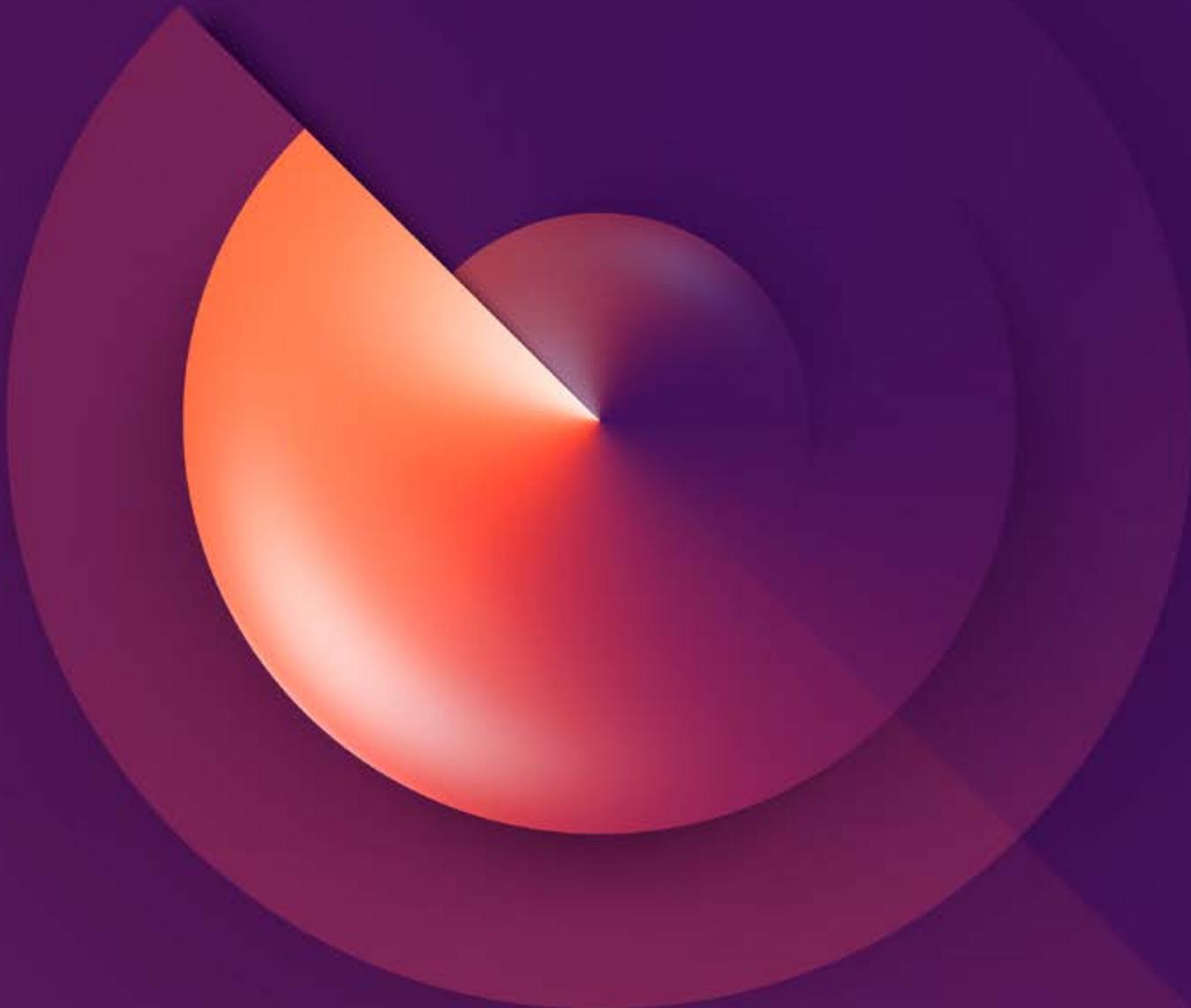


BBC
STUDIOS

UK Pay Gap Report



2021

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 10 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 2021, BBC Studios recorded revenues of £1.2bn, and returned £137m in 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, Interim CEO

The last year has been exceptionally challenging for all of us. Across the board, our teams have gone above and beyond to keep the business running successfully, and I am so proud of what has been achieved.

