

# BBC STUDIOS

## UK PAY GAP REPORT

2022



# ABOUT BBC STUDIOS

**BBC Studios creates, invests, develops, produces, commercialises and distributes content which sits at the heart of the BBC schedule, as well as across multiple platforms and around the world, delivering better value back to the licence fee payer through support for programme funding and cash dividends.**

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 around 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 2022, BBC Studios recorded overall sales of £1,630 million and returned £353 million in programme investment and cash dividends to 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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# CREATING A CULTURE WITH FAIRNESS AND RESPECT AT ITS HEART

Foreword by Tom Fussell, CEO

At BBC Studios, it matters that our people reflect the audiences we serve and are informed by them, delivering stories that appeal to all audiences around the world. To do so, we have ambitious plans to build a world-class company culture that supports and encourages our people to thrive and do their very best work.

Despite the challenges of the pandemic, we have continued to put people first as a priority, and we are on track to meet the BBC's overall targets for the diversity of its workforce. It is a source of pride for me that 81% of our staff would recommend BBC Studios as a great place to work.

## Highlights of the last 12 months include:

- Inclusive leadership training given to nearly 700 leaders.
- Updating our Parental Leave entitlement by equalising paid leave for all new parents, regardless of gender, to one year of leave with 18 weeks at full pay.
- Signing the menopause pledge.
- Offering enhanced provisions and paid leave for carers.

- Dedicated talent development schemes across production areas which actively target underrepresented groups, bringing in a promising new generation of production talent.
- Establishing an updated Diversity and Inclusion Council with nine Inclusion Advocates and new partnerships with Evenbreak, the National Autistic Society, Young Black Professionals, Rubrik and Included.
- A bespoke resilience programme involving around 1000 staff.

Ultimately, a business can only be successful if it values fairness and respects difference. What we pay our people sits at the heart of this.

Within our sector, we are amongst the most transparent by voluntarily publishing much more than just our gender pay gap.

We also publish information about our ethnicity, disability and LGBTQ+ pay gaps.

Additionally, we provide analysis to show both representation and pay gaps split by our seven Career Level Bands.

For the first time, we are also sharing analysis on our global (in addition to UK) gender representation levels. We will continue to review and enhance the data we capture globally moving forward. We hope this will encourage others to follow suit.

The analysis by Career Level Band reveals how, through both recruitment and career development, efforts to make our business more diverse, inclusive and fair are bearing fruit.

The majority of our pay gaps by Career Level Band are within +/- 3% (particularly within Career Level Bands B-E which represents circa 86% of employees).

At a combined level (all Career Level Bands together), our median\* gender pay gap has reduced this year to 9.6%. We are committed to the growth and development of our own diverse talent in-house, supporting their progress through our Career Level Bands over the medium and long term.

While there is much to be proud of, these figures inevitably paint a picture of work-in-progress, especially where we are investing in talent of the future. We know there is work to do to achieve the equality we seek across the board, and we will work tirelessly to make this happen.

**Tom Fussell,**  
CEO, BBC Studios



The analysis by Career Level Band reveals how, through both recruitment and career development, efforts to make our business more diverse, inclusive and fair are bearing fruit.



Career level band	Population	Median pay gap 2022 <sup>1</sup>			
		Gender	Ethnicity	Disability	LGBTQ+
A	79	4.5%	-0.1%	6.0%	7.0%
B	462	-0.1%	-1.2%	2.5%	5.1%
C	693	2.6%	0.4%	0.7%	2.3%
D	740	1.7%	-0.1%	2.2%	1.7%
E	394	-0.2%	2.9%	0.9%	0.7%
F	219	5.0%	-15.5%	0.7%	-18.9%
Senior Leader	72	10.4%	-20.4%	6.1%	-7.0%
Overall combined	2,659	9.6%	9.4%	10.8%	15.5%

\* See page 11 for a definition of mean and median.

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

We have made progress in the Senior Leadership career band with the median having reduced by 8.2 percentage points to 10.4%.

Career level band	Median gender pay gap <sup>1</sup>		Female representation	
	2022	2021	2022	2021
A	4.5%	-5.8%	51%	48%
B	-0.1%	0.0%	66%	64%
C	2.6%	3.5%	68%	67%
D	1.7%	2.0%	61%	63%
E	-0.2%	-0.7%	56%	58%
F	5.0%	2.6%	53%	48%
Senior Leader	10.4%	18.6%	44%	48%

BBC Studios gender pay gap	Median	Mean
2022	9.6%	13.2%
2021	11.2%	14.0%

\* See page 11 for a definition of mean and median.

