

OPERATIONAL



This section looks in detail at how the BBC operates: our finances; how we recruit, develop and retain the best people; and how we prioritise environmental sustainability.

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Above:
Behind the scenes of the
BBC's 2024 General
Election night coverage

CHIEF OPERATING OFFICER'S REVIEW

Leigh Tavaziva
Group Chief Operating Officer



Delivering value for all audiences remains at the heart of our operations. This report outlines operational and financial performance over the past 12 months and the outlook as we continue to transform into an agile and fit for the future organisation.

FINANCE

Overall, financial performance in 2024/25 was ahead of expectation in a year of significant transformation.

BBC Group revenue of £5.9 billion was 9% higher than the previous year (2023/24: £5.4 billion). Group revenue includes public service licence fee income, which remains the single largest source of income, other public service external income streams such as grant income and Commercial Group income.

Licence fee income increased year-on-year, totalling £3.8 billion in 2024/25 (2023/24: £3.7 billion), driven by the 6.7% inflationary increase of the price of the licence fee to £169.50. The vast majority of our audiences remain committed to paying the licence fee with 23.8 million licences in force at the end of the year.

BBC Commercial performed well despite a backdrop of challenging trading conditions and a softer advertising market, achieving record sales of £2.2 billion (2023/24: £1.9 billion).

The Group operating deficit improved year-on-year to £132 million (2023/24: £263 million) reflecting the revenue growth in our commercial operations.



Delivering value is at the forefront of our operations as we continue building a BBC for the future.

In November 2024 the National Audit Office (NAO) completed a Value for Money study on the performance of BBC Studios from 2018 to date. This concluded that BBC Studios had succeeded in increasing its returns to the BBC and had adapted to changes in the market, enabling its growth. The report highlighted that, to meet its ambitious future growth plans, BBC Studios would need to significantly grow the size and profitability of its digital services and focus on generating new IP while continuing to exploit existing IP and brands.

We achieved a significantly smaller Group deficit than planned of £112 million for 2024/25 (2023/24: £233m surplus) compared to the forecast deficit of £492 million as stated in the 2024/25 Annual Plan, which reflected an expected exceptional year of transformation activities. The smaller deficit is due to the timing of spend in year as well as an improved licence fee and commercial performance.

We closed the year with group cash reserves of £477 million (2023/24: £559 million). BBC Group net debt including lease borrowings at 31 March 2025 was within our borrowing limit of £3.0 billion, at £1.6 billion (2023/24: £1.6 billion).

In the public service we invested £3.1 billion into public service content - investing more in original British content than anyone else. Content spend is primarily supported by the licence fee, and our current savings and reinvestment plans further enabled investment in high-impact content and digital products in line with strategy.

In 2024/25, the public service delivered new savings of £241 million, taking our total savings achieved since 2022/23 to £564 million, against our target of £700 million by March 2028. Savings include various organisation efficiencies and difficult decommissioning decisions to enable reprioritisation of spend towards premium video content, product and other strategic priorities, in order to maximise the value of the licence fee for our audiences. To support the delivery of these savings plans, in July 2024, BBC public service announced an accelerated voluntary redundancy scheme (AVR) which has assisted with closing and transferring roles across the public service as well as enabling the creation of new roles in growth areas such as software engineering and digital content. Last year we announced a net 500 reduction to public service full time equivalent roles over the two-year period to March 2026.

This was expected to include around 1,200 post closures and an addition of around 700 new positions in areas of strategic focus. At March 2025, we have delivered a net 400 reduction, which includes the closure of around 900 roles. This has helped to enable reinvestment into around 400 new roles including around 200 in our Product team.

At 31 March 2025, the BBC Group employed 21,508 full time equivalent employees (2023/24: 21,918). The average full-time equivalent number of employees during the year also reduced slightly to 21,773 (2023/24: 21,795). BBC Group severance payments for the year totalled £70 million (2023/24: £55 million). See page 61 for our financial report.

PEOPLE AND CULTURE

There is nothing more important than the public's trust in the BBC. Across the year we concluded and published outcomes of investigations commissioned in the wake of historic allegations of serious sexual misconduct in relation to Tim Westwood and Russell Brand. The investigations considered what the BBC knew about their alleged conduct during the time they worked for the BBC and how it dealt with any complaints at the time.

The BBC and BBC Studios take duty of care extremely seriously and, in September 2024, we concluded a review into the complaints made by Amanda Abbington against Giovanni Pernice - upholding some, but not all, of the complaints made. Welfare and support processes are kept under constant review, and enhanced measures were introduced on *Strictly Come Dancing*.

The BBC has sought the return of money paid to Huw Edwards from the time of his arrest, to his resignation on 22 April 2024. Banijay UK, the production company of *MasterChef*, have appointed a law firm to investigate allegations raised against presenter Gregg Wallace.