In order to support our staff, we have put people first as our number one priority and have continued to take steps to make BBC Studios an even more inclusive place to work.

Over the course of the last year we have:

- Made provisions for staff to take paid leave to help them care for children or vulnerable relatives during the pandemic
- Launched our new three year Diversity and Inclusion Plan which, amongst other things, included:
 - setting a new minimum threshold of 20% for every new BBC Studios UK production, for those from an under-represented background, and the launch of a specialist training programme for Assistant Producers
 - forming a strategic partnership with the Centre for Inclusive Leadership to help us develop an inclusive development programme for our leaders and managers
 - building a global network of inclusion advocates to help us share and spread good practice

- introducing new higher representation targets for minority groups of staff
- Curated resources from experts around the globe and launched a ‘valuing differences’ learning platform for all our staff
- Launched an inclusive hiring programme for our recruitment teams
- Conducted our first global diversity census to help us better understand our staff in every country in which we operate.

Like many companies around the globe, given the impact of the pandemic, we exercised restraint in pay and recruitment as well as seeing a much lower turnover of staff leaving – usually these are three of the most influential variables for year-on-year changes to our pay gaps. Despite this, we’ve achieved noteworthy reductions to our ethnicity and disability pay gaps.

Our mean gender pay gap has also reduced, but the median has increased (though it remains well below the national average of 15.5%).

Our LGBTQ+ pay gap has increased, most significantly the median gap. This was due to a combination of some senior staff leaving the business, and changes to how some staff identify in the diversity census we conducted earlier this year.

We are, once again, providing one of the highest levels of transparency in our industry by voluntarily providing additional data and analysis. That includes providing the median pay gap by each of our seven Career Level Bands for each diverse group. With the exception of our most senior career band, the majority of our career bands have pay gaps of within +/-5%.

For now, this report relates to our UK based staff. We are exploring how, in future, we can enhance our transparency even more by also disclosing information for our staff based elsewhere in the world.

We are absolutely focused on making BBC Studios an even more inclusive place to work. Although we aren’t yet where we want to be, I am confident that over the long term, the measures we are taking will continue the progress we have made over the previous four years in gradually reducing our pay gaps.



Tom Fussell,
Interim CEO, BBC Studios

Our Median Pay Gaps	Gender	Ethnicity	Disability	LGBTQ+
2021 (like for like) ²	9.9%	4.4%	4.0%	11.1%
2020	9.0%	6.6%	6.3%	5.6%
2019	10.3%	10.2%	8.6%	2.2%
2018	14.1%	8.5%	10.2%	Not reported
2021 (including UKTV) ²	11.2%	5.5%	3.7%	12.4%

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

² As we said we would, this year, we have integrated our UKTV business into our pay gap analysis and reporting following our acquisition in 2019. To aid transparency and year on year comparison, we have included ‘like for like’ 2021 analysis (excluding UKTV) as well as 2021 analysis with UKTV included.

“We are absolutely focused on making BBC Studios an even more inclusive place to work. Although we aren’t yet where we want to be, I am confident that over the long term, the measures we are taking will continue the progress we have made over the previous four years in gradually reducing our pay gaps.”

OUR PERFORMANCE

Gender pay gap

On a like-for-like basis, our mean gender pay gap has reduced by 0.9 percentage points to 14.1%. Our median gender pay gap has increased by 0.9 percentage points, but remains well below the national average of 15.5%.

Our gender pay gaps have been gradually reducing for the past four years: in 2018 our mean gender pay gap was 19.6% and our median gender pay gap was 14.1%.

