

BBC
STUDIOS

UK Pay Gap Report



2020

About BBC Studios

BBC Studios is a commercial subsidiary of the BBC. Its activities span content financing, development, production, sales, branded services, and ancillaries across both its own productions and programmes and formats made by high-quality UK independents. Its award-winning British programmes are recognised internationally across a broad range of genres and specialisms.

BBC Studios has offices in 22 markets globally, including ten production bases in the UK and production bases and partnerships in a further nine countries around the world. The company, which ordinarily makes over 2,500 hours of content a year, is a champion for British creativity around the world and a committed partner for the UK's independent sector.

In the year to 31 March 2020, BBC Studios recorded revenues of just under £1.4bn, and returned £276m in cash dividends and programme investment to the BBC Public Service, complementing the BBC's licence fee and enhancing programmes for UK audiences. The business is not subsidised by the BBC licence fee in any way.

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Foreword by Tom Fussell, CEO

Over the last year we have continued our efforts to reduce our pay gaps, and have delivered another year of progress, with all our median pay gaps now falling below 10% for the first time since we started reporting. Whilst we have worked hard to deliver this reduction, we know there is more to do to narrow the gaps and improve diversity across the business.

Putting people first is the primary focus of our people strategy. We are absolutely committed to making BBC Studios a fair and inclusive company, where difference is celebrated. To achieve this we will continue the initiatives we already have in place around investing in future leaders, specialist training and flexible working so that all groups, regardless of background, are fully represented across all levels of the business.

We commission regular independent equal pay audits, with the most recent finding no evidence of pay discrimination within specific jobs. We also continue to put in place appropriate day-to-day pay governance, including our annual fair pay check, to maintain fair and equal pay within specific jobs.

Our median gender pay gap is now 9.0% down from 10.3% in 2019. This is well below the UK national

average of 15.5%¹, and we also benchmark well against other employers in the media industry.

Our mean gender pay gap has also reduced to 15.0% from 17.6% in 2019.

Our median BAME pay gap has reduced to 6.6% from 10.2% in 2019. Our mean BAME pay gap has reduced to 7.1% from 10.5% in 2019.

Our median disability pay gap has reduced to 6.3% from 8.6% in 2019. Our mean disability pay gap reduced to 9.9% from 12.0% in 2019.

Our median LGBTQ+ pay gap increased to 5.6% from 2.2% in 2019. Our mean LGBTQ+ pay gap increased to 3.6% from 2.7% in 2019.

When it comes to our diversity data we are one of the most transparent companies within our industry. We provide more detail than the requirements of the gender pay gap regulations and more than most employers in our industry. This year we are going even further on transparency and providing additional data on pay distribution, and pay gaps by our Career Bands.

In addition to our gender results, we are also, for the first time, disclosing our bonus pay gaps by ethnicity, disability

and sexuality as well as more detail on the three payment types that make up our overall bonus pay gaps (incentive scheme payments; retail vouchers; and legacy long service payments). Our overall median gender bonus gap has increased to 38.9% from 34.7% in 2019. When looking at incentive scheme payments only, our median gender bonus gap is lower at 14.7%. Our overall median bonus gaps (and median incentive scheme payment gaps) for BAME, disabled and LGBTQ+ employees are all within +/- 15%.

In 2019 we completed the acquisition of UKTV. This year they have reported their [pay gap separately](#) to aid comparability to our 2019 gaps. From the 2021 reporting year, we will integrate into one single pay gap report. With UKTV staff included, our overall gender pay gap for 2020, is 10.1% on a median basis and 15.2% on a mean basis.



Tom Fussell, CEO
November 2020

Our Median Pay Gaps	Gender	BAME	Disability	LGBTQ+
2020	9.0%	6.6%	6.3%	5.6%
2019	10.3%	10.2%	8.6%	2.2%
2018	14.1%	8.5%	12.4%	Not reported

“We know there is more to do to narrow the gaps and improve diversity across the business.”

“This year we are going even further on transparency and providing additional data on pay distribution, bonus gaps, and pay gaps by our Career Bands.”

¹ Office for National Statistics data for full and part time staff November 2020

OUR PERFORMANCE

Gender pay gap at BBC Studios

The BBC Studios 2020 median gender pay gap has reduced to 9.0% (10.3% in 2019). It is also below the national average of 15.5%¹.

Our mean gender pay gap has also reduced to 15.0% (17.6% in 2019).