Ensuring the BBC is a great place to work is central to our Value for All strategy, and it is expected that everyone at the BBC understands and commits to our Values and Code of Conduct. All staff and those who work with the BBC need to have trust and confidence in how important issues are raised and addressed at the BBC, and in October 2024, the BBC Board commissioned an independent review of workplace culture, led by Change Associates. The report, published in April 2025, outlined a series of detailed findings and recommendations which have been accepted in full. Since the publication we have launched a strengthened 'Code of Conduct', introduced a more robust Disciplinary Policy, and have rolled out a new 'Call it Out' campaign. Further work will be completed in 2025/26 in line with the actions shared on publishing the report.

Key headlines for 2024/25

£3,843m

2023/24 £3,660m

Licence fee income

£2,155m

2023/24 £1,859m

Commercial income

£564m

2023/24 £323m

Savings delivered to date

Underpinning our plans to make the BBC a great place to work is the need to reward our people in line with our principles of 'fair', 'clear' and 'competitive' pay. Our median gender pay gap has reduced slightly from last year to 7.6% (2023/24: 7.9%) and our mean gender pay gap increased to 5.7% (2023/24: 5.4%). We continue to monitor our pay gaps closely and do expect to see some fluctuations, reflecting overall movement in our workforce, including apprentice hiring. See page 252 for our full report.

We are committed to creating an organisation where everyone feels they belong. In March 2025, we set out the next phase of our Diversity, Inclusion and Belonging Strategy, bringing together under one strategy both our workforce diversity and creative diversity plans for the first time. We amended our Diversity goals to 50:20:14:25 – 50% Gender, 20% B.A.M.E, 14% Deaf, Disabled and/or Neurodivergent (DDN) and 25% Socio-Economic. Our ambitions now reflect the industry standard DDN classification. This means we have replaced our 12% disability target with a new goal of 14%. We continue to make progress towards our overall ambitions and last year we achieved a 50/50 gender balance at a leadership level. We recognise there is more work to do to build a BBC that is truly representative of the demographics of the UK population, and ethnicity and disability remain a focus for the year ahead. See page 65 for more detail on our workforce diversity.

As at March 2025, we are moving closer to achieving our target of 1,000 early careers and staff Apprentices with a total of 808 Apprentices on placements across 40 different schemes (March 2024: 689). We have outstanding completion rates with 94% of BBC early careers apprentices completing their scheme.

We continue to shift significant amounts of content production, editorial leadership and decision-making away from London and the South East to support the growth of the creative industries across the UK. Over 54% of our public service workforce are based outside of London. See page 44 for more on our Across the UK project.

In March 2025, the Competition and Markets Authority published their findings of their investigations under the Competition Act 1998 detailing infringements involving five companies in the sport production sector. The BBC admitted three infringements relating to the exchange of competitively sensitive information and received a fine of £424,165 which reflected a discount in recognition of our co-operation throughout the investigation and our decision to enter into a settlement agreement. The CMA also closed an investigation into seven companies (including the BBC) in the non-sport production sector without making a finding on infringement. Since the allegations came to light, we have carried out refresher competition law training for colleagues and provided specific guidance and information to staff across the organisation.

Geo-political crises have continued to pose significant challenges and risks to the security of our people. The BBC remains focused on the safety of staff and the continuation of operations and output that provide vital services to audiences around the World. High Risk News Safety Teams have continued to support colleagues in Syria, Sudan, Ukraine and Russia, Israel-Gaza as well as in India and Pakistan. In the last year we have experienced increased threats to the physical and online safety of our staff, in particular to our journalists, with a rise in harassment via social media. There has also been an increase in protest activity at our UK sites, requiring enhanced measures.

TECHNOLOGY

Operationally the BBC is committed to a resilient and high performing technology capability. In 2024/25, we continued to perform well against our key operational performance targets of 99.99% for TV Payout availability, 100% for TV accuracy and 99.95% availability across our Digital Products. Operational excellence allowed us to deliver another year of record breaking content with high levels of broadcast and digital resilience.

With changes in audience viewing behaviours continuing to accelerate, we are adapting to the demands of our audiences in the digital age. iPlayer was the UK's fastest-growing long-form VOD platform in 2024/25 and we had a record year for the number of Weekly Active Accounts. Innovation across our digital estate remains a key area of focus, and technology is helping drive a step-change in the accessibility of our content.

Operational report continued

In addition to our audiences being able to enjoy *Strictly Come Dancing* Live Shows with Audio Description, last year we trialled a Navilens wrapper around the voting QR codes meaning those with visual impairments could vote for their favourite *Strictly Come Dancing* couple.

We continue to harness AI to support our public service mission. Our guiding principles ensure we deploy Gen AI technology in a responsible way, accompanied by effective and informed human oversight. In 2024, we undertook a number of pilots to explore the potential opportunities of Gen AI. Following the success of these pilots, we're working on bringing Gen AI to everyone at the BBC, and have enabled Microsoft Co-Pilot across the BBC. It's vital our staff have the confidence to use Gen AI effectively, responsibly and in line with our values, and, in September 2024, we launched our new AI Essentials Mandatory Training course.