With the exception of our most senior Career Level Band (Senior Leader), all of our career level bands have median gender pay gaps of within approximately +/- 5%.

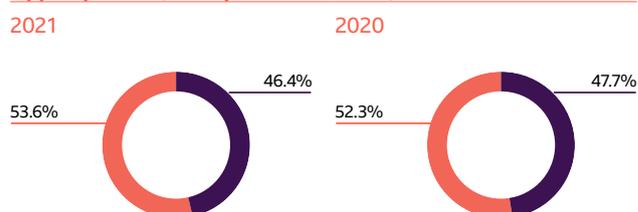
Career level band	Median gender pay gap ¹		Female representation	
	2021	2020	2021	2020
A	-5.8%	-3.0%	48%	59%
B	0.0%	0.0%	64%	63%
C	3.5%	2.3%	67%	67%
D	2.0%	3.4%	63%	62%
E	-0.7%	-1.5%	58%	57%
F	2.6%	4.3%	48%	46%
Senior Leader	18.6%	10.7%	48%	49%

BBC Studios gender pay gap	Median	Mean
2021 (including UKTV)	11.2%	14.0%
2021 (like for like)	9.9%	14.1%
2020	9.0%	15.0%
2019	10.3%	17.6%
2018	14.1%	19.6%

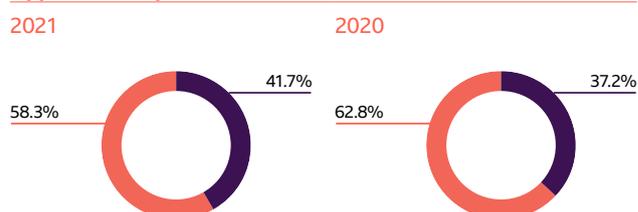
Gender pay by quartile

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.

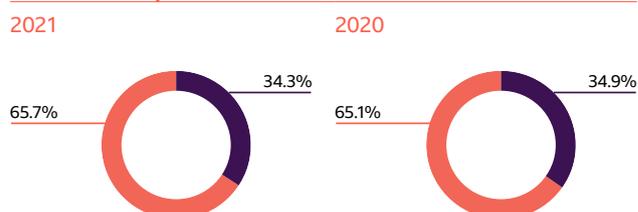
Upper quartile (the top 25% of earners)



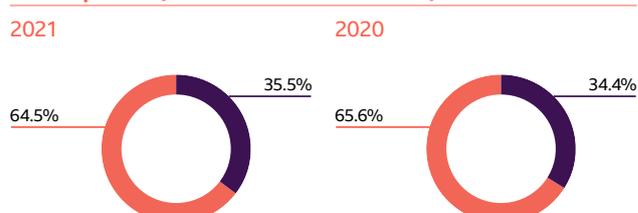
Upper middle quartile



Lower middle quartile



Lower quartile (the bottom 25% of earners)



● Male % ● Female %

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

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), and our legacy long service award scheme (closed in 2013).

On a like-for-like basis, the median pay gap for incentive scheme payments has more than halved to 5.5%. The inclusion of UKTV increases the median pay gap. This is due to differences in the scheme eligibility. In UKTV, all employees are eligible to participate in the company bonus scheme. Elsewhere within BBC Studios, only senior or revenue generating roles are eligible. Consequently, the bonus pay gap includes comparison of bonus payments to junior staff in UKTV, with bonus payments of more senior staff elsewhere within BBC Studios.