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)

2022



2021



### Upper middle quartile

2022



2021



### Lower middle quartile

2022



2021



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

2022



2021



# 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) which very few employees now receive.



	Year	Median bonus pay gap	Number of Women Receiving a Payment	Number of Men Receiving a Payment
Incentive Scheme Payments	2022	28.3%	169 (10.3%)	148 (14.5%)
	2021	30.9%	321 (20.6%)	283 (28.8%)

	Year	Median bonus pay gap	Number of Women Receiving a Payment	Number of Men Receiving a Payment
Retail Voucher Recognition Scheme	2022	0.0%	331 (20.1%)	133 (13.1%)
	2021	0.0%	1,155 (77.0%)	690 (73.3%)

	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)	2022	32.9%	5 (0.3%)	9 (0.9%)
	2021	0.0%	0	0



# GLOBAL GENDER REPRESENTATION DATA

Last year, we made a commitment to explore how we can enhance our transparency internationally and consider what information we could disclose about our staff based outside of the UK.

As our staff populations around the world are relatively small in each country (e.g. under 200), we do not believe publishing specific pay gap data by territory would provide necessary statistical validity.

Instead, we're voluntarily publishing our female representation by Career Level Bands for UK staff, non-UK employees and our Global combined numbers.

Globally, 63% of the organisation are female and every one of our Career Level Bands has more females than males, except for Senior Leadership which is 46% female. We continue to build our global pipeline of female talent to ensure we have an improved gender representation at our most senior level, providing role models for career progression within the company.

Career level band	UK	Non-UK	Global
A	51%	88%	57%
B	66%	80%	68%
C	68%	74%	69%
D	61%	64%	62%
E	56%	64%	58%
F	53%	49%	53%
Senior Leader	44%	56%	46%
Total	62%	67%	63%

# ETHNICITY PAY GAP

All our Career Level Bands now have median\* pay gaps of within +/- 3% with the exception of our two most senior Career Level Bands (F and Senior Leader). These two bands have larger pay gaps in favour of those from minority ethnic backgrounds.

We have increased ethnic representation in our more junior Career Bands. For example, in Career Band A the percentage of employees who are from an ethnic minority has increased from 12% last year to 25% this year and this is part of our plan to build a pipeline of diverse talent for the future.

Consequently, our median ethnicity pay gap has increased by 3.9 percentage points to 9.4%. The mean ethnicity pay gap has increased by 3 percentage points to 3.6%.

Career level band	Median ethnicity pay gap <sup>1</sup>		Minority <sup>2</sup> ethnicity representation	
	2022	2021	2022	2021
A	-0.1%	-0.9%	25%	12%
B	-1.2%	-3.0%	20%	20%
C	0.4%	1.4%	17%	14%
D	-0.1%	-2.0%	15%	13%
E	2.9%	2.3%	16%	14%
F	-15.5%	-7.1%	15%	17%
Senior Leader	-20.4%	-19.6%	13%	12%

BBC Studios ethnicity pay gap	Median	Mean
2022	9.4%	3.6%
2021	5.5%	0.6%

\* See page 11 for a definition of mean and median.  
 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.

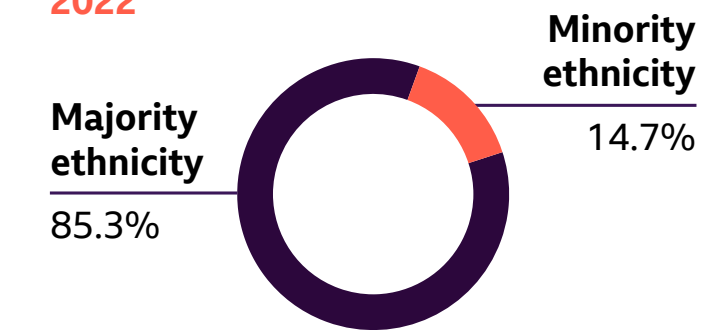
## Ethnicity pay by quartile

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.

