



**BBC**  
**STUDIOS**

**UK PAY  
GAP REPORT**

**2023**

# ABOUT

## BBC STUDIOS

**BBC Studios creates, invests, develops, produces and distributes content for the BBC, and multiple media platforms around the world. It is a fast-growing, ambitious business at the heart of the BBC Group, with stretching goals to increase and expand its support for the licence fee.**

Award-winning and iconic BBC Studios' programmes include *Happy Valley*, *Strictly Come Dancing*, the Planet series of natural history landmarks and one-off factual shows like *Freedom: 50 years of Pride*.

Three-quarters of the work for BBC Studios' global Content Studio now comes from beyond the BBC, including for blue chip international partners like Apple, Amazon, Disney and Netflix. In the financial year 2022-23, BBC Studios reached a milestone £2 billion in revenues, with profits of £240 million.

The business has a new long-range plan to achieve a step-change in commercial ambition by doubling the size of the business by 2027/28.

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# OUR PEOPLE ARE CENTRAL TO OUR SUCCESS

## Foreword from Tom Fussell, CEO

**BBC Studios has ambitious goals for growth. We know we will only achieve these if we enable our people to do their very best. A culture of fairness, with fair pay for all at its heart, is essential for any business to thrive.**

Supporting and valuing difference is a priority for our senior leadership and underpins our business strategy: we are proud of the culture we are creating.

We are making progress. Initiatives within the year included support for key up-and-coming talent, a new parental leave policy, true hybrid working, dedicated leave for fertility treatment and caring responsibilities, as well as enhanced bereavement leave.

There has also been intensive work behind the scenes to benchmark performance and align the company strategy to individual objectives, giving extra clarity to everyone about their contribution to BBC Studios' success.

In our most recent engagement survey, earlier this year, 85% of BBC Studios' employees agree that we build inclusive team environments, which help us attract and develop a more diverse workforce, bringing real business value.

With this report, we believe we remain amongst the most transparent in our industry and continue to encourage others to follow our lead. A genuine commitment to accountability in reforming pay gaps across the board means disclosures across the pay gaps for gender, ethnicity, disability and LGBTQ+.

These characteristics are all broken down by career level band, showing trends for those at the start of their careers as well as those most senior.

We continue to make progress in reducing our pay gaps across all key characteristics, with 90% of our pay gaps within approximately +/- 5%, for each career level band. Some are higher, and these are a real priority for us.

In 2023, we are pleased to report improvements in representation at senior leader level for women, for colleagues sharing that they have a disability and for those from a minority ethnic background.

Across the company, 51% of our senior leaders are women. In the UK, this figure is now 48% (compared to 44% in 2022). 17% are from a minority ethnic background (13% in 2022). 12% share that they have a disability (up from 9% in 2022).

Looking at our overall pay gaps (across all career level bands), the majority have fallen or are static year-on-year. The main exception is the LGBTQ+ characteristic where the gap has widened.

The reasons for this are partly attributable to some senior leader departures, but also, more generally, a wider societal trend for a higher proportion of those from a younger demographic (and usually at the start of their career journey) to identify as LGBTQ+.

As we support those colleagues to grow and develop their careers over the coming years, we expect the overall pay gap will reduce over the medium to long term.

Our financial performance last year was outstanding, and staff feedback recognises the progress we are making on culture as we continue to grow. But we know that there is much more for us to do.

This report shows our determination to hold ourselves accountable for the culture we know we need to succeed.

