

**BBC**  
**STUDIOS**

**UK PAY  
GAP REPORT**  
**2025**





# ABOUT BBC STUDIOS

**BBC Studios creates, invests, develops, produces and distributes content for the BBC, and multiple media platforms around the world.**

The main commercial subsidiary of the BBC, BBC Studios is a fast-growing, ambitious business with stretching goals to increase and expand its support for the licence fee, and play a key role in supporting the BBC’s ‘Value for All’ strategy.

The Studios’ production units and labels in the UK and around the world tell award-winning British stories and bring people together with live events like *Eurovision* and much-loved brands such as *Dancing with the Stars*, the *Earth* series of natural history landmarks, *Doctor Who* and *Bluey*. BBC.com, the global commercial news website, brings news and features to a global audience, showcasing the BBC’s pursuit for truth without agenda.

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# OUR PEOPLE ARE CENTRAL TO OUR SUCCESS

## Foreword from Tom Fussell, CEO

Building an inclusive culture where everyone feels empowered to be themselves at work, and valued for their contribution, has been at the heart of my vision for BBC Studios since becoming CEO in 2021.

So, it is reassuring to read from our most recent employee survey that 78% of colleagues feel that they can be their authentic self here, 73% feel that they belong at the BBC, and 83% feel that their manager builds an inclusive team environment.

In addition, 88% of colleagues feel proud to work for BBC Studios and 83% of staff would recommend the company as a place to work.

Equally, our Pay Gap report provides a useful snapshot of how as an organisation we are delivering against our ambition of creating a workforce that reflects the shape and make-up of the audiences we serve.

This year's results show improvement in eight of the 10 pay gaps (both median and mean) on our 2024 figures, and I am pleased to report that we have now achieved equal gender representation at our two most senior levels combined (Band F and Senior Leader level). The overall median gender pay gap (10.7%) is primarily a result of greater female representation at more junior levels of the organisation.

Over 96% of our female employees are in a Career Band with a median pay gap of less than 5%, and 21% are in a Career Band with a median pay gap in favour of women.

Analysis of our pay gaps at individual Career Bands gives us confidence that our overall pay gaps are not a result of unequal pay but are rather a consequence of an imbalance in minority representation in some areas, and this is where our focus for action lies.

Our 2023 Equal Pay audit reassured us that there is no systemic gender discrimination in our approach to pay. Furthermore, our quarterly reviews of pay decisions made across the business check for any bias.

We still have more work to do in terms of improving representation across all levels and all characteristics. To align with industry best practice, and to give more visibility to our neurodivergent staff, in our reporting we will now be reflecting our deaf and/or neurodivergent colleagues as well as disabled colleagues, and this will be introduced into next year's Pay Gap report.

We are taking proactive steps to address our disability representation through initiatives such as BBC Extend, our flagship programme to ring-fence roles for disabled people; and we are also working to improve our disclosure rates, encouraging employees at all levels to feel at ease declaring their representation characteristics, and role modelling this as leaders.

These actions and this commitment to transparency – also reflected in the level of voluntary reporting in our Pay Gap report – will, we believe, help us achieve a more inclusive and representative workforce.

Tom Fussell,  
CEO, BBC Studios



Median pay gap 2025						
Career Band	Population	Gender	Ethnicity	Disability	LGBTQ+	Socio-Eco
A	97	0.0%	0.0%	6.7%	12.9%	0.0%
B	425	-3.0%	-3.7%	2.0%	3.0%	-1.5%
C	789	4.4%	1.4%	3.6%	3.0%	2.4%
D	1,134	2.9%	-3.2%	6.1%	0.4%	0.6%
E	514	2.1%	-0.2%	1.2%	-1.8%	1.2%
F	290	-2.8%	-1.9%	0.3%	5.0%	-10.1%
Senior Leader	65	11.1%	-1.0%	17.6%	-6.7%	4.1%
Overall combined 2025*	3,376	10.7%	8.7%	12.4%	14.3%	3.7%
Overall combined 2024	3,436	11.5%	9.5%	14.0%	17.9%	5.4%

Mean pay gap 2025						
Overall combined 2025*	3,376	11.3%	8.5%	10.1%	9.8%	5.4%
Overall combined 2024	3,436	13.4%	7.3%	10.2%	9.4%	6.1%

\* Includes 62 staff not mapped to a career level band

# GENDER PAY GAP

All of our median gender pay gaps by Career Band are less than 5%, with the exception of our most senior management level. We expect a certain level of volatility at this level due to the small population. Over 96% of our female employees are in a Career Band with a median pay gap of less than 5%, and 21% are in a Career Band with a median pay gap in favour of women.

Changes since last year at each Career Band are relatively minor. Our biggest increase is at Band C where workforce changes (joiners and leavers) have led to a decrease in female representation (to 63%) and a 3.6 percentage point increase in our median pay gap.

The overall median gender pay gap of 10.7% is primarily a factor of representation at senior levels compared with the rest of the organisation.

