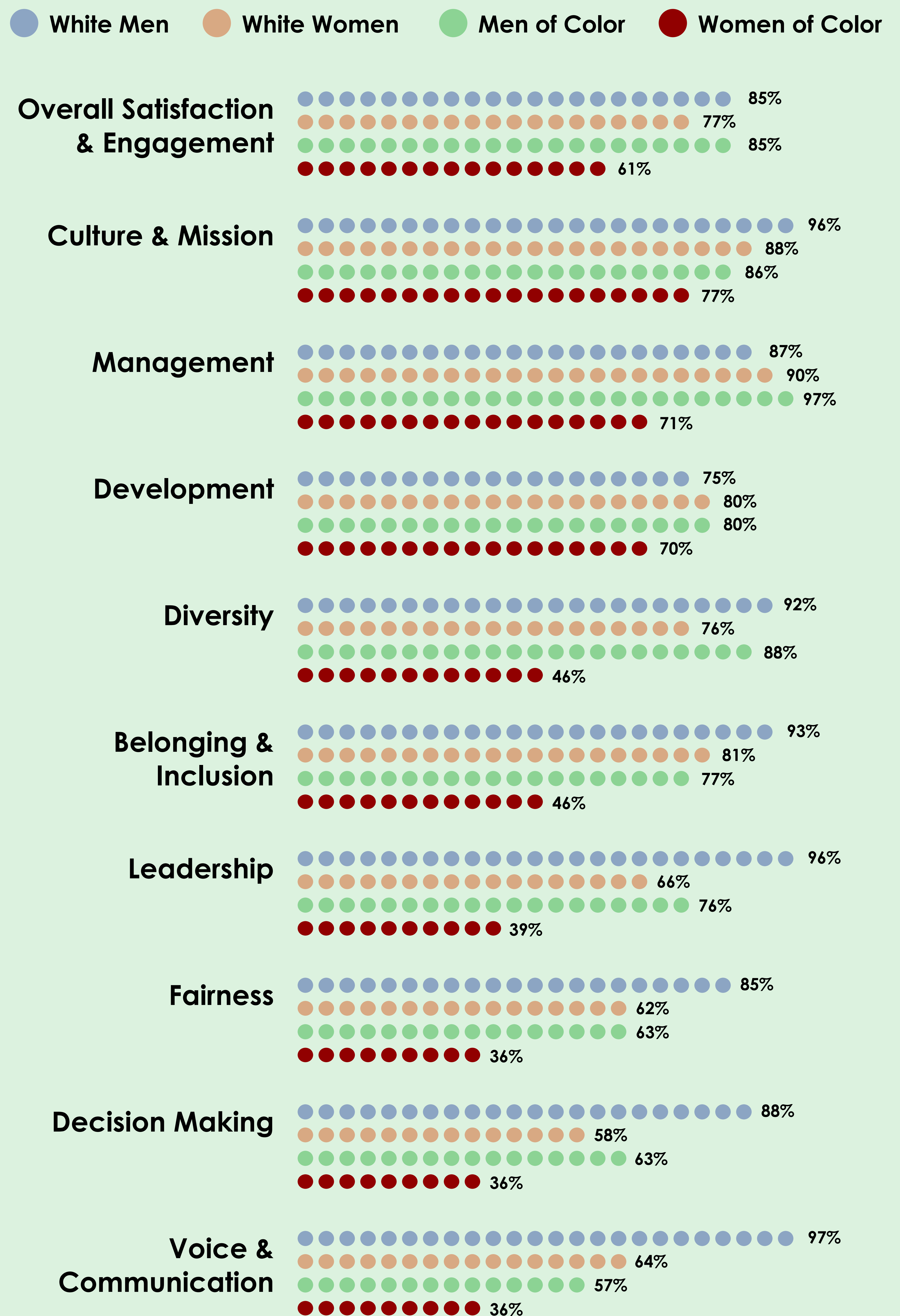
## ✦ Spotlight on Nuances of Identity

# The Most Impacted Communities are those with Intersecting, Marginalized Identities

The Television Academy provides inadequate systems, opportunities and guidance to build community, networks and participation opportunities that the members vocally seek and expect.