In April 2024, we reached a historic landmark for television with the launch of Freely – the first live TV over broadband service in partnership with other national public service broadcasters. Freely has already achieved an overall UK market share of 60%.

In 2024/25, we undertook significant re-procurement activity in our third-party supply chain, including the award for our Integrated Facilities Management contract. In July 2024 we successfully migrated our payroll and business services to Tata Consultancy Services (TCS). Technology upgrades on a contract with a key strategic partner are progressing and continue to be managed closely.

SUSTAINABILITY

Rationalising our property estate is an important strand of our work to achieve our Net Zero commitment and in the last year we completed the sale of Elstree and exchanged on Caversham with completion expected in 2025/26.

In January 2025, we launched our Net Zero Transition Plan, which details how we intend to be Net Zero by 2050, with our targets approved by the Science-Based Targets initiative. We have made significant progress in reducing our operational emissions, with 29% reduction against our base year - achieved through a targeted set of initiatives against our fossil fuel and electricity consumption, including upgrading and exiting property.

Emissions from our value chain have increased by 3% against our 2019/20 base year, but have reduced by 4% year-on-year. See page 70 for our detailed sustainability report.

The reports provided over the following pages give further insight into the BBC Group performance over the past 12 months, demonstrating how we allocate finances and resource and how we intend to go further and faster to build a BBC for the future.

On behalf of the whole Executive Committee, I would like to thank all of our employees, freelancers and contributors, each of whom play a vital role in providing value for all audiences and help to make the BBC a great place to work.



Leigh Tavaziva
Chief Operating Officer
27 June 2025



Conductor Elim Chan and Pianist Isata Kanneh-Mason at the First Night of the Proms 2024

Our finances

OUR FINANCES

This section provides detail of our financial performance over the past year.

LICENCE FEE INCOME

This year, we collected £3,843 million of licence fee income, an increase of £183 million year-on-year driven by the licence fee price increase to £169.50 from April 2024. Inflationary increases are set by the Secretary of State for Culture, Media and Sport (DCMS) with the increase of 6.7% being in line with the September 2023 inflation rate, however lower than the annual inflation rate usually applied to the licence fee. This followed two years of frozen pricing putting additional pressure on our cost base.

Our audiences remain committed to paying the licence fee with 23.8 million licences in force at the year end (2023/24: 24.1 million).

Further detail on licence fee income can be found in Note B2 of the financial statements.

LICENCE FEE COLLECTION

Effective financial management is a key part of the BBC's unique relationship with our audiences. This includes spending the licence fee efficiently and collecting a television licence fee from everyone who is required to purchase one.

The collection of the licence fee is underpinned by a legal requirement to buy a licence if watching or recording programmes as they are being shown on any TV broadcast service; viewing live streams via an online TV service; or by downloading or watching programmes on BBC iPlayer (live, catch-up or on-demand).

The BBC has a number of contractual arrangements covering the collection, administration and enforcement of the licence fee, marketing, payment channel management and retail networks. The majority of the administration is conducted by Capita Business Services Ltd with contracts in place until 2027.

We offer a variety of payment methods including in-store, by telephone and online. We continue to support those suffering severe financial hardship by offering the Simple Payment Plan, a flexible payment scheme that spreads the cost of the licence fee over 12 months. Free TV licences funded by the BBC are available to anyone aged over 75 who is in receipt of Pension Credit*.

The current collection method remains fair, effective, and good value for money. As we approach the end of the Charter, we will proactively research how we might reform the licence fee to secure the benefits of a well-resourced, universal BBC of scale for the long term.

LICENCE FEE STATEMENT

We prepare an annual licence fee revenue statement, which is audited by the National Audit Office (NAO) on behalf of the Comptroller and Auditor General. This statement sets out the amounts collected and paid over to HM Government during the year. Alongside their audit work, the NAO examines our collection arrangements and reports on them to Parliament. More on the licence fee revenue statement can be found at: www.tvlicensing.co.uk/about/bbc-trust-statement-AB21.

How we collect and use the licence fee

The way in which the BBC is funded places significant responsibilities on the organisation:

- to ensure effective and efficient collection of the licence fee;
- to maximise funding from other sources in a manner consistent with the terms of its Charter and other obligations;
- to provide value for money by focusing expenditure on the programmes and services the public most want from the BBC; and
- to ensure that the output is then delivered as cost efficiently as possible.

* Licence holders who are over 75 and a resident in an Accommodation for Residential Care scheme with Preserved Rights are also eligible for a free licence. For the Crown Dependencies, equivalent arrangements were put in place, starting from 1 January 2021, based on local benefits.