**Tom Fussell,**  
CEO, BBC Studios



**In our most recent engagement survey, earlier this year, 85% of BBC Studios' employees agree that we build inclusive team environments, which help us attract and develop a more diverse workforce, bringing real business value.**



Career level band	Population	Median pay gap 2023 <sup>1</sup>			
		Gender	Ethnicity	Disability	LGBTQ+
A	119	1.7%	-5.3%	14.6%	13.0%
B	542	-0.2%	-3.0%	2.8%	3.3%
C	875	0.1%	1.8%	-1.4%	5.3%
D	964	0.1%	-1.6%	3.1%	-3.5%
E	490	4.9%	0.9%	2.1%	-3.1%
F	265	-0.2%	-7.8%	-11.5%	-11.7%
Senior Leader	66	10.3%	-1.7%	3.4%	-7.1%
Overall	3321	9.6%	7.4%	9.3%	18.5%

1. A negative pay gap indicates the median pay is higher for either female staff, staff from a minority ethnic background, disabled staff or LGBTQ+ staff

# GENDER PAY GAP

All of our 2023 gender pay gaps at Career Level Band are within +/-2% with the exception of Career Level Bands E and Senior Leader.

The pay gap at Senior Leader level is larger at 10.3%, driven by an under representation of women in our most senior roles. We have, however, increased the representation of women within the Senior Leader Career Level band from 44% in 2022 to 48% in 2023.

Career level band	Median gender pay gap <sup>1</sup>		Female representation	
	2023	2022	2023	2022
A	1.7%	4.5%	70%	51%
B	-0.2%	-0.1%	69%	66%
C	0.1%	2.6%	66%	68%
D	0.1%	1.7%	60%	61%
E	4.9%	-0.2%	56%	56%
F	-0.2%	5.0%	54%	53%
Senior Leader	10.3%	10.4%	48%	44%

BBC Studios overall gender pay gap	Median	Mean
2023	9.6%	12.5%
2022	9.6%	13.2%

1. A negative gap indicates the median pay to women was higher than median pay to men.

## 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.

### Upper quartile (the top 25% of earners)

2023



2022



### Upper middle quartile

2023



2022



### Lower middle quartile

2023



2022



### Lower quartile (the bottom 25% of earners)

2023



2022





# GENDER BONUS PAY GAP

In addition to analysis on payments made via our bonus and incentive schemes, we provide analysis on the award of retail vouchers through our voucher based recognition scheme (which allows for vouchers up to a value of £500 to be awarded to staff for outstanding contributions).

	Year	Median bonus pay gap	Number of Women Receiving a Payment	Number of Men Receiving a Payment
Incentive Scheme Payments	2023	18.2%	340 (16.4%)	256 (20.4%)
	2022	28.3%	169 (10.3%)	148 (14.5%)

	Year	Median bonus pay gap	Number of Women Receiving a Payment	Number of Men Receiving a Payment
Retail Voucher Recognition Scheme	2023	0.0%	400 (19.3%)	176 (14.0%)
	2022	0.0%	331 (20.1%)	133 (13.1%)



# GLOBAL GENDER REPRESENTATION DATA

This year we are continuing our commitment to enhance our transparency internationally, publishing once again our female representation by Career Level Bands for UK staff, non-UK employees and our Global combined numbers.

Globally, 64% of the organisation are female and every one of our Career Level Bands has more females than males, including Senior Leadership which has increased from 46% female to 51%. We continue to build our global pipeline of female talent to ensure we maintain balanced gender representation at our most senior level, providing role models for career progression within the company.

Career level band	UK		Non-UK		Global	
	2023	2022	2023	2022	2023	2022
A	70%	51%	55%	88%	68%	57%
B	69%	66%	84%	80%	71%	68%
C	66%	68%	71%	74%	67%	69%
D	60%	61%	63%	64%	63%	62%
E	56%	56%	59%	64%	58%	58%
F	54%	53%	55%	49%	54%	53%
Senior Leader	48%	44%	56%	56%	51%	46%
Total	62%	62%	66%	67%	64%	63%

# ETHNICITY PAY GAP

All our ethnicity Career Level Bands have median pay gaps of within approximately +/-5% with the exception of Band F. The majority of the gaps are in favour of those who identify as having a minority ethnic background. The overall ethnicity pay gaps are, however, in favour of those from a majority ethnic background.