Members with Intersectional Identities appeared to be the most negatively impacted and disengaged of the member respondents. Women, gender non-binary and gender non-conforming members of color, as well as Disabled women, reported the lowest levels of engagement. Women of Color reported a deep awareness of visible “outsidership,” which exacerbates a perceived need to overprove one’s credits and belonging to other members. Even more so, Women of Color in Below-the-Line Peer Groups experienced a compounding effect of being not only in the lowest positions of social power for gender identity and race/ethnicity, but also lower within the production hierarchy as a Below-the-Line, work-for-hire crew member.

Across all dimensions, Women of Color reported the lowest scores compared to White Men, Men of Color and White Women. The low scores on the Fairness, Decision Making, Voice and Communication and Leadership dimensions particularly highlight the importance of inclusive behaviors and practices—not just representation—as cornerstones of their member experience.





There is further nuance amongst identity groups as to which members report the least engagement and satisfaction. For instance, the experience within the LGBTQIA+ population is not monolithic; Lesbian and Gay-identifying members were more satisfied with their member experience than Queer, Transgender, Asexual, or Pansexual members, suggesting that identities that do not conform to the gender binary may experience additional marginalization.

Newer, younger members of the Academy come from more intersectional backgrounds and have been particularly vocal that increasing decision-maker representation is a high priority for them to more actively engage with and promote the Academy. At present, Millennial and Gen-Z members do not feel leadership has shown an understanding of their needs or values and has not shown accountability in their commitment to making changes that increase diversity, equity, and inclusion.

But inclusion is about more than representation. Negative experiences with voice, communication and decision-making—while problematic for many members in general—were reportedly most acute for these members with intersecting marginalized identities. Based on both quantitative and qualitative data, members with intersectional identities reported feeling disenfranchised from the Academy due to either an inability to meaningfully contribute opinions or for those opinions to be heard.

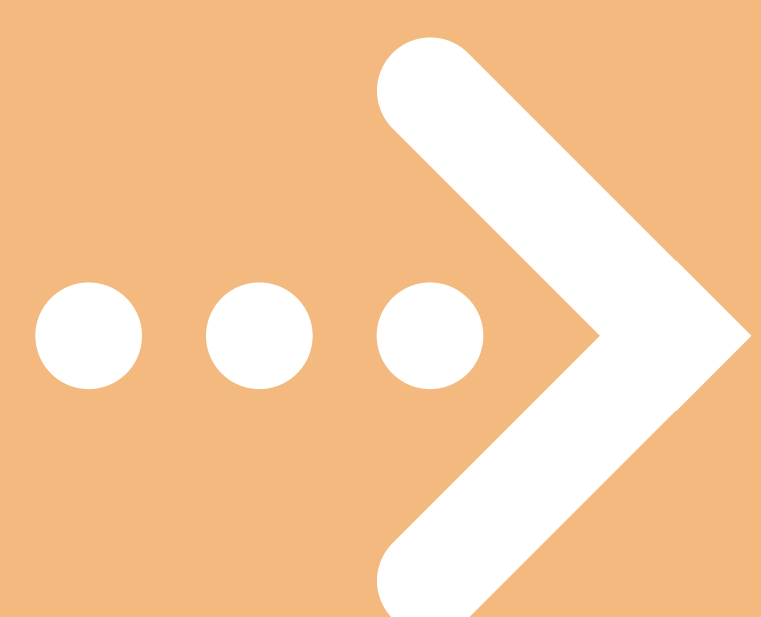
Non-inclusive behaviors and inequity in organizational practices can result in psychological barriers that impair the ability to effect change among those who do get “a seat at the table.” Having a seat does not necessarily equate to full and equitable participation. Members from marginalized identities who did rise to leadership roles reported carrying a heavy burden of educating their peers on DEI topics while often being the sole voice to represent entire social identities—this in addition to their normal leader commitments and duties. If members from marginalized backgrounds see themselves unrepresented in leadership and then those who are leaders carry an unequal burden, both current and potential members from such identities are likely to deem the organization as one that has no place for them. This perceived lack of belonging leads to the distancing from such an organization and further perpetuating the lack of diversity within the membership.