Career Band	Median gender pay gap <sup>1</sup>		Female representation	
	2025	2024	2025	2024
A	0.0%	3.2%	63%	63%
B	-3.0%	-1.3%	68%	69%
C	4.4%	0.8%	63%	67%
D	2.9%	2.0%	61%	61%
E	2.1%	2.9%	55%	57%
F	-2.8%	1.7%	50%	51%
Senior Leader	11.1%	11.3%	49%	45%

BBC Studios gender pay gap	Median	Mean
2025	10.7%	11.3%
2024	11.5%	13.4%

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

Whilst we have achieved gender parity at the more senior level of the organisation (Band F and SL combined), around two-thirds of our employee population at the more junior levels is female.

The overall gender pay gap is also partially a factor of the type of jobs held by male and female employees, with a higher proportion of male employees in the job family with the highest average pay (Technology, Systems & Delivery). This is fairly consistent with wider external trends and higher pay in this type of job reflects typical market practice.

Our overall gender pay gaps have reduced since last year by 0.8 and 2.1 percentage points (median and mean respectively). One of the reasons for this is the increase in female representation at the most senior management level.

## 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.

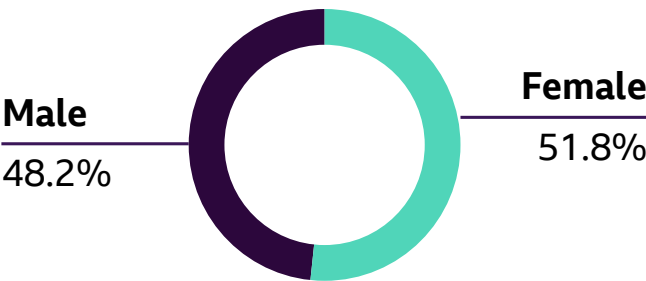
This allows us to calculate the proportion of men and women in each quartile and monitor the distribution of pay.

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

2025



2024

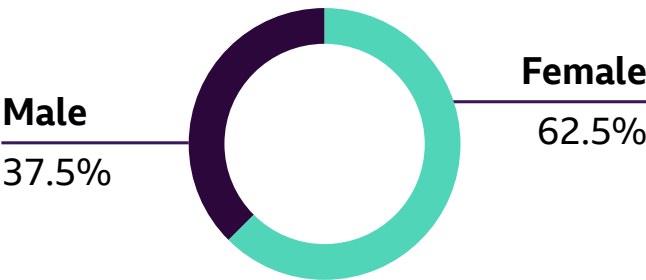


### Upper middle quartile

2025

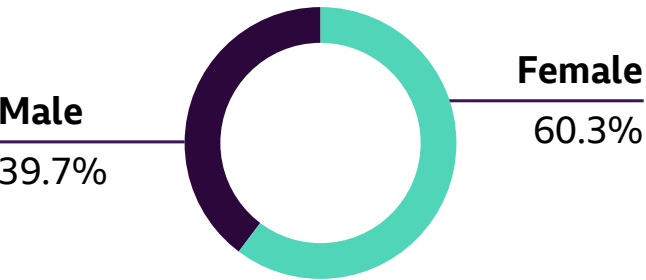


2024

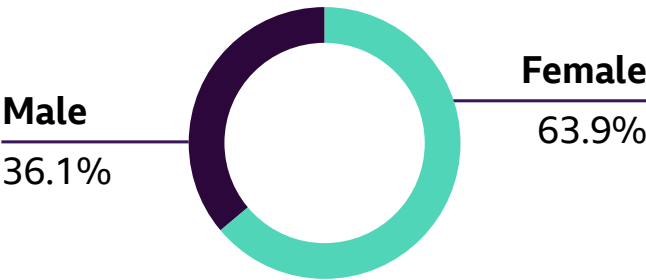


### Lower middle quartile

2025

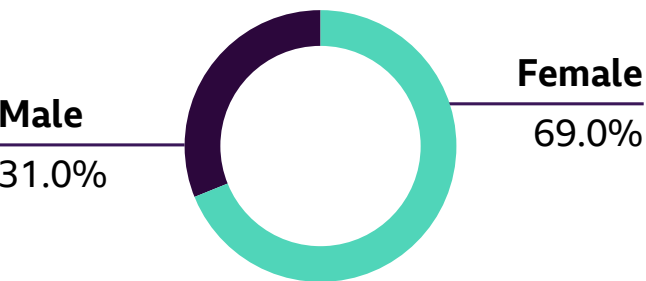


2024

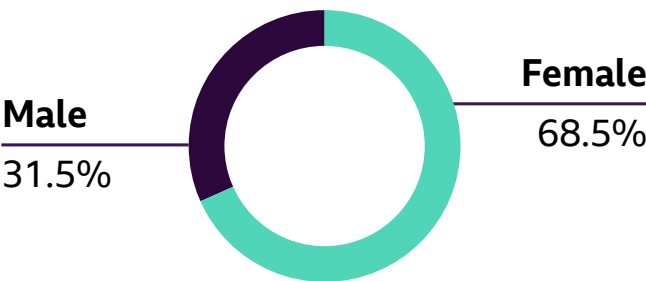


### Lower quartile (the bottom 25% of earners)

2025



2024







# 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	2025	25.7%	469 (23.1%)	356 (26.4%)
	2024	26.5%	402 (19.0%)	307 (23.3%)