	Year	Median bonus pay gap	Number of Women Receiving a Payment	Number of Men Receiving a Payment
Incentive Scheme Payments	2021 (including UKTV)	30.9%	321 (20.6%)	283 (28.8%)
	2021 (like for like)	5.5%	177 (13.2%)	169 (20.6%)
	2020	14.7%	188 (13.4%)	186 (21.9%)

	Year	Median bonus pay gap	Number of Women Receiving a Payment	Number of Men Receiving a Payment
Retail Voucher Recognition Scheme	2021 (including UKTV)	0.0%	1,155 (77.0%)	690 (73.3%)
	2021 (like for like)	0.0%	1,154 (86.0%)	690 (84.0%)
	2020	0.0%	157 (11.2%)	83 (9.8%)

	Year	Median bonus pay gap	Number of Women Receiving a Payment	Number of Men Receiving a Payment
Long Service Award Payments (Legacy scheme closed in 2013)	2021 (including UKTV)	0.0%	0	0
	2021 (like for like)	0.0%	0	0
	2020	62.8%	8 (0.6%)	8 (0.9%)

OUR PERFORMANCE

Ethnicity pay gap

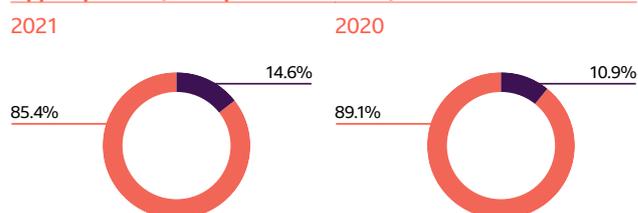
On a like-for-like basis, our mean ethnicity pay gap has reduced 7.7 percentage points to -0.6% (in favour of minority ethnicities). The median has also reduced by 2.2 percentage points. This reflects the longer term trend over the past four years in which we have made gradual reductions to our ethnicity pay gap.

The reductions have largely been driven by increase to minority representation in our most senior career level bands and a reduction in representation at our most junior career level band.

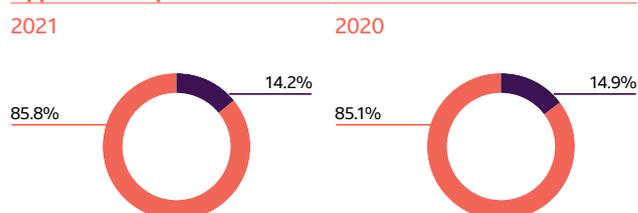
Career level band	Median ethnicity pay gap ¹		Minority ² ethnicity representation	
	2021	2020	2021	2020
A	-0.9%	-1.7%	12%	28%
B	-3.0%	-4.9%	20%	17%
C	1.4%	-0.5%	14%	15%
D	-2.0%	-1.2%	13%	12%
E	2.3%	3.8%	14%	11%
F	-7.1%	-1.5%	17%	13%
Senior Leader	-19.6%	-9.0%	12%	9%

BBC Studios ethnicity pay gap	Median	Mean
2021 (including UKTV)	5.5%	0.6%
2021 (like for like)	4.4%	-0.6%
2020	6.6%	7.1%
2019	10.2%	10.5%
2018	8.5%	10.9%

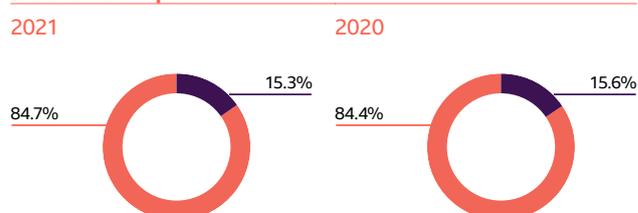
Upper quartile (the top 25% of earners)



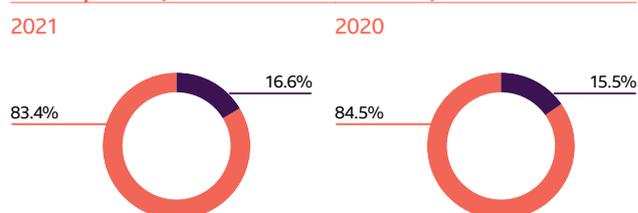
Upper middle quartile



Lower middle quartile



Lower quartile (the bottom 25% of earners)



● Minority² ethnicity % ● Majority ethnicity %

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 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), and our legacy long service award scheme (closed in 2013).