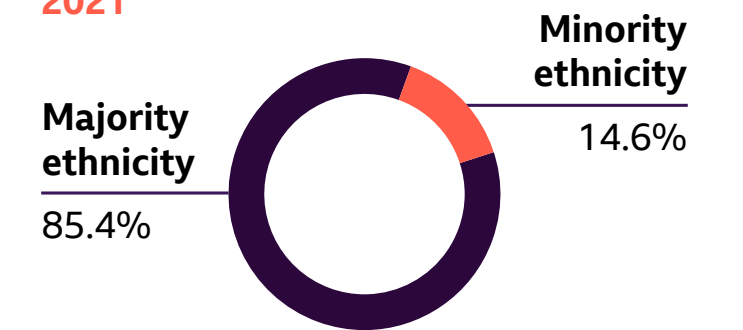
This allows us to calculate the proportion of minority and majority ethnicity employees and monitor the distribution of pay.

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

2022

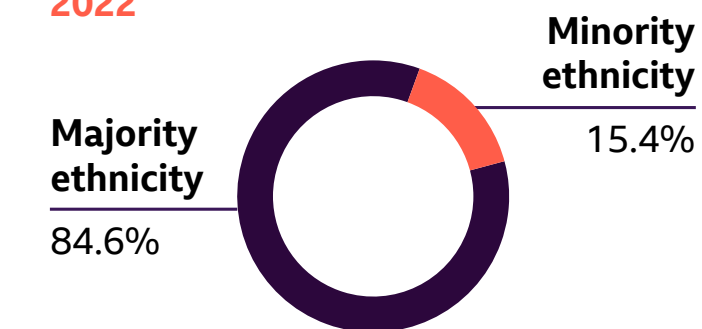


2021

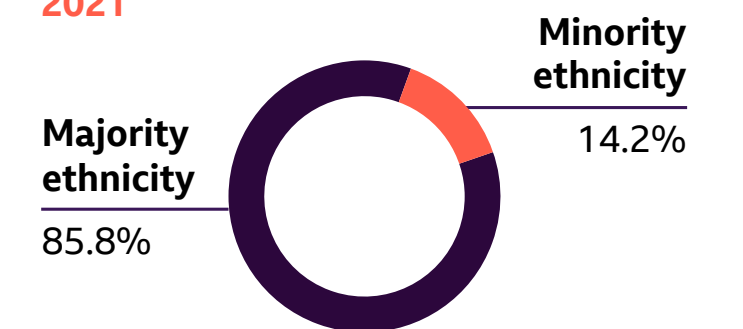


### Upper middle quartile

2022

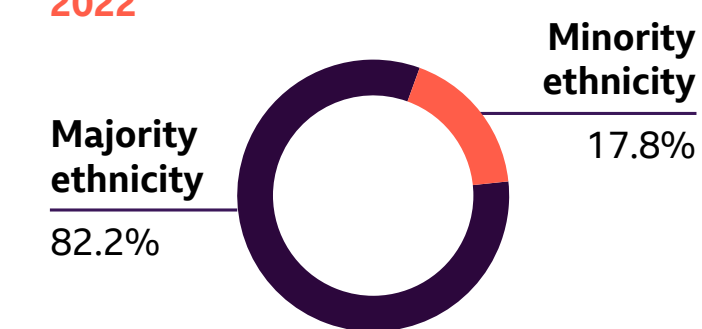


2021

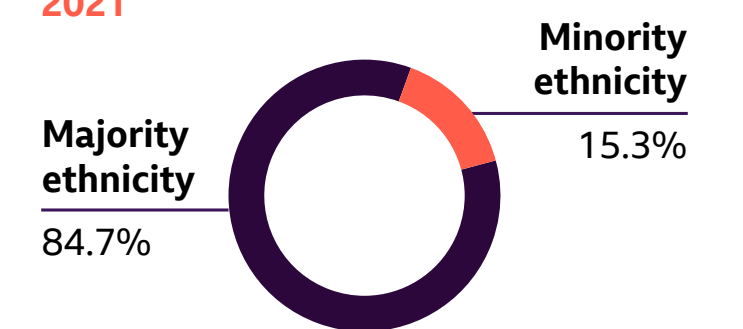


### Lower middle quartile

2022



2021

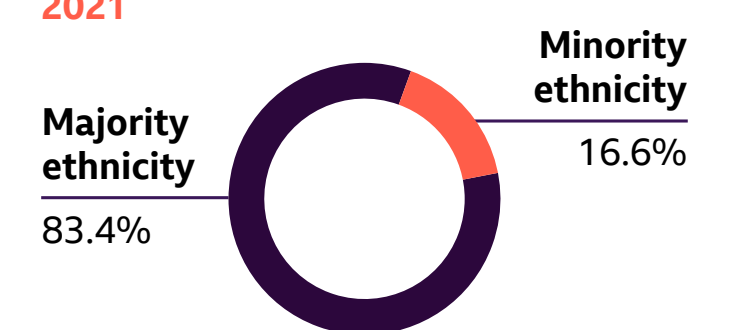


### Lower quartile (the bottom 25% of earners)

2022



2021





# 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) which very few employees now receive.

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority <sup>2</sup> ethnicity	Majority ethnicity
Incentive Scheme Payments	2022	8.4%	47 (10.8%)	260 (12.1%)
	2021	27.6%	106 (27.6%)	484 (23.2%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority <sup>2</sup> ethnicity	Majority ethnicity
Retail Voucher Recognition Scheme	2022	0.0%	80 (18.3%)	378 (17.5%)
	2021	0.0%	263 (72.5%)	1,538 (76.2%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Minority <sup>2</sup> ethnicity	Majority ethnicity
Long Service Awards Payments (Legacy scheme closed in 2013)	2022	20.1%	1 (0.2%)	12 (0.6%)
	2021	0.0%	0	0

<sup>1</sup> A negative gap indicates the median pay to employees from a minority ethnicity was higher than median pay to employees from the majority ethnicity.

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



# DISABILITY PAY GAP

All of our career level bands now have median\* disability pay gaps of within approximately +/- 6%.

We have increased disabled representation in our most junior Career Level Bands. This is part of our plan to build a pipeline of diverse talent for the future.

Consequently, our overall median disability pay gap has increased by 7.1 percentage points to 10.8%. And the mean gap has increased 4.4 percentage points to 8.9%.

Career level band	Median disabled pay gap <sup>1</sup>		Disabled representation	
	2022	2021	2022	2021