	Year	Median bonus pay gap	Number of women receiving a payment	Number of men receiving a payment
Retail Voucher Recognition Scheme	2025	0.0%	425 (21.0%)	202 (15.0%)
	2024	0.0%	473 (22.3%)	248 (18.8%)

	Year	Median bonus pay gap	Number of women receiving a payment	Number of men receiving a payment
Long Service Awards Payments (Legacy scheme closed in 2013)	2025	17.1%	9 (0.4%)	6 (0.4%)
	2024	-5.0%	18 (0.8%)	8 (0.8%)





# GLOBAL GENDER REPRESENTATION DATA

This year we are again publishing our female representation by Career Bands for UK staff, non-UK employees and our global combined numbers.

Globally, 62% of our employees are female and every one of our Career Bands has more females than males, except at Senior Leadership level, which has remained unchanged at 48%.

We continue to build our global pipeline of female talent to ensure we maintain balanced gender representation at our most senior levels, providing role models for career progression within the company.

Career Band	UK		Non-UK		Global	
	2025	2024	2025	2024	2025	2024
A	63%	63%	50%	57%	64%	63%
B	68%	69%	78%	77%	70%	70%
C	63%	67%	76%	73%	66%	68%
D	61%	61%	68%	65%	62%	62%
E	55%	57%	60%	60%	57%	58%
F	50%	51%	57%	55%	52%	52%
Senior Leader	49%	45%	40%	58%	48%	48%
Total	60%	62%	68%	66%	62%	63%



# ETHNICITY PAY GAP

For all our Career Bands, the median ethnicity pay gaps are either very low (under 1.5%) or in favour of the minority (i.e. with a negative percentage).

The changes in our pay gaps since last year are minor across our Career Bands. The biggest changes are at Band A and Senior Leader level, where some volatility is expected due to a small population size.

The overall ethnicity median pay gap of 8.7% is a factor of slightly higher representation at junior levels compared with senior levels.

There are only minor changes in the overall ethnicity pay gaps since last year.

Career Band	Median ethnicity pay gap <sup>1</sup>		Minority <sup>2</sup> ethnicity representation	
	2025	2024	2025	2024
A	0.0%	-5.5%	28%	17%
B	-3.7%	-1.8%	20%	21%
C	1.4%	0.7%	21%	20%
D	-3.2%	-2.8%	19%	18%
E	-0.2%	0.0%	14%	15%
F	-1.9%	-4.4%	11%	11%
Senior Leader	-1.0%	-4.2%	14%	16%

BBC Studios ethnicity pay gap	Median	Mean
2025	8.7%	8.5%
2024	9.5%	7.3%

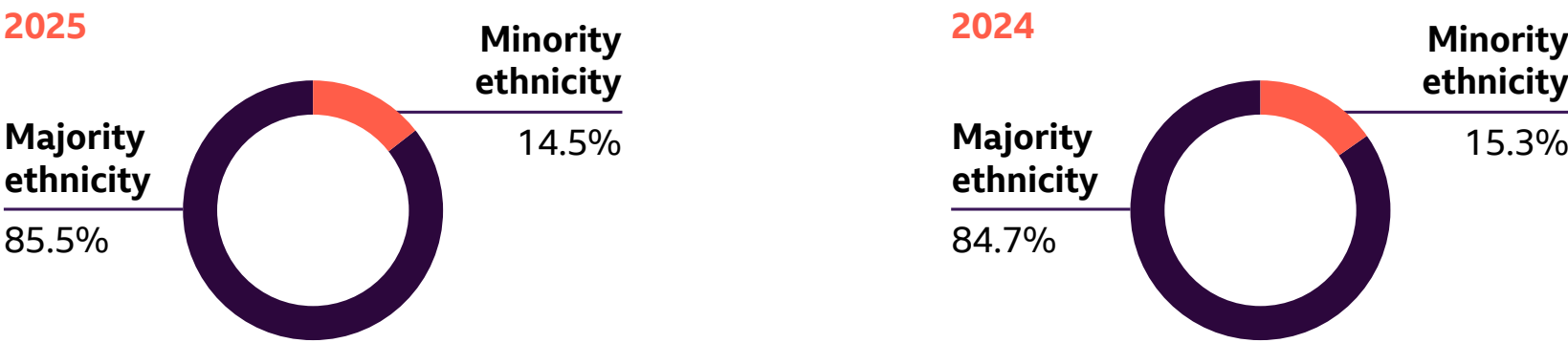
1 A negative gap indicates the median pay to employees from a minority ethnicity was higher than median pay to employees from the majority ethnicity.  
2 Minority ethnicities are defined as black, Asian or other minority ethnicity.