## Conclusion

# Television Academy needs to transform from a status quo culture to that of ‘accountable innovation’ for a successfully inclusive organization.

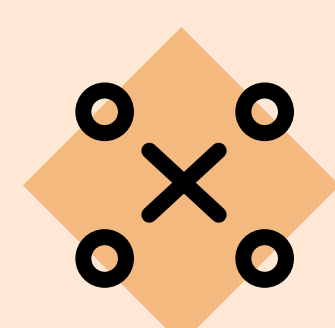
As a whole, members perceive the Television Academy as having a long way to go when it comes to DEI practices. The Television Academy’s membership is composed of thousands of dedicated entertainment professionals who hold themselves to working at the highest caliber in their fields. As such, members look to the Television Academy—a body that recognizes excellence and achievement—to lead the charge in empowering this talent through resources and support to catalyze meaningful systemic change. Yet, there appears to be a deep-seated resistance in the Academy’s culture to moving forward, changing the way things have always been done, and creating a new future for television.

While certain advancements have been made in the last year, and the Academy has established that it is committed to doing this work, it will need to push the boundaries around what ‘doing the work’ means and into an ‘accountable innovation’ mindset. Membership has made it clear that they expect their Academy to shift from the status quo in upcoming work and to communicate about such efforts as they do so, complete with accountability commitments and an action plan. Shifting into a forward-looking, impactful strategy involves taking calculated risks that mitigate systemic bias, which has existed for decades; reframing the collective mindset toward innovation and impact, and above all, committing to doing this work by setting and sharing clear goals and actions that center impacted communities for a path forward.

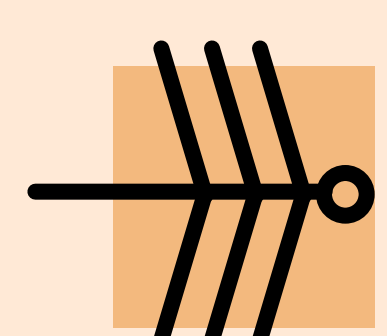


# Moving Forward

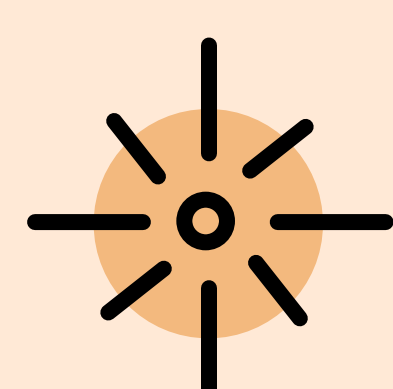
In developing a preliminary action plan to further integrate diversity, equity and inclusion into all aspects of the Television Academy, the DEI task force identified four core values that the elements of the plan should reflect:



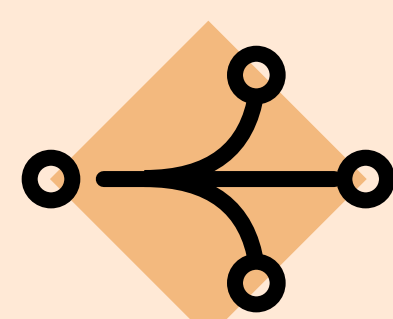
**Community**



**Impact**



**Excellence**



**Service**

Based on the findings of the 2021 Membership Study, the Television Academy has outlined a number of key goals, objectives and concrete actions for the upcoming year, listed below.

1. **Commit to an ongoing focus on equity and inclusion across the organization.**
  - ◆ The Academy's DEI leadership task force will continue to develop and evaluate an action plan throughout 2022 to ensure equity and inclusion principles are fully integrated into the Academy's mission.
  - ◆ The Academy will provide ongoing updates and reporting on DEI efforts and initiatives to membership and the industry at large.