A	6.0%	-3.7%	17%	14%
B	2.5%	4.5%	13%	14%
C	0.7%	-6.6%	12%	10%
D	2.2%	0.0%	10%	10%
E	0.9%	-0.4%	7%	6%
F	0.7%	0.2%	10%	8%
Senior Leader	6.1%	15.2%	9%	9%
<b>BBC Studios disability pay gap</b>				
		<b>Median</b>	<b>Mean</b>	
	<b>2022</b>	10.8%	8.9%	
	<b>2021</b>	3.7%	4.5%	

\* See page 11 for a definition of mean and median.

<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)

2022



2021



### Upper middle quartile

2022



2021

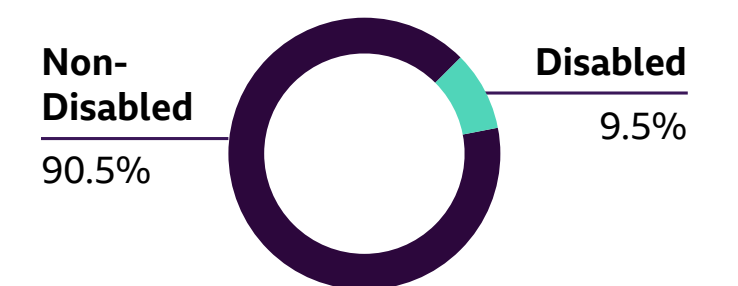


### Lower middle quartile

2022



2021



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

2022



2021





# 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) which very few employees now receive.

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Incentive Scheme Payments	2022	-25.6%	26 (9.8%)	277 (12.4%)
	2021	11.3%	47 (19.0%)	501 (23.7%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Retail Voucher Recognition Scheme	2022	0.0%	52 (19.7%)	394 (17.6%)
	2021	0.0%	182 (75.2%)	1,569 (77.3%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			Disabled	Non-Disabled
Long Service Awards Payments (Legacy scheme closed in 2013)	2022	N/A	0	12 (0.4%)
	2021	0.0%	0	0

# LGBTQ+ PAY GAP

Our position across the career bands is different with the most senior Levels (Band F and Senior Leader) having a median\* pay gap in favour of those who identify as LGBTQ+, whilst Career Bands A – E have a median pay gap of up to 7% the other way.

On a similar trend to other characteristics, we have increased representation in our more junior Career Bands. For example, in Career Band A the percentage of employees who identify as LGBTQ+ has increased from 12% last year to 28% this year and this is part of our plan to build a pipeline of diverse talent for the future.

That, combined with a year on year reduction in LGBTQ+ representation in our most senior Career Level Bands, has resulted in an increase to our overall LGBTQ+ pay gaps: the median gap has increased 3.1 percentage points to 15.5%, and the mean gap has increased 5.4 percentage points to 11.3%.