## Ethnicity pay by quartile

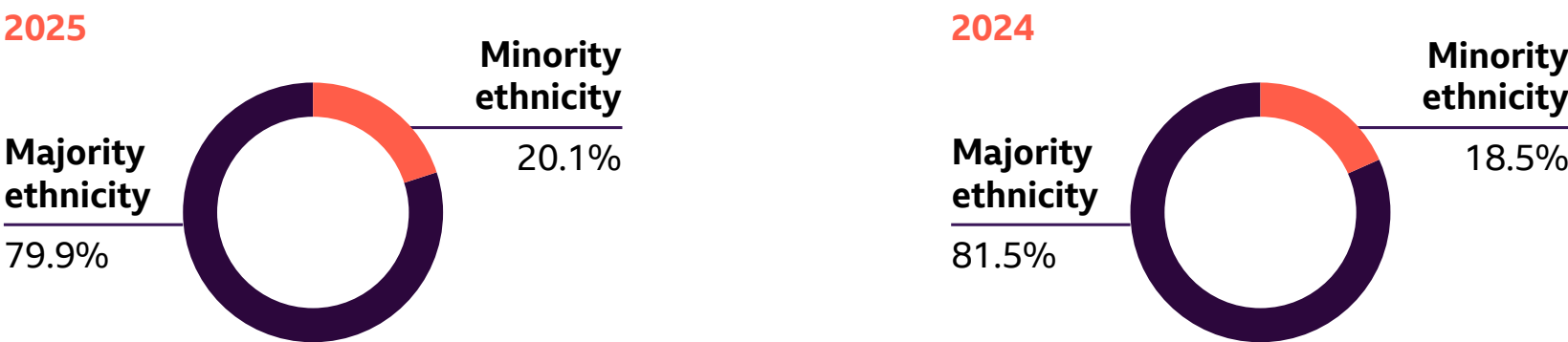
When reviewing our ethnicity pay gap, we draw up a list of our employee earnings – from the lowest to the highest – and split it into four even groups, called quartiles.

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

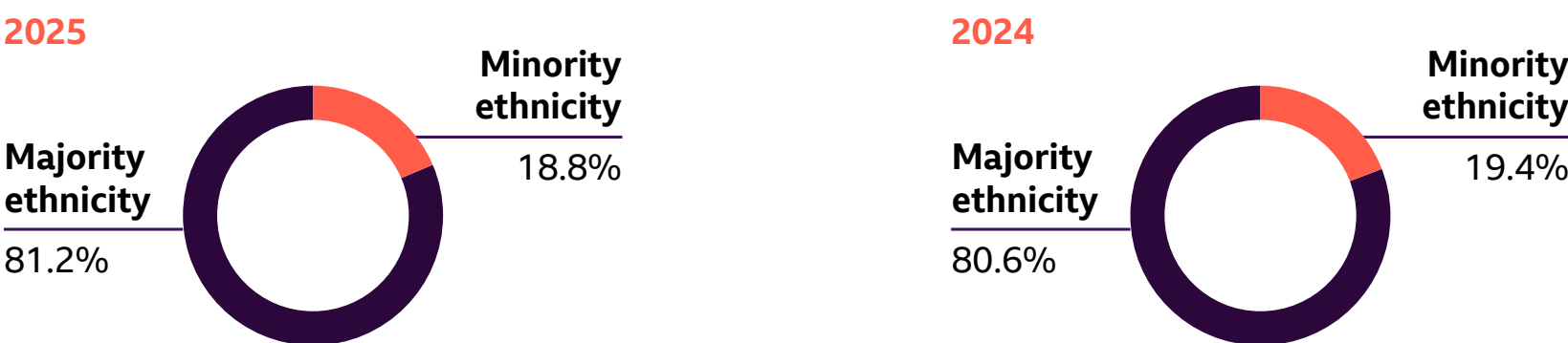
### Upper quartile (the top 25% of earners)