This is due to a higher proportion of our colleagues from a minority ethnicity background being in junior roles. For example, almost 51% of all our colleagues from a minority background are in Career Level Bands A-C. For those from a majority background, a smaller proportion of 45.3% are in career bands A-C.

We are committed to and focused on supporting all colleagues to develop and grow through our career bands. We are pleased that in 2023 we increased minority ethnicity representation from 13% to 17% at our most senior career level band, Senior Leader.

Career level band	Median ethnicity pay gap <sup>1</sup>		Minority <sup>2</sup> ethnicity representation	
	2023	2022	2023	2022
A	-5.3%	-0.1%	23%	25%
B	-3.0%	-1.2%	21%	20%
C	1.8%	0.4%	17%	17%
D	-1.6%	-0.1%	17%	15%
E	0.9%	2.9%	14%	16%
F	-7.8%	-15.5%	14%	15%
Senior Leader	-1.7%	-20.4%	17%	13%

BBC Studios overall ethnicity pay gap	Median	Mean
2023	7.4%	4.2%
2022	9.4%	3.6%

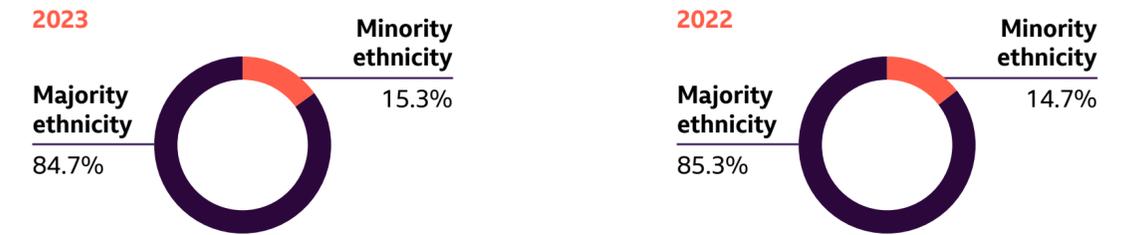
1. A negative gap indicates the median pay to employees from a minority ethnicity was higher than median pay to employees from the majority ethnicity.  
 2. Minority ethnicities are defined as black, Asian or other minority ethnicity.

## Ethnicity pay by quartile

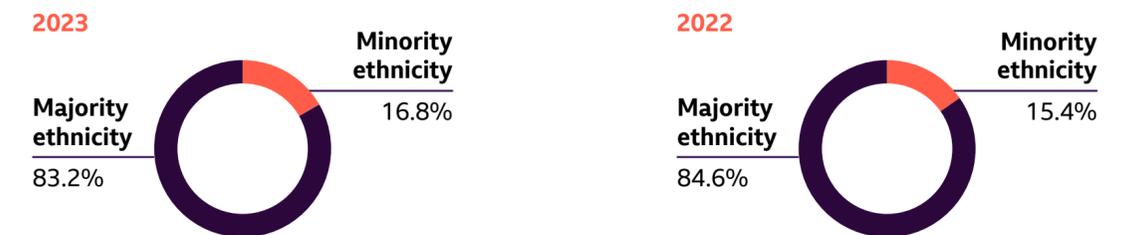
When reviewing our ethnicity pay gap, we draw up a list of our employee earnings – from the lowest to the highest – and split it into four even groups, called quartiles.

This allows us to calculate the proportion of minority and majority ethnicity employees and monitor the distribution of pay.