---
2. **Diversify membership so that it is reflective of the broader US population.**
  - ◆ The Academy will expand its Membership Department with the hiring of a senior executive to lead member outreach and engagement initiatives.
  - ◆ The Academy will identify individuals, productions, production companies, studios and networks for potential outreach and recruitment to develop a highly diverse and inclusive professional membership

---
3. **Diversify and support Academy leadership so that it is reflective of the Television Academy membership.**
  - ◆ The Academy will evaluate the composition and function of the Peer Group Executive Committees (PGEC), as well as create pathways and opportunities to leadership for all members.
  - ◆ All members in leadership positions, whether new or returning, will be provided with resources and support, including annual DEI training for Governors, PGECs, and committee members.

---
4. **Provide innovative opportunities for members to engage more directly and have their voices heard.**
  - ◆ The organization will deepen member connection to the Academy by establishing affinity groups, identifying member ambassadors, and increasing volunteer opportunities.
  - ◆ The Academy will develop ways for members and Governors to have direct dialogue, such as messaging apps or digital community boards.

---
5. **Establish measurable DEI goals for membership, leadership, and staff.**
  - ◆ The Academy will track metrics and update results of DEI initiatives, reporting out on an annual basis.
  - ◆ One key element will be an annual publication of member demographic statistics.

---
6. **Be a thought leader for the television industry by helping to set the standard for driving DEI best practices.**
  - ◆ The Academy will seek alliances and forums with other industry organizations and production entities that center on DEI in their programs and practices.
  - ◆ The organization will provide continuing education, training and resources for members on industry changes and equity and inclusion practices.

In partnership with ReadySet, the Academy will develop a detailed action plan from these core objectives with a timeline and key milestones and identified drivers over the coming months. ReadySet will help to implement many of the identified activities and programs, and advise on an inclusive and equitable approach to this work. The Academy will also be monitoring the effectiveness of these actions and react accordingly by iterating on what is working and pivoting from what is not. The Academy team is looking forward to member participation and thoughts as we drive this important work forward, together.

For member questions or further inquiry, please contact [dei@televisionacademy.com](mailto:dei@televisionacademy.com)

## Acknowledgments

The Television Academy and ReadySet Consulting would like to acknowledge the following individuals for their instrumental contributions and collaborations without whom this project would not have been possible:

Sincere thanks to the many Members, Governors and Staff who generously shared their perspectives, experiences and input that shaped these findings. Your honest and frank feedback is a gift to both the Academy and the larger entertainment community.

Television Academy DEI Leadership Task Force: Eva Basler, Allison Binder, Tim Gibbon, Sharon Lieblein, Nicole Marostica, Rickey Minor, Frank Scherma, Kim Taylor-Coleman, Steve Venezia, Troy Underwood, Lois Vossen, and Mitch Waldow

Television Academy staff: Scott Buford, Heather Cochran, Jennifer Connelly, Kisha Hollins, Maury McIntyre, Neha Modi, Juan Morales, Angela Peluso, Susan Spencer, and Laurel Whitcomb

ReadySet Consulting: Y-Vonne Hutchinson, JD; Lily Jampol, Ph.D., Joyce Liu-Countryman, MS, MFA; Jesse Turk; Jennifer Bustamante, Ph.D.; Jaimie Woo, MA

Imaginary Zebra: Benson Chou

Breakwhitelight: Jim Yeager

Finally, to the often unsung heroes behind the scenes who handle the hidden but critical operational and administrative work that ensures that the Television Academy and its programs continue onwards in tireless service to the membership and the industry at large, you are appreciated and seen.

# Thank You.

## Appendix: Research Methodology

Both quantitative and qualitative research methods were used in this study because often the most impacted groups are also those that are least represented in headcount. Relying solely on surveys or quantitative data could potentially mask important findings for smaller samples of equally important stakeholders. Examining qualitative data through interviews, focus groups and content analysis of open-text comments allowed for a nuanced understanding of the DEI issues specific to those underrepresented groups.