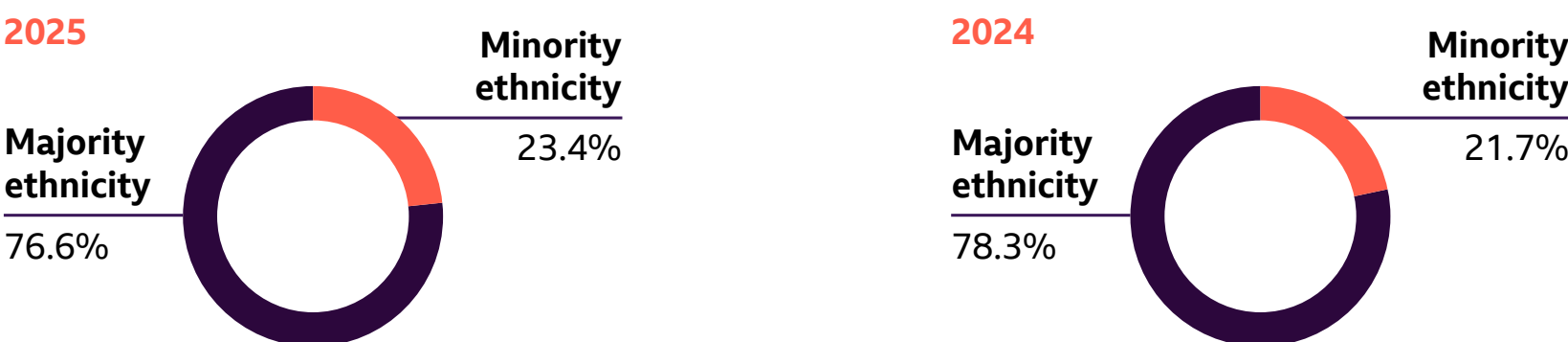
### Upper middle quartile



### 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).

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority ethnicity <sup>1</sup>	Majority ethnicity
Incentive Scheme Payments	2025	29.7%	140 (22.4%)	667 (25.4%)
	2024	17.2%	122 (19.8%)	572 (21.4%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority ethnicity <sup>1</sup>	Majority ethnicity
Retail Voucher Recognition Scheme	2025	0.0%	113 (18.1%)	491 (18.7%)
	2024	43.8%	128 (20.8%)	572 (21.4%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority ethnicity <sup>1</sup>	Majority ethnicity
Long Service Awards Payments (Legacy scheme closed in 2013)	2025	22.8%	3 (0.5%)	11 (0.4%)
	2024	9.0%	2 (0.3%)	22 (0.8%)

1 Minority ethnicities are defined as black, Asian or other minority ethnicity.



# DISABILITY PAY GAP

The median disability pay gaps are largest at Senior Leader level and Band A and have increased since last year. At these levels, small populations drive volatility over time.

At other levels, there is minimal change since last year.

The overall median disability pay gap of 12.4% is primarily due to greater representation of disabled employees at junior bands than at senior bands. Our primary focus is to increase disability representation at all levels via action which includes our BBC Extend scheme.

We acknowledge that if this were to result in increased disability representation at junior levels without similar improvements at senior levels, it may have the consequence of increasing our disability pay gaps in the short to medium term.

The median disability pay gap has reduced by 1.6 percentage points since last year, whilst the mean gap has remained largely unchanged (-0.1 percentage points).

This change in the overall pay gap is mainly as a result of increased representation at senior levels, primarily driven by greater disclosures.

From March 2026, deaf, disabled and/or neurodivergent pay gaps will replace disability pay gaps in line with changes to our representation reporting. This is to align with industry best practice and provide a more comprehensive perspective of our diversity. To provide a like-for-like view compared to last year, we have reported our pay gaps this year based on the previous definition. However, we have also calculated our 2025 median and mean pay gaps for our deaf, disabled and/or neurodivergent employees, which are 10.4% and 9.5% respectively.

Career Band	Median disabled pay gap <sup>1</sup>		Disabled representation	
	2025	2024	2025	2024
A	6.7%	2.7%	19%	13%
B	2.0%	1.3%	14%	12%
C	3.6%	2.0%	12%	11%
D	6.1%	7.7%	9%	7%
E	1.2%	2.4%	8%	8%
F	0.3%	0.7%	9%	7%
Senior Leader	17.6%	11.4%	14%	10%

BBC Studios disability pay gap		Median	Mean
2025		12.4%	10.1%
2024		14.0%	10.2%

1 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.

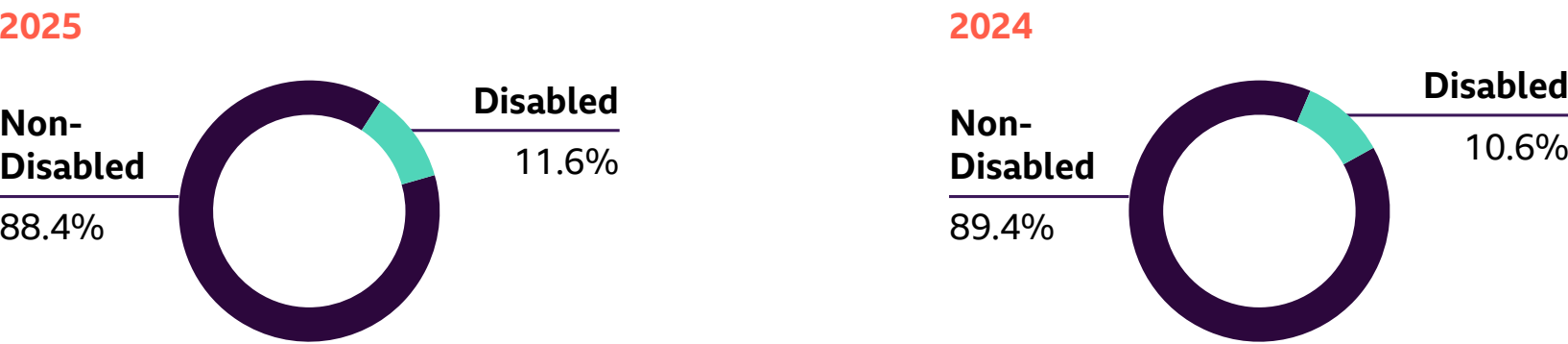
### Upper quartile (the top 25% of earners)