The median pay gap at each level of our seven career bands is within approximately +/- 3% with the exception of our two most senior career bands (F and Senior Leader).

The median gap in both those career bands has though, almost halved since 2019 reflecting increases in the representation of women in our most senior jobs.

Women now make up 52.3% of our upper quartile of earners (the highest earning 25% of our employees), up from 50.6% in 2019.

Career level band	Median gender pay gap*		Female representation
	2020	2019	
A	-3.0%	2.3%	59%
B	0.0%	-2.1%	63%
C	2.3%	3.1%	67%
D	3.4%	2.9%	62%
E	-1.5%	0.6%	57%
F	4.3%	9.1%	46%
Senior Leader	10.7%	18.0%	49%

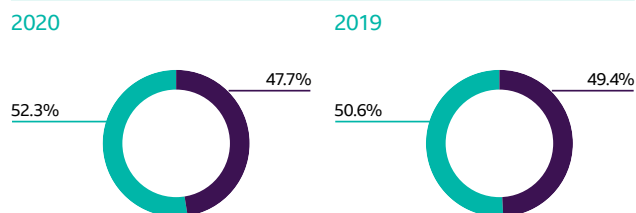
* a negative gap indicates the median pay to women was higher than median pay to men.

BBC Studios gender pay gap	Median	Mean
2020	9.0%	15.0%
2019	10.3%	17.6%
2018	14.1%	19.6%

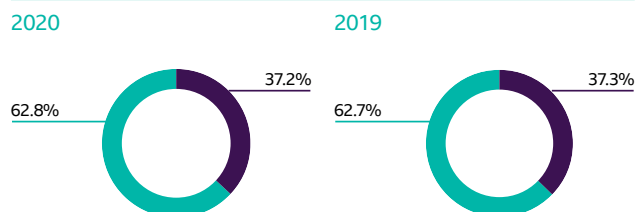
Gender pay by quartile

When reviewing our gender pay gap, we draw up a list of our employee earnings – from the lowest to the highest – and split it into four even groups, called quartiles. This allows us to calculate the proportion of men and women in each quartile and monitor the distribution of pay. We've made small improvements to the gender imbalance in the lower and lower-middle quartiles. The proportion of women in the upper and upper-middle quartiles has increased and remain above 50%.

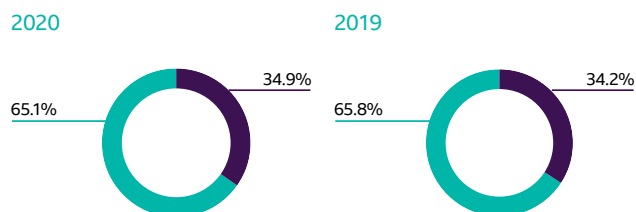
Upper quartile (the top 25% of earners)



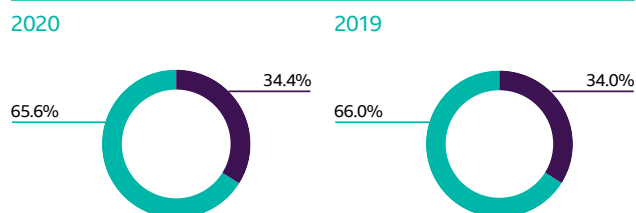
Upper middle quartile



Lower middle quartile



Lower quartile (the bottom 25% of earners)



● Male % ● Female %

¹ Office for National Statistics data for full and part time staff November 2020

Gender bonus pay gap

The BBC Studios median gender bonus pay gap is 38.9%, an increase from 34.7% in 2019. The mean bonus pay gap is 46.5% a reduction from 50.0% in 2019.

Although we do not regard them as bonus payments, in line with government guidance, our bonus pay gap includes payments made under our legacy Long Service Awards Policy and the award of retail vouchers through our voucher-based recognition scheme.

Looking only at the bonus pay gap for payments made under our bonus/incentive schemes, our median gap is 14.7% and our mean gap is 32.6%.

Our gender bonus gap is larger than our gender pay gap because of an over-representation of men in our most senior leadership positions where, compared to less senior roles, a higher percentage of total remuneration is 'non-guaranteed' and payable as a bonus if specific criteria – such as profit or sales targets – are met.