BBC Group Income Statement

Income statement	Defined as	2024/25 £m	2023/24** £m	Significant activity
Licence fee income	Total of licence fees collected	3,843	3,660	CPI inflation (6.7%) from April 2024 partially offset by 1% decline in total licences
Other income	Commercial and grant income	2,057	1,729	Record Commercial income driven by wholly-owned BritBox International and consumer products
Total income		5,900	5,389	
Operating costs	Cost of producing all content and running the BBC	(6,032)	(5,652)	Increase in public service content spend driven by major sports events and commercial growth investment
Group operating deficit		(132)	(263)	
Share of results of associates and joint ventures	Share of the profit of businesses where we control 50% or less	5	29	Reduction driven by in-year disposal of New Video Channel America (BBC AMERICA)
Other gains and losses	Gains and losses from movements in financial instrument and disposals of assets or operations	23	213	2023/24 includes the deemed disposal of 50% shareholding of BritBox International following the acquisition of the remaining shareholding, resulting in a gain of £206 million
Net financing income	Income earned or incurred relating to financial instruments and pension assets and liabilities	(19)	13	Decline driven by increase in net interest paid on net debt and pension plan liabilities, partly offset by movements in the fair value of financial instruments
Taxation	Net tax credit for the year	11	241	High-end television tax credits are offset by corporation tax changes; 2023/24 also includes a historical tax rebate, amounting to £137 million
Group (deficit)/surplus for the year		(112)	233	

** Comparatives have been restated to reflect the finalisation of the accounting for the acquisition of BritBox as permitted under IFRS 3 *Business Combinations*. See note C1 for further details.

Our finances continued

5% increase in licence fee income
£3 billion spend on public service content spend
Public service overhead within 5% of controllable spend

OTHER INCOME

Our licence fee income is supported by other income streams including income generated by BBC Commercial and external sources. In 2024/25, other income totalled £2,057 million (2023/24: £1,729 million).

BBC Commercial, including intra-group transactions, achieved record revenue of £2,155 million in 2024/25 (2023/24: £1,859 million), driven by growth in the now wholly-owned BritBox International and in consumer products, with the licensing of the Bluey brand in particular.

The Foreign, Commonwealth and Development Office (FCDO) continues to invest in the BBC World Service with grant income totalling £104 million in 2024/25 (2023/24: £104 million). The Autumn Budget 2024 confirmed 2025/26 grant funding will increase to £137 million to enable us to continue supporting BBC World Service language services and English-language broadcasting.

BBC GROUP DEFICIT

In 2024/25, the BBC Group delivered a deficit after tax of £112 million. The Group deficit follows a surplus of £233 million in 2023/24 which included two unique significant gains, a net tax credit and the deemed disposal of our 50% shareholding of BritBox International following the acquisition of the remaining shareholding. BBC Group operating deficit has improved year-on-year to £132 million (2023/24: £263 million) which reflects the growth in our commercial operations.

The 2024/25 deficit is driven by both content investment and a year of planned transformational costs to help deliver Value for All strategies. Our Annual Plan for 2024/25 forecast a deficit of £492 million, which included one-off costs of change and utilisation of our cash reserves. During the year, however, the strong licence fee and commercial performance, along with careful control of spend has reduced the deficit to £112 million, with some spend being rephased to 2025/26.

Our public service spend remains focused on content and services for our audiences with £3,089 million spent on content across our services in 2024/25, an increase of 4% year-on-year, driven by a number of major sports events in-year and investment in digital platforms. Detail of our public service broadcasting expenditure can be found on page 64.

Our current public service savings and reinvestment plan will enable continued investment in high-impact content and digital products to improve user experience, as well as helping to manage the impact of the licence fee settlement and inflationary cost pressures. This year we delivered new savings of £241 million towards our target. We have delivered £564 million total savings since 2022/23, with the ambition to achieve annual recurring savings in excess of £700 million by March 2028. Savings have been achieved through operational efficiencies and decommissioning decisions to enable reinvestment in new content and services for our audiences.

Our Commercial business continues to make strategic investments in organic growth to drive revenue and profits, which in turn generates financial returns to the BBC Group, maximising the value of the licence fee for audiences. BBC Commercial remains on track to meet its five-year returns to the BBC commitment of £1.5 billion by 2027/28. More information on our commercial performance can be found on page 76.

CASH AND NET DEBT

BBC Group cash reserves at 31 March 2025 were £477 million (2023/24: £559 million) of which £369 million is held by the public service (2023/24: £361 million). The planned drawdown of public service cash reserves in 2024/25 has been mitigated through early delivery of savings and tightly controlled spending in year with some spend now forecast in 2025/26. Our strong financial management will enable further investment into Premium Video and digital products, whilst ensuring sufficient reserves to manage the timing of cash flow for day-to-day operations.

BBC Group net debt including lease borrowings at 31 March 2025 was £1,616 million (2023/24: £1,644 million), well within our borrowing limit of £3,000 million, which includes £2,200 million specifically for leases. Borrowing limits are set by the Secretary of State for Culture, Media and Sport in accordance with the agreement between the BBC and DCMS.