Career level band	Median LGBTQ+ pay gap <sup>1</sup>		LGBTQ+ representation	
	2022	2021	2022	2021
A	7.0%	0.0%	28%	12%
B	5.1%	2.7%	18%	16%
C	2.3%	4.3%	13%	13%
D	1.7%	3.3%	10%	11%
E	0.7%	-2.1%	11%	11%
F	-18.9%	-8.4%	7%	10%
Senior Leader	-7.0%	-11.5%	12%	20%

BBC Studios LGBTQ+ pay gap	Median	Mean
2022	15.5%	11.3%
2021	12.4%	5.9%

\* See page 11 for a definition of mean and median.

<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+.

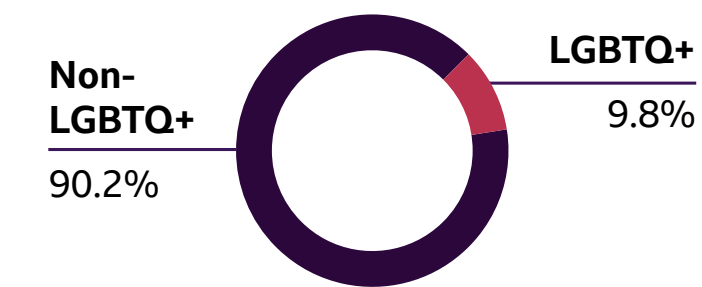
## LGBTQ+ pay by quartile

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)

2022



2021

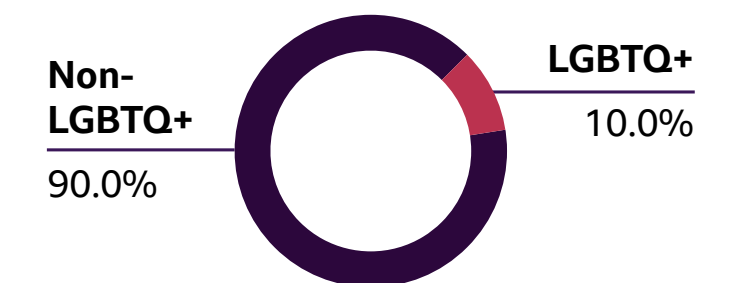


### Upper middle quartile

2022



2021

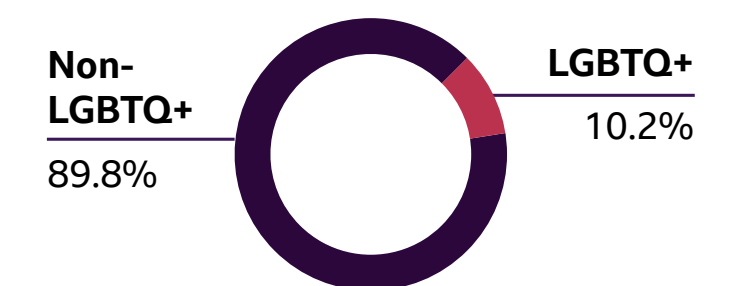


### Lower middle quartile

2022



2021

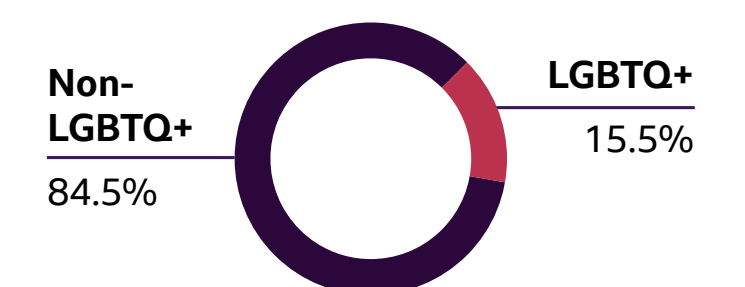


### Lower quartile (the bottom 25% of earners)

2022



2021



# 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) which very few employees now receive.

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Incentive Scheme Payments	2022	-19.9%	31 (10.0%)	267 (12.8%)
	2021	19.1%	57 (21.2%)	470 (23.2%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Retail Voucher Recognition Scheme	2022	0.0%	52 (16.8%)	389 (18.6%)
	2021	0.0%	180 (69.2%)	1,512 (78.4%)

	Year	Median bonus pay gap	Number of employees receiving a payment	
			LGBTQ+	Non-LGBTQ+
Long Service Awards Payments (Legacy scheme closed in 2013)	2022	-126.4%	1 (0.3%)	10 (0.5%)
	2021	0.0%	0	0

# 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.

We focus more on the median gaps in our report as the median is less likely to be distorted by a small number of outliers.