On a like-for-like basis, the median pay gap for incentive scheme payments has more than halved to 4.3%. The inclusion of UKTV increases the median pay gap. This is due to differences in the scheme eligibility. In UKTV, all employees are eligible to participate in the company bonus scheme. Elsewhere within BBC Studios, only senior or revenue generating roles are eligible. Consequently, the bonus pay gap includes comparison of bonus payments to junior staff in UKTV, with bonus payments of more senior staff elsewhere within BBC Studios.

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority ² ethnicity	Majority ethnicity
Incentive Scheme Payments	2021 (including UKTV)	27.6%	106 (27.6%)	484 (23.2%)
	2021 (like for like)	4.3%	58 (18.6%)	281 (15.7%)
	2020	10.6%	55 (17.3%)	305 (16.3%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority ² ethnicity	Majority ethnicity
Retail Voucher Recognition Scheme	2021 (including UKTV)	0.0%	263 (72.5%)	1,538 (76.2%)
	2021 (like for like)	0.0%	263 (84.6%)	1,537 (85.7%)
	2020	50.0%	28 (8.8%)	158 (8.5%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority ² ethnicity	Majority ethnicity
Long Service Award Payments (Legacy scheme closed in 2013)	2021 (including UKTV)	0.0%	0	0
	2021 (like for like)	0.0%	0	0
	2020	NA	0	8 (0.4%)

² Minority ethnicities are defined as black, Asian or other minority ethnicity.

OUR PERFORMANCE

Disability pay gap

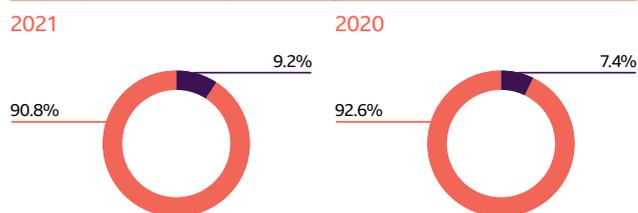
On a like-for-like basis, our mean disability pay gap has reduced by 4.3 percentage points to 5.6%. Our median disability pay gap has reduced by 2.3 percentage points to 4.0%.

This reflects the longer term trend over the past four years in which we have made gradual reductions to our disability pay gaps.

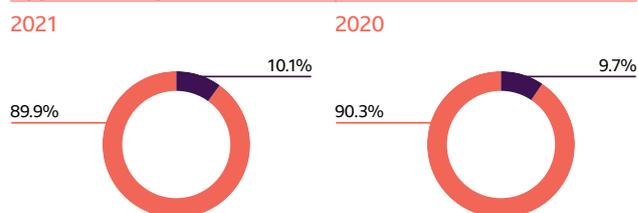
Career level band	Median disabled pay gap ¹		Disabled representation	
	2021	2020	2021	2020
A	-3.7%	-3.0%	11%	14%
B	4.5%	-1.1%	13%	14%
C	-6.6%	-6.2%	10%	10%
D	0.0%	5.9%	10%	10%
E	-0.4%	-5.3%	6%	6%
F	0.2%	4.0%	11%	8%
Senior Leader	15.2%	6.5%	11%	9%

BBC Studios disability pay gap	Median	Mean
2021 (including UKTV)	3.7%	4.5%
2021 (like for like)	4.0%	5.6%
2020	6.3%	9.9%
2019	8.6%	12.0%
2018	10.2%	12.4%

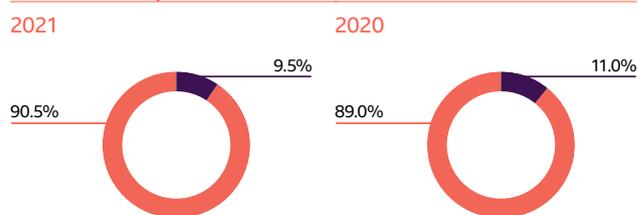
Upper quartile (the top 25% of earners)