Gender bonus gap	Median	Mean
	38.9% (2019: 34.7%)	46.5% (2019: 50.0%)
Proportion receiving a payment	320 women (22.9%) received a payment compared to 502 (36.3%) in 2019	254 men (29.9%) received a payment compared to 334 (39.2%) in 2019

Our gender bonus gap is made up of three elements	Women receiving a payment	Men receiving a payment	Median bonus pay gap
1 Payments through our bonus/incentive schemes	188 (13.4%) compared to 396 (28.6%) in 2019	186 (21.9%) compared to 296 (34.7%) in 2019	14.7%
2 Payments under our Long Service Awards Policy	8 (0.6%) compared to 6 (0.4%) in 2019	8 (0.9%) compared to 5 (0.6%) in 2019	62.8%
3 Award of retail vouchers through our voucher-based recognition schemes	157 (11.2%) compared to 193 (13.9%) in 2019	83 (9.8%) compared to 93 (10.9%) in 2019	0.0%

OUR PERFORMANCE

Black, Asian and minority ethnicity (BAME) pay gap at BBC Studios

The BBC Studios median pay gap for black, Asian and minority ethnicity (BAME) colleagues reduced to 6.6% from 10.2% in 2019. The mean BAME pay gap also reduced to 7.1% from 10.5% in 2019.

Although our BAME pay gap is more volatile than our gender pay gap due to a smaller population, the reductions reflect gradually increasing BAME representation in our leadership positions.

Last year our employees were able to see where they sit in either their job or career band pay range in comparison to their colleagues, split by gender.

This year we have extended this by adding BAME pay transparency charts for employees to access.

This year we are also publicly disclosing more data and detail on our BAME pay gap including our BAME pay gap by career band for every career band with more than 20 BAME employees, BAME pay by quartiles, and our BAME bonus pay gap.

Career level band	Median BAME pay gap*	BAME representation
A	-1.7%	28%
B	-4.9%	17%
C	-0.5%	15%
D	-1.2%	12%
E	3.8%	11%
F	-1.5%	13%
Senior Leader	-9.0%	9%

* a negative gap indicates the median pay to BAME employees was higher than median pay to non-BAME employees.

BBC Studios BAME pay gap	Median	Mean
2020	6.6%	7.1%
2019	10.2%	10.5%
2018	8.5%	10.9%

Upper quartile (the top 25% of earners)

2020



Upper middle quartile

2020



Lower middle quartile

2020



Lower quartile (the bottom 25% of earners)

2020



● BAME % ● Non-BAME %

Black, Asian and minority ethnicity (BAME) bonus pay gap at BBC Studios

For the first time, this year we are providing data on the bonus pay gap for black, Asian and minority ethnicity (BAME) colleagues.

The BBC Studios median BAME bonus pay gap is 1.1%. The mean BAME bonus pay gap is 8.7%.

Although we do not regard them as bonus payments, in line with government guidance, our bonus pay gap includes payments made under our legacy Long Service Awards Policy and the award of retail vouchers through our voucher-based recognition scheme.

BAME Bonus Pay Gap*	Median	Mean
	1.1%	8.7%
Proportion receiving a payment	83 BAME employees (26.1%) received a payment	471 non-BAME employees (25.2%) received a payment

* any employees choosing not to disclose their ethnicity have been excluded from this analysis

Our BAME bonus gap is made up of three elements	BAME employees receiving a payment	Non-BAME employees receiving a payment	Median bonus pay gap
1 Payments through our bonus/incentive schemes	55 (17.3%)	305 (16.3%)	10.6%
2 Payments under our Long Service Awards Policy	0 (0.0%)	8 (0.4%)	NA*
3 Award of retail vouchers through our voucher-based recognition schemes	28 (8.8%)	158 (8.5%)	50%**

* no payments were made to BAME employees.

** the median voucher value awarded to BAME employees was £50 compared to £100 for non-BAME employees.

OUR PERFORMANCE

Disability pay gap at BBC Studios

The BBC Studios median disability pay gap reduced to 9.9% from 12.0% in 2019. The mean disability pay gap also reduced to 6.3% from 8.6% in 2019.

Although our disability pay gap is more volatile than our gender pay gap due to a smaller population, the reductions reflect gradually increasing disability representation in our leadership positions.

This year we are publicly disclosing more data and detail on our disability pay gap including our disability pay gap by career band for every career band with more than 20 disabled employees, disabled pay by quartiles, and our disabled bonus pay gap.