### Upper middle quartile



### Lower middle quartile



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





# 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	2025	-0.3%	76 (21.3%)	709 (25.2%)
	2024	9.4%	59 (18.8%)	606 (20.8%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Retail Voucher Recognition Scheme	2025	25.0%	51 (14.3%)	543 (19.3%)
	2024	14.3%	78 (24.8%)	603 (20.7%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Long Service Awards Payments (Legacy scheme closed in 2013)	2025	-16.9%	2 (0.6%)	12 (0.4%)
	2024	26.5%	4 (1.3%)	21 (0.7%)



# LGBTQ+ PAY GAP

All our median LGBTQ+ pay gaps by Career Band are either below 5%, or in favour of the minority, with the exception of Band A, where we have seen volatility over recent years due to the small population at this level.

The overall median and mean pay gaps of 14.3% and 9.8% respectively are a factor of higher representation at junior levels than at senior levels.

This is driven in part by higher diversity of our apprentice intake compared to the rest of the organisation. Our apprentices are all hired into our most junior Career Band (Band A) and LGBTQ+ representation at this level is substantially higher than for other bands.

The median LGBTQ+ pay gap has reduced by 3.6 percentage points whilst the mean gap has remained more stable (+0.4 percentage points).

These changes are primarily due to fluctuations in representation (driven by increased disclosure rates) at various levels.

Career Band	Median LGBTQ+ pay gap <sup>1</sup>		LGBTQ+ representation	
	2025	2024	2025	2024
A	12.9%	4.5%	20%	23%
B	3.0%	1.8%	13%	13%
C	3.0%	4.5%	13%	14%
D	0.4%	1.0%	9%	9%
E	-1.8%	-2.8%	8%	10%
F	5.0%	-7.2%	11%	9%
Senior Leader	-6.7%	-3.4%	8%	11%

BBC Studios LGBTQ+ pay gap	Median	Mean
2025	14.3%	9.8%
2024	17.9%	9.4%

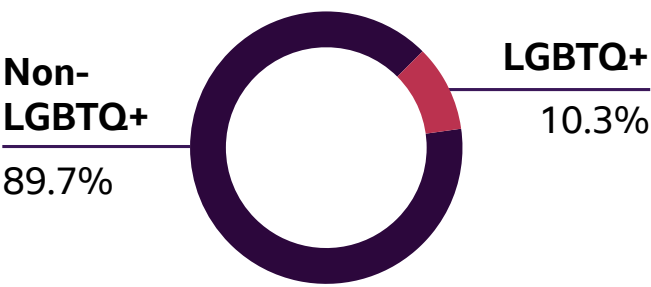
1 A negative gap indicates the median pay to employees identifying as LGBTQ+ was higher than median pay to employees identifying as non-LGBTQ+.