Further detail on our borrowing can be found in Notes G2 and G3 of the financial statements.

PENSION COSTS

We continue to review the shape of our future pension provision offer with the aim to provide an offering that is financially sustainable, fairer and more consistent for our employees (both now and in the future). In May 2023, we asked the High Court for clarification on an amendment rule in the defined benefit BBC Pension Scheme (the ‘Scheme’) to clarify what options for change might be available. In July 2024 the Court of Appeal upheld the High Court’s 2023 ruling that the amendment rule cannot be used to make significant changes to future service benefits. We are now considering next steps as part of our pension review. There will be no changes to benefits built up to date and we will work with the Trade Unions in shaping our future pension provision. Any proposals for change would be subject to consultation with employees.

The most recent triennial actuarial valuation of the Scheme showed a funding surplus of £296 million on a technical provisions basis as at 1 April 2024. The valuation was brought forward a year as the 2023 interim update showed a funding level of 101%, the first time the Scheme had been in surplus for many years. The Scheme Trustee agreed the next formal actuarial valuation will be performed no later than as at 1 April 2026.

The actuarial valuation uses a range of financial and demographic assumptions to appraise the Scheme’s assets and liabilities. This assessment is required by law to ensure the Scheme is adequately funded to meet its liabilities going forward. In light of the improved funding position, future service costs have been reduced from 30.0% to 22.7% of pensionable salaries, with a lower rate of 18.3% applicable until 1 April 2026, and any other deficit recovery contributions have been removed. The new Schedule of Contributions agreed with the Scheme provides for an employer contribution of £125 million to be paid to the Scheme by the earlier of 1 July 2027 and the date on which the 2026 valuation is completed, unless a replacement Schedule of Contributions has been put in place that does not require it. This provision is designed to help protect the Scheme against the risk of reversal of the recent improvement in the funding position.

Accounting standards (IAS 19 Employee Benefits) require an annual accounting valuation of the pension scheme. At 31 March 2025, the scheme was revalued for accounting purposes at a surplus of £868 million (2023/24: £121 million deficit) driven by a net gain on scheme assets. The accounting valuation provides a 'snapshot' at the year end and is therefore sensitive to short-term market fluctuations. The accounting valuation often presents a more favourable funding position compared to the actuarial valuation due to the discount rates used – however, the accounting valuation does not impact the cash cost of recovering the actuarial pension scheme deficit and pension benefits for members.

TAX STRATEGY

We are committed to paying the right amount of tax at the right time in all the jurisdictions in which we operate, including but not limited to employment tax, VAT, and corporation tax. We recognise the importance of paying the right amount of tax for the communities in which we operate and take our tax compliance obligations seriously.

We manage our tax affairs within the framework of the tax legislation for the UK and the other jurisdictions in which we operate. The BBC has a low tolerance to tax risk, as demonstrated by our attitude to tax planning and governance. Our assessment of tax risk considers not only the financial amount at stake, but also the reputational consequences of the matter in question. The political, legislative, and reporting environment is becoming increasingly complex across a number of key territories around the world.

The Group is in the scope of the Pillar 2 global minimum tax rules from 2024/25. These apply a minimum 15% effective corporate income tax rate in every profitable country with any top-up liability payable in the UK. Current tax would include the Group's charge for any Pillar Two income taxes. However, based on assessments of the Group's performance and the exemptions that are available a material tax charge for the year should not be required and any tax charge is likely to be trivial or zero. From an accounting policy perspective, the Group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 'Income Taxes' issued in May 2023. It is likely that the cost of compliance will be significantly higher than any top-up tax payable.

We publish our tax strategy in accordance with the Finance Act 2016, which can be found on our website: bbc.co.uk/aboutthebbc/documents/bbc-tax-strategy-2025.pdf.

Public service broadcasting expenditure

The table below illustrates how licence fee funds have been spent during the current and prior year, including the Charter requirement for the BBC to report on expenditure on the UK Public Television Services by genre (as defined in accordance with industry standards). Total content spend represents the cost of making content across BBC services. Total service spend represents the full cost of producing, supporting, and delivering BBC content to audiences.

PSB expenditure

	2024/25 £m	2023/24 £m
News and Current Affairs	324	321
Factual and Learning	251	271
Arts and Music	32	34
Film and Drama	411	391
Entertainment and Comedy	224	241
Sport Production	92	67
Children's*	21	92
Other television content spend	464	330
Television services by genre	1,819	1,747
Radio	491	507
Online*	278	239
Content spend on services by platform	2,588	2,493
Orchestras and performing groups	32	29
S4C (service spend)	22	22
Development spend	109	91
BBC World Service grant	104	101
BBC World Service Operating Licence**	234	233
Other service spend	501	476
Total content spend	3,089	2,969
Distribution costs	197	208
Content and distribution support	451	482
General support	191	165
Total service spend	3,928	3,824
Licence fee collection costs	166	145
Other obligations (S4C)	95	89
Monitoring	7	10
PSB Group pension deficit reduction payment	8	41
Costs incurred by PSB to generate non-licence fee income	230	209
Restructuring costs	84	30
Total PSB Group expenditure	4,518	4,348
Items reported outside of operating expenditure***	(69)	(55)
PSB Group operating expenditure	4,449	4,293

* The decrease in expenditure on children's content is due to a change in accounting estimation rather than a reduction in cash investment. From 1 April 2024, the cost of children's programmes are recognised over the estimated average contract period to better reflect children's consumption patterns. Without this estimation change, in 2024/25 expenditure on children's television content would have been £94 million and online spend would be £288 million. See note E for further details.