Career level band	Median disabled pay gap*	Disabled representation
A	-3.0%	14%
B	-1.1%	14%
C	-6.2%	10%
D	5.9%	10%
E	-5.3%	6%
F	4.0%	8%
Senior Leader	6.5%	9%

* a negative gap indicates the median pay to disabled employees was higher than median pay to non-disabled employees.

BBC Studios disability pay gap	Median	Mean
2020	6.3%	9.9%
2019	8.6%	12.0%
2018	12.4%	10.2%

Upper quartile (the top 25% of earners)

2020



Upper middle quartile

2020



Lower middle quartile

2020



Lower quartile (the bottom 25% of earners)

2020



● Disabled % ● Non-disabled %

Disability bonus pay gap at BBC Studios

For the first time, this year we are providing data on the bonus pay gap for disabled employees.

The BBC Studios median disability bonus pay gap is 13.6%. The mean disability bonus pay gap is -4.5%.

Although we do not regard them as bonus payments, in line with government guidance, our bonus pay gap includes payments made under our legacy Long Service Awards Policy and the award of retail vouchers through our voucher-based recognition scheme.

Disability Bonus Pay Gap*	Median	Mean
	13.6%	-4.5%
Proportion receiving a payment	40 disabled employees received a payment (19.8%)	481 non-disabled employees received a payment (25.7%)

* any employees choosing not to disclose their disability status have been excluded from this analysis.

Our disability bonus gap is made up of three elements	Disabled employees receiving a payment	Non-disabled employees receiving a payment	Median bonus pay gap
1 Payments through our bonus/incentive schemes	25 (12.4%)	314 (16.8%)	-11.6%
2 Payments under our Long Service Awards Policy	0 (0.0%)	16 (0.9%)	NA*
3 Award of retail vouchers through our voucher-based recognition schemes	21 (10.4%)	194 (10.4%)	0.0%

* no payments were made to disabled employees.

OUR PERFORMANCE

LGBTQ+ pay gap at BBC Studios

The BBC Studios median pay gap for lesbian, gay, bisexual, transgender and queer/questioning + (LGBTQ+) employees, is 5.6% (2.2% in 2019). The mean LGBTQ+ gap is 3.6% (2.7% in 2019).

This year we are publicly disclosing more data and detail on our LGBTQ+ pay gap including our LGBTQ+ pay gap by career band for every career band with more than 20 LGBTQ+ employees, LGBTQ+ pay by quartiles, and our LGBTQ+ bonus pay gap.

Career level band	Median LGBTQ+ pay gap*	LGBTQ+ representation
A	2.1%	12%
B	0.6%	16%
C	3.7%	13%
D	-1.1%	11%
E	2.4%	11%
F	2.2%	10%
Senior Leader	-2.5%	20%

* a negative gap indicates the median pay to LGBTQ+ employees was higher than median pay to non-LGBTQ+ employees.

BBC Studios LGBTQ+ pay gap	Median	Mean
2020	5.6%	3.6%
2019	2.2%	2.7%
2018	Not reported	

Upper quartile (the top 25% of earners)

2020



Upper middle quartile

2020



Lower middle quartile

2020



Lower quartile (the bottom 25% of earners)

2020



● LGBTQ+ % ● Non-LGBTQ+ %

LGBTQ+ bonus pay gap at BBC Studios

For the first time, this year we are providing data on the bonus pay gap for LGBTQ+ employees.

The BBC Studios median LGBTQ+ bonus pay gap is -12.3%. The mean LGBTQ+ bonus pay gap is -14.2%

Although we do not regard them as bonus payments, in line with government guidance, our bonus pay gap includes payments made under our legacy Long Service Awards Policy and the award of retail vouchers through our voucher-based recognition scheme.

LGBTQ+ Bonus Pay Gap*	Median	Mean
	-12.3%	-14.2%
Proportion receiving a payment	51 LGBTQ+ employees received a payment (18.8%)	453 non-LGBTQ+ employees received a payment (26.9%)

* any employees choosing not to disclose their LGBTQ+ status have been excluded from this analysis.