Here We Go

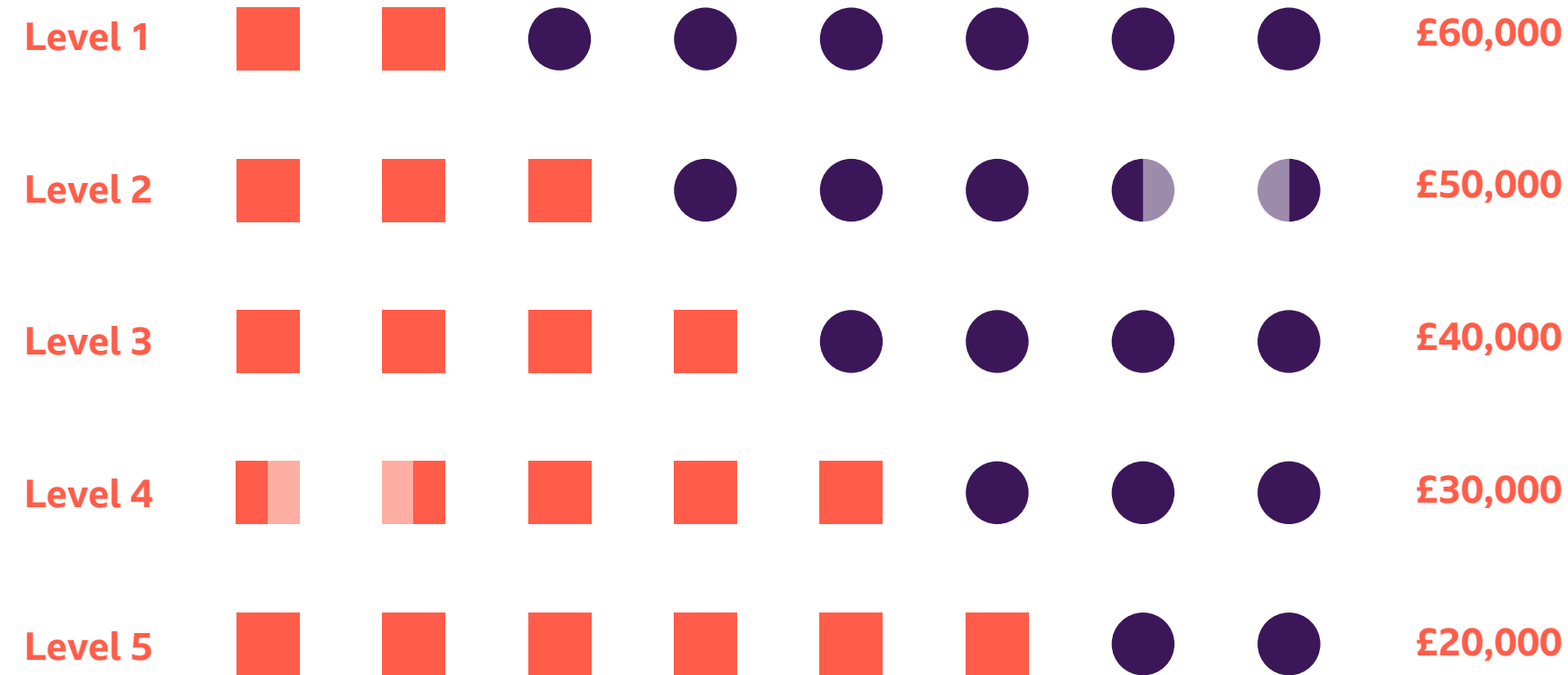
Produced by BBC Studios Comedy Productions

## 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:



■ 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
Mean 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 Limited. The data is based on hourly rates of pay as at the snapshot date of 5 April 2022 and bonus payments paid in the year prior to 5 April 2022 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,**  
CEO, BBC Studios



Jo Jo & Gran Gran  
Produced by CBeebies

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	5.2%	11.5%	70.0%	79.3%	17.0%	28.6%	35.4%	64.6%	29.1%	70.9%	32.7%	67.3%	43.4%	56.6%
BBC Studios Distribution Ltd	9.5%	13.5%	70.4%	35.4%	45.7%	40.1%	40.4%	59.6%	34.7%	65.3%	41.1%	58.9%	47.6%	52.4%
UKTV Media Ltd	20.7%	16.1%	-33.0%	-33.3%	1.7%	2.5%	25.7%	74.3%	32.9%	67.1%	52.9%	47.1%	55.7%	44.3%

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