## 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)

2025

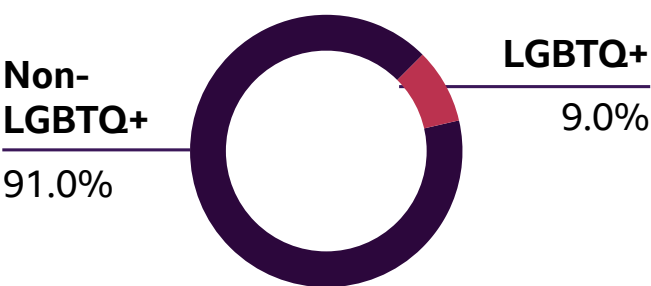


2024

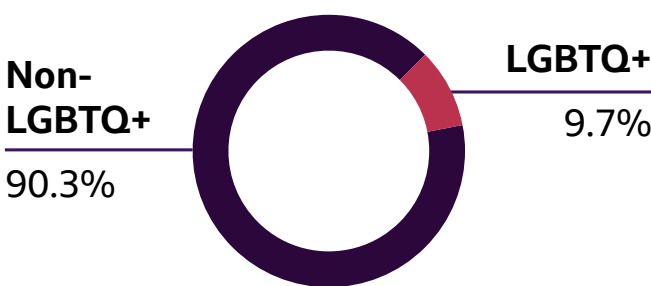


### Upper middle quartile

2025

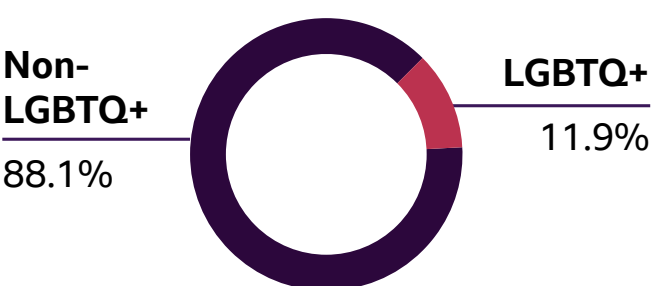


2024



### Lower middle quartile

2025

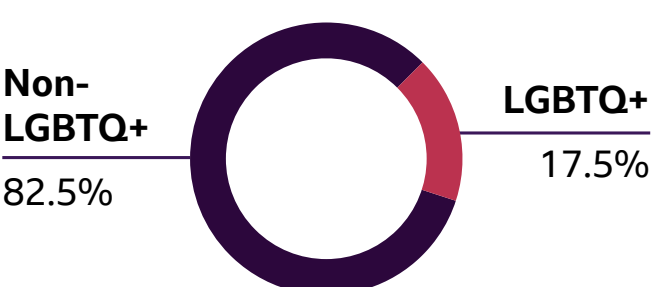


2024



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

2025



2024





# 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	2025	-1.6%	80 (22.3%)	638 (24.7%)
	2024	-15.7%	65 (16.6%)	559 (21.5%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Retail Voucher Recognition Scheme	2025	-25.0%	77 (21.4%)	478 (18.5%)
	2024	0.0%	75 (19.2%)	579 (22.2%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Long Service Awards Payments (Legacy scheme closed in 2013)	2025	n/a	0	14 (0.5%)
	2024	-19.9%	2 (0.5%)	21 (0.8%)



# SOCIO-ECONOMIC PAY GAP

The second year of publication for our socio-economic pay gap shows very low median pay gaps at every level (under 2.5% or in favour of the minority) except at the most senior Career Band.

At Senior Leader level the median Socio-Economic Diversity (SED) pay gap has reduced since last year by 2.8 percentage points to 4.1%, driven by greater disclosures at this level.

The overall median SED pay gap of 3.7% is a factor of marginally higher working class representation at junior levels versus more senior levels.

This pay gap had reduced by 1.7 percentage points since last year and the mean SED pay gap has also reduced, by 0.7 percentage points.

This change is primarily driven by fluctuations in representation (due to increased disclosure rates) at various levels.

Career Band	Median Socio-Eco pay gap <sup>1</sup>		Socio-Eco representation	
	2025	2024	2025	2024
A	0.0%	2.0%	13%	25%
B	-1.5%	-1.9%	22%	22%
C	2.4%	2.3%	22%	20%
D	0.6%	-0.3%	19%	18%
E	1.2%	1.5%	21%	19%
F	-10.1%	-5.7%	15%	14%
Senior Leader	4.1%	6.9%	15%	19%

BBC Studios Socio-Eco pay gap	Median	Mean
2025	3.7%	5.4%
2024	5.4%	6.1%

1 A negative gap indicates the median pay to employees from lower socio-economic backgrounds was higher than median pay to employees not from lower socio-economic backgrounds

## Socio-economic pay by quartile

When reviewing our socio-economic 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 majority and minority SED representation in each quartile and monitor the distribution of pay.

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

2025



2024

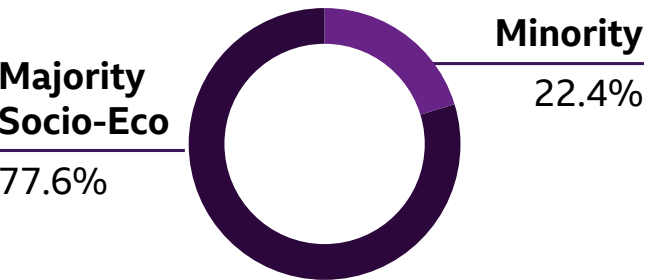


### Upper middle quartile

2025



2024



### Lower middle quartile

2025



2024

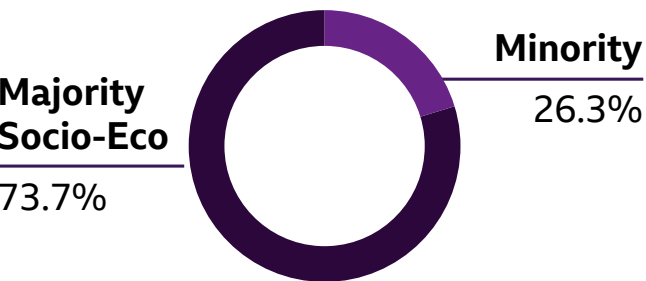


### Lower quartile (the bottom 25% of earners)

2025



2024







# SOCIO-ECONOMIC 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	
			Majority Socio-Eco	Minority Socio-Eco
Incentive Scheme Payments	2025	33.1%	153 (23.3%)	521 (23.6%)
	2024	18.7%	107 (16.5%)	407 (18.6%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Majority Socio-Eco	Minority Socio-Eco
Retail Voucher Recognition Scheme	2025	0.0%	126 (19.1%)	420 (19.1%)
	2024	0.0%	139 (21.5%)	470 (21.5%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Majority Socio-Eco	Minority Socio-Eco
Long Service Awards Payments (Legacy scheme closed in 2013)	2025	8.6%	4 (0.6%)	9 (0.4%)
	2024	20.5%	3 (0.5%)	17 (0.8%)