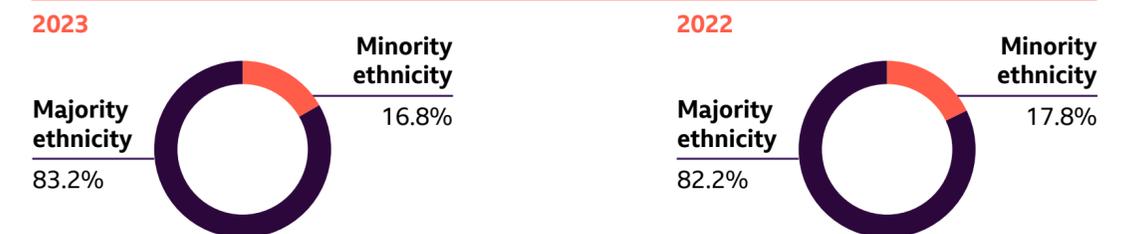
### Upper quartile (the top 25% of earners)



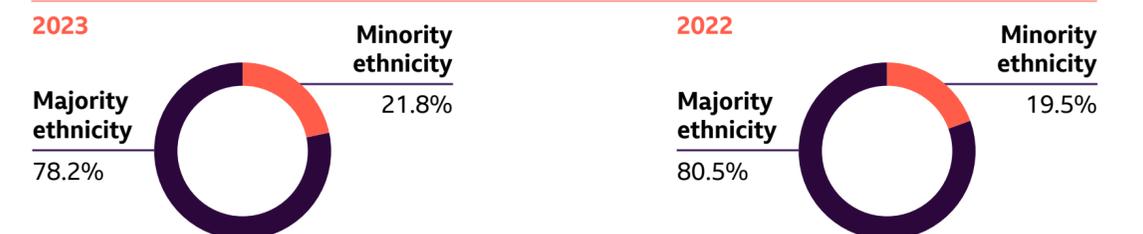
### Upper middle quartile



### Lower middle quartile



### Lower quartile (the bottom 25% of earners)



# ETHNICITY BONUS PAY GAP

In addition to analysis on payments made via our bonus and incentive schemes, we provide analysis on the award of retail vouchers through our voucher based recognition scheme (which allows for vouchers up to a value of £500 to be awarded to staff for outstanding contributions).

<sup>2</sup> Minority ethnicities are defined as black, Asian or other minority ethnicity.



	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority <sup>2</sup> ethnicity	Majority ethnicity
Incentive Scheme Payments	2023	7.6%	94 (16.5%)	483 (18.2%)
	2022	8.4%	47 (10.8%)	260 (12.1%)
Retail Voucher Recognition Scheme	2023	0.0%	95 (16.7%)	469 (17.7%)
	2022	0.0%	80 (18.3%)	378 (17.5%)

# DISABILITY PAY GAP

The majority of our disability Career Level Bands have pay gaps of within +/-3% with the exception of band A and F which have gaps of 14.6% and -11.5% respectively.

The larger gap at band A is driven by an increase in trainee and apprentice roles. For example, when excluding these roles the gap is smaller at 4.6%.

Both the overall median and mean pay gaps have reduced, driven by falling representation at career level bands A-C, and increasing representation at Senior Leader band (which increased from 9% to 12%).

Career level band	Median disabled pay gap <sup>1</sup>		Disabled representation	
	2023	2022	2023	2022
A	14.6%	6.0%	13%	17%
B	2.8%	2.5%	13%	13%
C	-1.4%	0.7%	10%	12%
D	3.1%	2.2%	9%	10%
E	2.1%	0.9%	7%	7%
F	-11.5%	0.7%	7%	10%
Senior Leader	3.4%	6.1%	12%	9%

BBC Studios overall disability pay gap	Median	Mean
2023	9.3%	7.1%
2022	10.8%	8.9%

<sup>1</sup> A negative gap indicates the median pay to disabled employees was higher than median pay to non-disabled employees.

## Disability pay by quartile

When reviewing our disability 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 disabled and non-disabled employees and monitor the distribution of pay.

### Upper quartile (the top 25% of earners)

2023



2022



### Upper middle quartile

2023



2022



### Lower middle quartile

2023



2022



### Lower quartile (the bottom 25% of earners)

2023



2022





# DISABILITY BONUS PAY GAP

In addition to analysis on payments made via our bonus and incentive schemes, we provide analysis on the award of retail vouchers through our voucher based recognition scheme (which allows for vouchers up to a value of £500 to be awarded to staff for outstanding contributions).