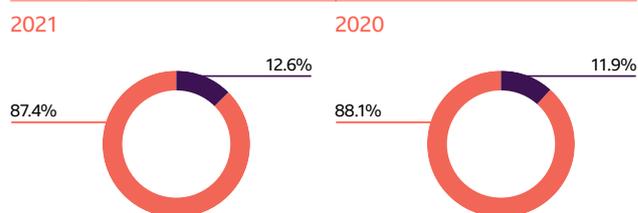
Upper middle quartile



Lower middle quartile



Lower quartile (the bottom 25% of earners)



● Disabled % ● Non-disabled %

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

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), and our legacy long service award scheme (closed in 2013).

On a like-for-like basis, the median pay gap for incentive scheme payments has more than halved to 1.9% (from -11.6% in 2020). The inclusion of UKTV increases the median pay gap. This is due to differences in the scheme eligibility. In UKTV, all employees are eligible to participate in the company bonus scheme. Elsewhere within BBC Studios, only senior or revenue generating roles are eligible. Consequently, the bonus pay gap includes comparison of bonus payments to junior staff in UKTV, with bonus payments of more senior staff elsewhere within BBC Studios.

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Incentive Scheme Payments	2021 (including UKTV)	11.3%	47 (19.0%)	501 (23.7%)
	2021 (like for like)	1.9%	29 (13.2%)	303 (16.7%)
	2020	-11.6%	25 (12.4%)	314 (16.8%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Retail Voucher Recognition Scheme	2021 (including UKTV)	0.0%	182 (75.2%)	1,569 (77.3%)
	2021 (like for like)	0.0%	182 (83.1%)	1,568 (86.2%)
	2020	0.0%	21 (10.4%)	194 (10.4%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Long Service Award Payments (Legacy scheme closed in 2013)	2021 (including UKTV)	0.0%	0	0
	2021 (like for like)	0.0%	0	0
	2020	NA	0	16 (0.9%)

OUR PERFORMANCE

LGBTQ+ pay gap

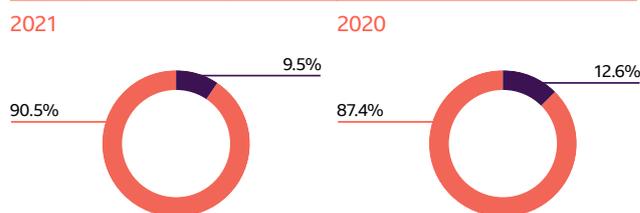
On a like-for-like basis, our mean LGBTQ+ pay gap has increased by 0.8 percentage points to 4.4%. Our median LGBTQ+ pay gap has increased by 5.5 percentage points to 11.1%. This is due to a combination of some senior staff leaving the business, and changes to how some staff identify in the diversity census we conducted earlier this year.

With the exception of our two most senior Career Level Bands (Career band F, and Senior Leader), all of our career level bands have median LGBTQ+ pay gaps of within +/- 5%.

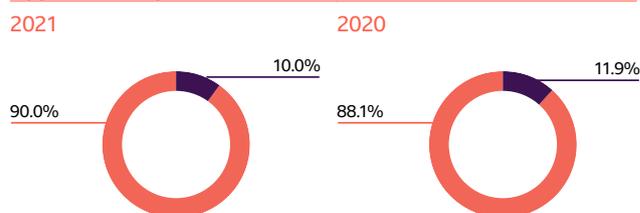
Career level band	Median LGBTQ+ pay gap		LGBTQ+ representation	
	2021	2020	2021	2020
A	0.0%	2.1%	14%	12%
B	2.7%	0.6%	15%	16%
C	4.3%	3.7%	11%	13%
D	3.3%	-1.1%	10%	11%
E	-2.1%	2.4%	11%	11%
F	-8.4%	2.2%	8%	10%
Senior Leader	-11.5%	-2.5%	14%	20%