**The 6 dimensions assessed by the member survey were:**

### 1. Overall Satisfaction & Engagement

General engagement with the TV Academy. A major predictor of member attrition.

### 2. Access to Resources & Development

Equal access to member resources and development opportunities through the Academy. Critical for inclusion.

### 3. Voice & Participation in Decision Making

Feeling included in decisions that affect them, and the capacity to share perspectives that are integrated into decision making. More participation predicts higher engagement & satisfaction.

### 4. Belonging & Inclusion

The inclusion of individuals' authentic selves in the organizational culture, regardless of whether one is from a historically marginalized group or not. Strong predictor of satisfaction, attrition, and referrals.

### 5. Leadership

Measures member and/or staff perceptions of leadership. Indicates transparency, trust, mission alignment, cohesion, and uncertainty.

### 6. Diversity, Equity & Inclusion

Perception that the Television Academy is diverse or committed to diversity. Predicts trust in the organization's mission and belonging, especially of underrepresented groups.

## Calculating a Net Promoter Score

The single question of "How likely would you be to recommend the Television Academy to others as an organization to join?" is scored on a 0 to 10 rating scale. Scores between 0 and 6 are considered "Detractors" and are affiliated with people who actively speak out against or complain about an organization, causing that organization to lose potential customers, employees or members. Scores of 7 and 8 are considered "Neutral" as those people have no discernible impact on the gain or loss of customers/employees/members nor brand reputation. Scores of 9 or 10 are considered "Promoters" and represent people who actively speak well of an organization, leading to gains in brand reputation and recruitment. The Net Promoter Score is calculated by adding up the percentage of respondents with ratings of 9 or 10, then subtracting the percentage of respondents with ratings between 0 and 6.

## Appendix: Glossary of Key Terms

<b>Diversity</b>	Refers to differences in perspectives and experiences based on the state of having a range of both visible and invisible social identities. Examples of these identities include but are not limited to: gender, gender identity & expression, race, ethnicity, color, nationality, religion, sexual orientation, class, socioeconomic status, citizenship status, age, native language, disability status, veteran status, caregiving status, etc.
<b>Equity</b>	The combination of the two elements: acknowledging the histories of oppression for groups of people of different social identities when considering fair treatment, access, opportunity, and advancement for all; striving to also identify and eliminate barriers that have prevented the full participation of some groups. Note that equality primarily emphasizes the provision of the same type and amount of resources to all stakeholders while focusing on equal process rather than outcomes. Equity takes into account differences in needs, access, and starting points by providing tailored resources to each stakeholder so that all can achieve equal outcomes.
<b>Inclusion</b>	The meaningful involvement of people from different backgrounds, perspectives and life experiences in an organization where said differences are viewed as assets and valuable additions to the culture rather than impediments to involvement and contribution. Inclusion is not just ensuring that all groups have a seat at the table, it's about shared power.
<b>Social Identity</b>	A person's sense of who they are based on their group memberships, which can impact their worldviews, expectations for behavior and morality, beliefs around social hierarchies, access to resources and networks, and life experiences. Social identities often provide a source of understanding, pride, self-esteem and a sense of belonging and inclusion.
<b>Intersectionality</b>	The interconnected nature of social categorizations, such as race, class, gender and disability status, which create compounding and interdependent systems of discrimination or disadvantage. For example, a transgender woman of color is subject to discrimination based on the overlap of gender, LGBTQIA+ and racial identities.
<b>Identity-First Language</b>	A social movement emphasizing the inherent role that a disability or condition plays in one's lived experiences and celebrates it as a positive identifier. Many advocates and activists in Deaf, Blind, Autistic and other communities prefer identity-first language, however, note that this is not universal. ReadySet uses identity-first language such as "Disabled members" (as opposed to "members with disabilities") in this report.