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Incentive Scheme Payments	2023	-42.5%	45 (14.0%)	507 (18.1%)
	2022	-25.6%	26 (9.8%)	277 (12.4%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Retail Voucher Recognition Scheme	2023	-33.3%	50 (15.5%)	507 (18.1%)
	2022	0.0%	52 (19.7%)	394 (17.6%)

# LGBTQ+ PAY GAP

The majority of our LGBTQ+ Career Level Bands have pay gaps of within approximately +/- 5% with the exception of bands A and F which have gaps of 13.0% and -11.7% respectively. The larger gap at band A is driven by an increase in trainee and apprentice roles. For example, when excluding these roles the gap is smaller at 4.7%.

Both the overall median and mean pay gaps have increased. This is partly due to a reduction in LGBTQ+ representation at Senior Leader level, which fell from 12% to 9%.

The wider societal trend of a growing proportion of those from a younger demographic identifying as LGBTQ+ is also having an impact on the overall pay gaps. For example, more than 32% of our trainees and apprentices identify as LGBTQ+.

Career level band	Median LGBTQ+ pay gap <sup>1</sup>		LGBTQ+ representation	
	2023	2022	2023	2022
A	13.0%	7.0%	25%	28%
B	3.3%	5.1%	15%	18%
C	5.3%	2.3%	14%	13%
D	-3.5%	1.7%	9%	10%
E	-3.1%	0.7%	11%	11%
F	-11.7%	-18.9%	7%	7%
Senior Leader	-7.1%	-7.0%	9%	12%

BBC Studios overall LGBTQ+ pay gap	Median	Mean
2023	18.5%	13.5%
2022	15.5%	11.3%

<sup>1</sup> A negative gap indicates the median pay to employees identifying as LGBTQ+ was higher than median pay to employees identifying as non-LGBTQ+.

## LGBTQ+ pay by quartile

When reviewing our LGBTQ+ 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 LGBTQ+ and non-LGBTQ+ employees and monitor the distribution of pay.

### Upper quartile (the top 25% of earners)

2023



2022

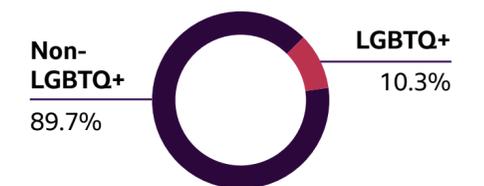


### Upper middle quartile

2023



2022



### Lower middle quartile

2023



2022



### Lower quartile (the bottom 25% of earners)

2023



2022





# LGBTQ+ BONUS PAY GAP

In addition to analysis on payments made via our bonus and incentive schemes, we provide analysis on the award of retail vouchers through our voucher based recognition scheme (which allows for vouchers up to a value of £500 to be awarded to staff for outstanding contributions).

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Incentive Scheme Payments	2023	7.1%	55 (13.7%)	472 (18.4%)
	2022	-19.9%	31 (10.0%)	267 (12.8%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Retail Voucher Recognition Scheme	2023	0.0%	58 (14.5%)	464 (18.1%)
	2022	0.0%	52 (16.8%)	389 (18.6%)

# MEAN AND MEDIAN PAY GAPS

## Gender

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 and median basis.

The mean pay gap is the difference between the average hourly pay for all men and the average hourly pay for all women.

The median pay gap is found by grouping all the men in an organisation from lowest paid to highest paid and identifying the hourly pay of the man in the middle of that group. This is repeated for all the women in the organisation, identifying the hourly pay of the woman in the middle of that group.

The percentage difference between these two hourly pay figures (for the man in the middle and the woman in the middle) is the median pay gap.

## Other characteristics

The same principle is used to find the mean and median pay gaps for other characteristics.