** The BBC World Service Operating Licence includes distribution spend of £37 million (2023/24: £37 million). A total of £262 million was spent on the BBC World Service Operating Licence in 2024/25 when including content, distribution and general support costs (2023/24: £265 million).

*** In order to reflect the full cost of the PSB Group expenditure by service, certain costs are included above, which are reported outside of operating expenditure (i.e. finance lease interest).

Our people

OUR PEOPLE

Building a great place to work, where the best people do their best work

OUR CULTURE AND PEOPLE EXPERIENCE

We are building a BBC where the very best people can do their best work. In 2024/25, we sustained our highest-ever employee engagement score of 64% with 75% of staff recommending the BBC as a great place to work. Glassdoor UK, in February 2025, showed BBC ratings for Culture & Values, Work/Life Balance, and Career Opportunities exceeded the industry average by 10% and voluntary attrition remains low across the BBC Group at 3.8%. Our consistent enterprise-wide efforts are delivering positive results, but there is more to work to do as we focus on embedding a culture that reflects our values.

In April 2025, an independent Workplace Culture Review confirmed the BBC does not have a toxic culture but recommended improvements to raise expectations around behaviour, trust, and values. The BBC accepted all recommendations in full and we have taken immediate action including launching a strengthened BBC 'Code of Conduct', introducing a more robust Disciplinary Policy, rolling out a new 'Call it Out' campaign, raising production partner standards, introducing new BBC pledges for anyone raising concerns, and launching a new 'Raising Concerns' intranet hub. A two-year implementation programme is now underway to embed long-term change and make a difference to everyone's experience of working at the BBC.

We continue to see elevated levels of complaints following the implementation of improved advice and briefing on how to raise concerns, and we are working hard to foster a world-class people experience and a positive supportive environment. Over the last year we have continued to evolve our formal processes and strengthen our Support at Work function which deals with formal grievances and allegations of bullying and harassment, investing in resources in case management in line with recommendations from the Non-Editorial Complaints review published February 2024, to ensure our staff can raise concerns and receive support.

Ongoing efforts have focused on continuing to embed 'Respect at Work' and promoting our BBC Values and in May 2024 we introduced mandatory sign-up to the BBC's 'Code of Conduct'. In October 2024, we launched new guidance on raising concerns and the prevention of the Abuse of Power and enabled multiple routes for the reporting of behavioural concerns, actively promoting a speak-up culture supported by improved resources and governance.

In November 2024, we strengthened the support we provide to managers through piloting of a 'resolution first' approach to resolving workplace conflict early.

In February 2025, BBC Content introduced Respect at Work and Raising Concerns refresher sessions, training 378 leaders and staff and 144 presenters, clarifying expectations of behaviour and signposting how to raise concerns. The BBC has also continued to play a key role in supporting the Creative Industries Independent Standards Authority (CIISA), by providing development funding, helping establish industry standards, participating in key working and steering groups, and requiring TV producers to follow these standards to tackle bullying and harassment in the creative industries.

A new Wellbeing Team led by a Consultant Clinical Psychologist has been introduced to support the unique demands of a content-making and newsgathering organisation and BBC public service mandatory training compliance rates are at 98.4% as at March 2025.

Enhancing our culture and people experience remains a strategic priority for the year ahead. We will work hard to ensure the BBC is a place where everyone feels inspired and enabled to do their best work and is trusted by audiences for doing so.

ORGANISATIONAL TRANSFORMATION TO BUILD A BBC FOR THE FUTURE

We are modernising how we work to remain responsive, efficient, and audience-focused, and across the last year HR has supported strategic workforce changes aligned with our Value for All strategy. BBC News progressed its digital-first transition, announcing new editorial structures, directorates, and multiplatform teams. BBC Nations launched a Leadership Development Framework that has reached more than 600 leaders through coaching, mentoring, and immersive learning, and BBC Content has equipped over 1,890 leaders and staff with essential Inclusion training.

Our 'myConversation' approach - meaningful twice-yearly career conversations between employees and their line managers linking feedback, development, and pay - achieved a 98.8% completion rate this year. And for the first time, pay progression - how we make sure our people move through their market informed job pay range and are recognised for their contribution - was tied to completion reinforcing the importance of accountability and values-based leadership.