BBC Studios LGBTQ+ pay gap	Median	Mean
2021 (including UKTV)	12.4%	5.9%
2021 (like for like)	11.1%	4.4%
2020	5.6%	3.6%
2019	2.2%	2.7%
2018	Not reported	

Upper quartile (the top 25% of earners)



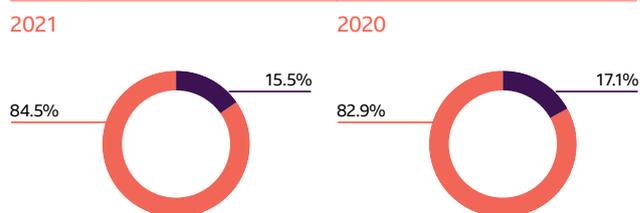
Upper middle quartile



Lower middle quartile



Lower quartile (the bottom 25% of earners)



● LGBTQ+ % ● Non-LGBTQ+ %

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+ 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), and our legacy long service award scheme (closed in 2013).

On a like-for-like basis, the median pay gap for incentive scheme payments has reduced by 3.6 percentage points to 5.2% (from -8.8% in 2020). The inclusion of UKTV increases the median pay gap. This is due to differences in the scheme eligibility. In UKTV, all employees are eligible to participate in the company bonus scheme. Elsewhere within BBC Studios, only senior or revenue generating roles are eligible. Consequently, the bonus pay gap includes comparison of bonus payments to junior staff in UKTV, with bonus payments of more senior staff elsewhere within BBC Studios.

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Incentive Scheme Payments	2021 (including UKTV)	19.1%	57 (21.2%)	470 (23.2%)
	2021 (like for like)	5.2%	32 (13.9%)	298 (17.1%)
	2020	-8.8%	39 (14.3%)	288 (17.1%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Retail Voucher Recognition Scheme	2021 (including UKTV)	0.0%	180 (69.2%)	1,512 (78.4%)
	2021 (like for like)	0.0%	180 (78.3%)	1,511 (86.6%)
	2020	50.0%	17 (6.3%)	194 (11.5%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Long Service Award Payments (Legacy scheme closed in 2013)	2021 (including UKTV)	0.0%	0	0
	2021 (like for like)	0.0%	0	0
	2020	-42.5%	1 (0.4%)	14 (0.8%)

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 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:

Level 1 £60,000



Level 2 £50,000



Level 3 £40,000



Level 4 £30,000



Level 5 £20,000



● Median man and woman

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%

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**

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 minority ethnicity candidate on the 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

2019

Launched our **Putting People First** strategy

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

Increased representation targets for minority ethnicity representation to 20% and disability to 12% (gender and LGBTQ+ remain at 50% and 12% respectively)

2020

Launched our **new global Diversity and Inclusion Plan** appointing **global network of Inclusion Advocates**

Partnering with the Centre of Inclusive Leadership to launch an **Inclusive Leadership Development Programme**

2021 and beyond

LEGISLATIVE REQUIREMENTS

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 Limited. The data is based on hourly rates of pay as at the snapshot date of 5 April 2021 and bonus payments paid in the year prior to 5 April 2021 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,
Interim CEO
July 2021

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 Production Ltd	8.1%	12.4%	0.0%	51.3%	81.1%	82.7%	34.5%	65.5%	29.4%	70.6%	34.1%	65.9%	44.6%	55.4%
BBC Studios Distribution Ltd	8.1%	14.5%	0.0%	45.1%	95.2%	96.2%	41.4%	58.6%	38.9%	61.1%	44.1%	55.9%	49.3%	50.7%
UKTV Ltd	19.7%	13.2%	22.0%	26.3%	95.0%	91.1%	26.1%	73.9%	42.6%	57.4%	55.1%	44.9%	49.3%	50.7%

BBC
STUDIOS

www.bbcstudios.com