Our LGBTQ+ bonus gap is made up of three elements	LGBTQ+ employees receiving a payment	Non-LGBTQ+ employees receiving a payment	Median bonus pay gap
1 Payments through our bonus/incentive schemes	39 (14.3%)	288 (17.1%)	-8.8%
2 Payments under our Long Service Awards Policy	1 (0.4%)	14 (0.8%)	-42.5%
3 Award of retail vouchers through our voucher-based recognition schemes	17 (6.3%)	194 (11.5%)	50%*

* the median voucher value awarded to LGBTQ+ employees was £50 compared to £100 for non-LGBTQ+ employees.

Equal pay and gender pay gap

Why equal pay and the gender pay gap are not the same

The gender pay gap is not the same as equal pay. Since the Equal Pay Act of 1979, it has been illegal to pay different amounts to men and women who are doing the same work unless there is a genuine material factor for the difference – for example, experience or performance are legitimate reasons for paying differing amounts.

The gender pay gap measures the difference in the hourly rate of pay of all men and women in an organisation, and is expressed as a percentage of the male employee's hourly pay. It is reported on both a mean (average) and median (middle most value in a sample) basis.

For example, a hypothetical company has 40 employees (20 of each gender), five career levels and equal pay between men and women at each level, but different numbers of men and women in each career level. This would mean a mean gender pay gap of 22.2% and a median gender pay gap of 40% despite equal pay between men and women at each level:



● Median man and woman

Mean pay: hypothetical example	Pay
Male mean pay	£45,000
Female mean pay	£35,000
Mean gender pay gap	22.2%

Median pay: hypothetical example	Pay
Male median pay	£50,000
Female median pay	£30,000
Median gender pay gap	40%

ACTION PLAN

Valuing difference and making BBC Studios more inclusive

2017

Achieved **50% women in leadership** roles (maintained at least 50% since)

Mandatory **unconscious bias training** for all senior leaders

Mandatory mixed gender interview panels for senior leader recruitment

Launched our Disability Mentoring Scheme for drama and comedy productions

Independent Equal Pay Audit finds no evidence of systemic discrimination in pay systems

Diversity and Inclusion Council created chaired by rotating member of Studios Exec Committee with employee representatives for a range of diverse groups

Launched **confidence and impact training for women**

2019

Launched our **Putting People First** strategy

Appointed two **Leadership Advisors** to BBC Studios Executive Committee with a particular focus on diversity

Increasing representation targets for BAME to 20% and disability to 12% (gender and LGBTQ+ remain at 50% and 12% respectively)

Launching our **new global Diversity and Inclusion Plan**

Enhanced **training for team leaders and HR Business Partners** on making and explaining pay decisions and pay positioning

2018

Completed implementation of our **Career Path Framework** defining the core jobs across BBC Studios, grouping them into job families and career levels. This has clarified career paths and provides the structure that underpins a more transparent approach to managing pay

PeopleView panels launched giving staff access to the distribution of pay by gender and ethnicity within their career band and pay range

Launched target for at least one BAME candidate on shortlist for all leadership recruitment

Launched **enhanced shared parental and paternity pay**

Fair pay check – completed our first fair pay check using the new Career Path Framework and job pay ranges

Mandatory **unconscious bias training** for all team leaders

2020 and beyond

LEGISLATIVE REQUIREMENTS

Statutory disclosures

BBC Studios operates as a single integrated global content company. However, our UK operations are made up by two companies that employ more than the legal threshold of 250 staff for reporting gender pay. This report has set out consolidated pay gap information for the two employing companies.

The table below details the non-consolidated information we are required by statute to disclose for the two employing companies: BBC Studios Distribution Limited (formerly BBC Worldwide Limited) and BBC Studios Production Limited (formerly BBC Studios Limited). The data is based on hourly rates of pay as at the snapshot date of 5 April 2020 and bonus payments paid in the year prior to 5 April 2020 to all relevant employees.

Declaration:

I confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Tom Fussell, CEO
November 2020

Company	Median gender pay gap	Mean gender pay gap	Median bonus gender pay gap	Mean bonus gender pay gap	Lowest quartile		Lower middle quartile		Upper middle quartile		Upper quartile		% males receiving a bonus		% Females receiving a bonus	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
BBC Studios Distribution Ltd	6.1%	14.6%	31.9%	47.2%	40.8%	59.2%	40.1%	59.9%	42.7%	57.3%	49.3%	50.7%	48.5%	45.5%		
BBC Studios Production Ltd	8.0%	13.5%	92.1%	44.5%	32.5%	67.5%	31.5%	68.5%	31.9%	68.1%	46.0%	54.0%	15.2%	10.1%		

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