Our change agent network has continued to shape our transformation efforts right across the organisation. The network harnesses internal and external expertise to champion pan-BBC campaigns and serves as a vital listening group to support leaderships teams and surface insights, to enhance the BBC's adaptability and learning.

CASE STUDY

Staff Apprentice – Molly Temple

Molly is a Senior Talent Acquisition Advisor based at BBC Belfast. She recently completed a Level 3 Data Driven Professional apprenticeship equipping her with key skills for her role. "Data has become so important. It allows us to spot trends, issues and make correct hiring decisions." After gaining a distinction, Molly noticed the impact the apprenticeship had on her confidence. "Before I would have avoided tasks that involved working with data, whereas now it's something I really enjoy. I have even started a Level 4 Data Analyst apprenticeship to become even more data-centric within my role. I'm excited to see what the future holds!"



We have also continued to enhance our digital HR services, achieving 96% compliance with our automated declaration of personal interests process. Staff can now independently update their demographic records, while our newly launched Freelance Payment Portal empowers freelancers to manage bookings and claim payment with over 84,000 payments having been claimed since launch.

In 2024/25, 84% of actions to generate new staff contracts were processed within one working day and we've made critical enhancements to our Team Leader dashboard making people data even more accessible.

Our people continued

These optimisations are helping the BBC to streamline processes, deliver an outstanding employee experience and build an insight-led culture that supports performance and drives informed decision-making.

A CULTURE OF BELONGING WHERE EVERYONE CAN THRIVE

Each year, we set out in detail through our workforce diversity and inclusion and equality information report, information about the diversity of our workforce across a range of different characteristics, broken down by various categories including job families, grade bands, contract type and length of service. Full information can be found online alongside this Annual Report, setting out our overall performance for the year ending 31 March 2025, and the key activities and their impact on enhancing an inclusive culture and a sense of belonging for all.

In March 2025, we launched the next phase of our Diversity, Inclusion and Belonging Strategy, aligning workforce and creative diversity goals and plans through to December 2027 and the new Charter period. Our focus on belonging aims to create environments in which all our staff can thrive, underpinned by our mission statement: ‘You belong at the BBC because the BBC belongs to you’.

We have reaffirmed the goals in our new strategy to focus on i) women, ii) Black, Asian and minority ethnic, iii) deaf, disabled, and/or neurodivergent, iv) working-class background. We have made good progress against our workforce diversity goals achieving leadership gender parity and appointing 122 people this year through our award winning Extend programme, which ringfences roles for disabled people which can include those who identify as deaf and/or neurodivergent. In November 2024, our Extend outreach campaign won Campaign of the Year at the Recruitment Marketing Awards.

We recognise there is more work to do, particularly for disabled staff and staff from a working-class background. To align with industry best-practice, from next year we will be reporting against our new goal that measures the combined total of deaf, disabled and/or neurodivergent staff and we have expanded this workforce goal to 14%.

To create a more inclusive workplace, work is already underway to ensure workplace adjustments are delivered in the most efficient and timely manner, and we have continued to roll out staff training on everyday practices to create more inclusive environments for everyone. We have also begun a full review of our policies to ensure we explore all opportunities for inclusive practices.

We now have the highest ever number of people engaged in our nine thriving staff networks with a collective membership over 13,800*, and this year we officially launched the BBC Jewish Staff Network and BBC Salaam further supporting our staff with a shared sense of belonging and allyship. These networks have run a number of events including masterclasses, career talks and panel discussions about our diverse content, menopause support talks, and our ReThink Disability Festival. In parallel, over 1,400 leaders have completed Inclusive Leadership training, with new performance measures introduced to assess how leaders create inclusive environments.

We have also continued to invest in ambitious creative diversity commitments to increase diversity and inclusion within programme making teams, and to ensure that the stories told on-air are authentically reflective of audiences across the UK. In September 2024, we committed to investing a minimum of £80 million annually in content that meets BBC’s creative diversity criteria, and we have raised representation targets for TV production teams across ethnicity, disability, and socio-economic diversity from 20% to 25% across all production roles. We also published new Inclusive Production Principles designed to foster an inclusive culture on each and every production.

We are committed to our ambition that everyone who engages with the BBC should feel that they belong.

* Some staff may be members of multiple networks and groups, the figure provided does not represent the total number of unique individuals.

i Detailed data on these and other characteristics, including divisional breakdowns, can be viewed at: bbc.co.uk/aboutthebbc/documents/equality-information-report-2024-25.pdf.

CASE STUDY

Early Careers Apprentice – Archie Farmer

Archie completed his Level 5 Journalist apprenticeship in June 2024. “I always had a passion for storytelling, presenting my own community radio show at age 15 but as a working-class boy in Plymouth, attending my local comprehensive, I knew opportunities to do a media-based apprenticeship were rare.” When an apprenticeship was offered at BBC South West, Archie jumped at the chance to gain on-the-job journalism skills and an NCTJ Diploma. On completion, he secured an online journalist role, sourcing and writing local stories and won Highly Commended, Higher Apprentice of the Year in the National Apprenticeship Awards – a first for a BBC apprentice.