For example, the mean disability pay gap will be the difference between the average hourly pay for all disabled employees and the average hourly pay for all non-disabled employees. The median pay gap will be calculated by grouping all disabled employees from lowest paid to highest paid and then doing the same for non-disabled employees and comparing the hourly pay of the middle person in those two groups.



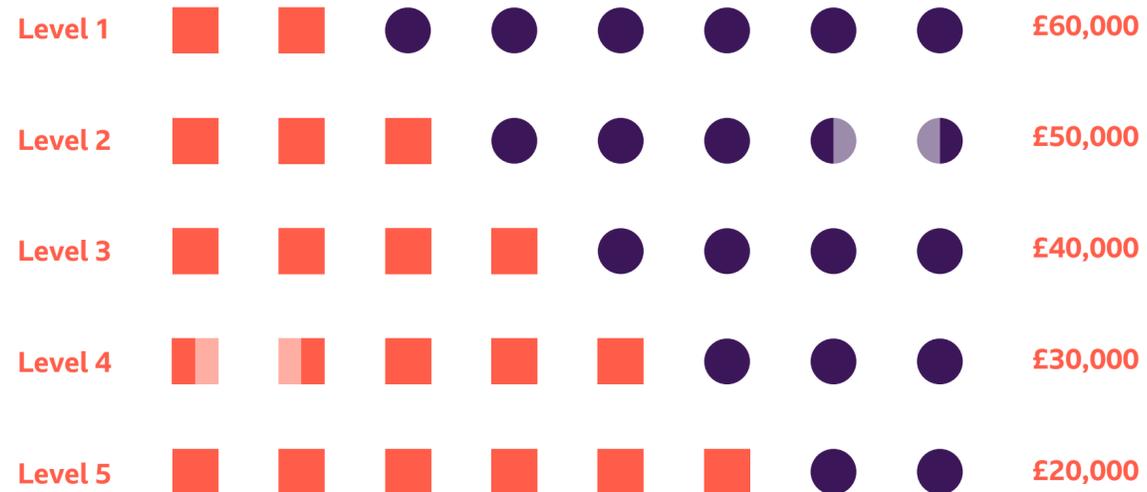
Two Doors Down  
Produced by BBC Studios

## 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 result in 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.

## Hypothetical examples:



■ Female ● Male ■ Median (middle) females ● Median (middle) males

## Hypothetical examples:

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

Median pay	Pay
Male median pay	£50,000
Female median pay	£30,000
Median gender pay gap	40.0%

# STATUTORY DISCLOSURES

BBC Studios operates as a single integrated global content company. However, our UK operations are made up by three 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 three employing companies.

The table below details the non-consolidated information we are required by statute to disclose for the three employing companies: BBC Studios Distribution Limited (formerly BBC Worldwide Limited), BBC Studios Production Limited (formerly BBC Studios Limited) and UKTV Media Ltd. The data is based on hourly rates of pay as at the snapshot date of 5 April 2023 and bonus payments paid in the year prior to 5 April 2023 to all relevant employees.

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.

**Declaration:**

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

*Tom Fussell*



Company	Median gender pay gap	Mean gender pay gap	Median bonus gender pay gap	Mean bonus gender pay gap	% Males receiving a bonus	% Females receiving a bonus	Lowest quartile		Lower-middle quartile		Upper-middle quartile		Upper quartile	
							Male	Female	Male	Female	Male	Female	Male	Female
BBC Studios Productions Ltd	6.7%	9.6%	37.5%	56.6%	18.9%	23.2%	29.8%	70.2%	29.8%	70.2%	32.2%	67.8%	40.7%	59.3%
BBC Studios Distribution Ltd	7.3%	13.1%	91.4%	43.6%	34.5%	39.3%	40.9%	59.1%	35.9%	64.1%	40.3%	59.7%	51.9%	48.1%
UKTV Media Ltd	17.5%	14.0%	18.0%	29.4%	68.4%	71.7%	25.3%	74.7%	44.3%	55.7%	48.1%	51.9%	54.4%	45.6%

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