# EQUAL PAY AND GENDER PAY

## 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.



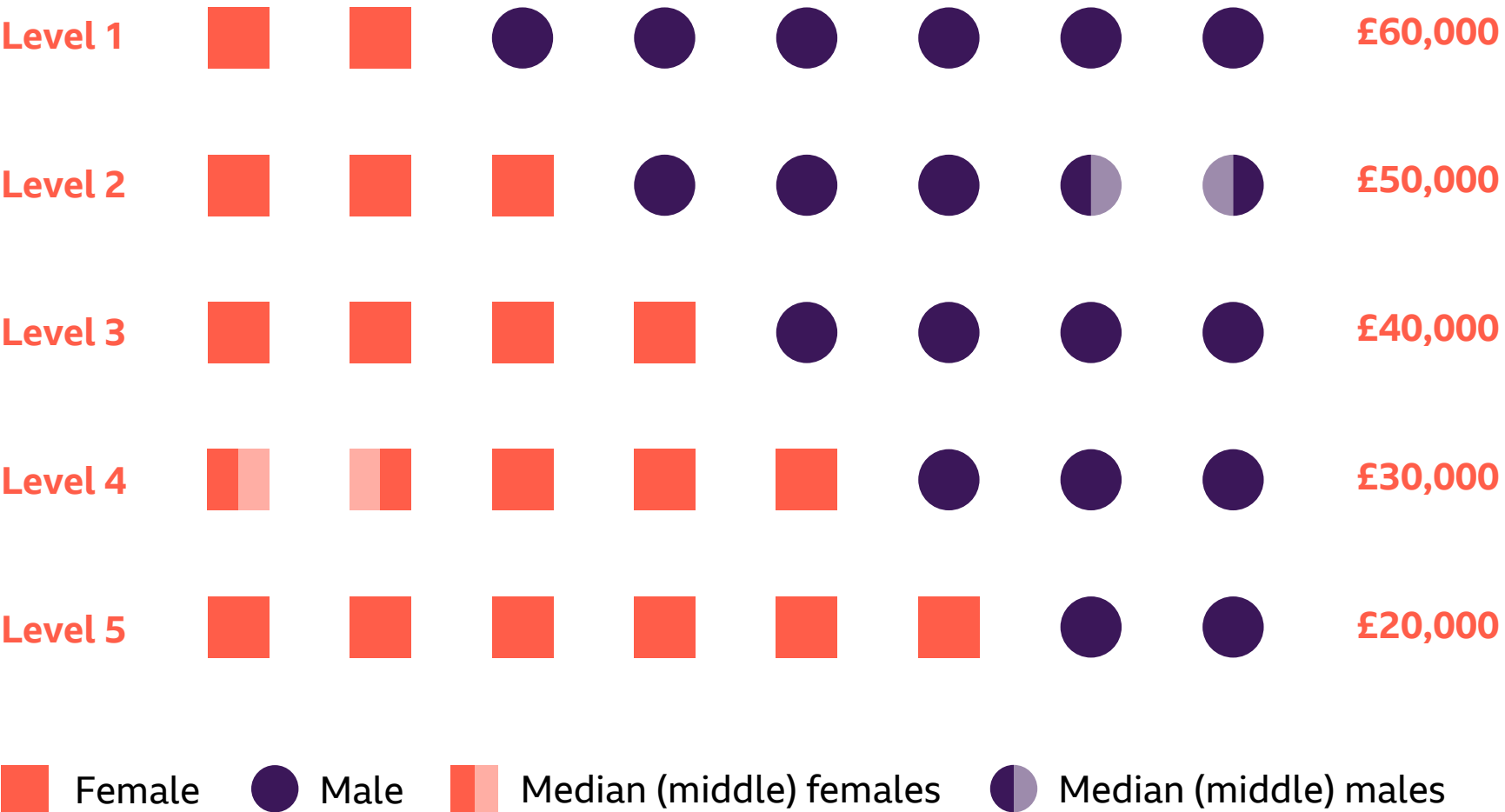
Amazing Hotels  
BBC Studios Factual  
Entertainment Productions

## 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:



## 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 of 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 2025 and bonus payments paid in the year prior to 5 April 2025 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 Furell



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	6.2%	7.2%	28.6%	39.0%	24.4%	31.2%	32.7%	67.3%	28.4%	71.6%	33.8%	66.2%	36.8%	63.2%
BBC Studios Distribution Ltd	10.7%	13.6%	96.0%	42.0%	39.4%	39.9%	36.0%	64.0%	39.6%	60.4%	43.4%	56.6%	52.8%	47.2%
UKTV Media Ltd	17.6%	12.7%	28.4%	18.5%	77.5%	86.7%	27.1%	72.9%	37.6%	62.4%	50.0%	50.0%	50.6%	49.4%

\* Combined figures incorporating incentive awards, recognition scheme and long-service payments



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**2025**