Pan-BBC – All staff and leadership: 31 March 2025

Characteristic	Workforce	March 2025	March 2024	Goal
Women	All Staff	50.6%	50.4%	50%
	Leadership*	50.0%	49.1%	
Black, Asian and minority ethnic	All Staff	17.7%	17.2%	20%
	Leadership*	13.9%	14.4%	
Disability	All Staff	9.8%	9.3%	12%
	Leadership*	8.2%	8.0%	
Low Socio-Economic Background (household occupation metric)	All Staff	20.8%	20.8%	25%
	Leadership*	19.8%	19.3%	

* Bands E+

PEOPLE ATTRACTION AND DEVELOPMENT

Our approach to talent is holistic - spanning early careers, leadership, skills for the future, and representation from across the UK. Our specialist Talent Acquisition teams support hiring across all BBC divisions and also prioritise internal mobility and capability-building.

In 2024/25, we hired 265 new apprentices (69% outside London), with a record 971 apprentices on scheme by December 2024. 77% of early careers completers were retained by the BBC. Diversity amongst early careers apprentices remains strong: 64% female, 31% from minority ethnic groups, 18% with disabilities, and 21% from working-class backgrounds. We are on track to welcome our largest-ever early careers intake in September 2025 - around 300 apprentices across 28 programmes.

97% of apprentices report satisfaction with their BBC experience, and the programme has received multiple awards, including Top 50 Apprentice Employer; Multicultural Creative, Media and Marketing Employer of the Year; and fifth place in the Times Top 100 Graduate Employer list.

To support future talent pipelines, we delivered over 30 'Get In' taster work experience days to over 360 students in 30 BBC locations and visited 100 schools. We also expanded our flexi-job apprenticeship agency, placing apprentices into independent production companies, and transferring unspent levy funds to support apprentices in SMEs in creative sectors.

The BBC Academy delivered more than 30 national training events, reaching over 21,000 people in person and online. Flagship initiatives included:

- Fusion – showcasing best practice in AI, big data, and storytelling (7,500+ attendees);
- Production Unlocked – supporting the UK freelance production sector;
- Young Reporter – engaging more than 10,000 16–19-year-olds, many from underrepresented communities.

We have put 'Enterprise Leadership' at the heart of our organisational culture. Enterprise Leadership is a mindset as well as a set of behaviours and actions that promotes enterprise-wide thinking, helping everyone at the BBC to think organisation-wide and put our Value for All strategy first. We have built an industry-leading Enterprise Leadership development offer, for first time managers through to senior level leaders. This year, over 250 leaders completed leadership courses, and over 950 participated in workshops focused on Inclusive Leadership, Coaching and Performance. Our internal coach network also supported 63 leaders with tailored development.

BBC ACADEMY AND BBC STUDIOS LEARNING AND DEVELOPMENT

Reach	2024/25	2023/24	2022/23
Total training completions*	123,141	100,876	88,146
BBC staff who completed one or more course	98%	91%	79%
Total learning and development hours	193,275	189,458	185,209
Number of learning and development days per EFT	1.3	1.2	1.2
Value for money	2024/25	2023/24	2022/23
Training delivery spend (£m)**	£11.76	£11.98	£12.3
Learning and development cost per EFT***	£555	£549	£553

Training data and EFT figures are BBC-wide, including PSB, BBC Studios and other commercial subsidiaries.
* Total individual face-to-face, virtual classroom and online completions.
** Total BBC Academy and BBC Studios training delivery spend excluding major projects.
*** Total BBC Academy and BBC Studios training delivery spend divided by total EFT.



CASE STUDY

Staff Apprentice – Stefan King

Stefan is a Commercial, Rights and Business Affairs Executive based in London. He has Athetoid Cerebral Palsy. Stefan recently completed a Level 7 Data Science and Artificial Intelligence (AI) apprenticeship, gaining the skills he needs to be part of a digital-first BBC. "I have been at the BBC for 18 years and interested in AI since it first emerged, keeping up-to-date with developments by attending conferences. When the opportunity to do an AI apprenticeship came up at the BBC, I knew this was the perfect next step to expand my skillset. I now feel well-equipped to take full advantage of future AI opportunities in the BBC."

Human rights, modern slavery, anti-bribery

We are committed to respecting the human rights of all those who work for or with us. Our Terms of Trade require any suppliers we work with, and any subcontractors they use, to adhere to the codes of practice published by the Equality and Human Rights Commission and the Equality Commission Northern Ireland. In addition, suppliers, and subcontractors, are required to abide by our Code of Ethical Policy. The full code can be found here: downloads.bbc.co.uk/supplying/pdf/BBC_Ethical_Policy.pdf.

We recognise the need to prioritise tackling the most severe human rights abuses, including modern slavery. We abide by the Modern Slavery Act 2015 and publish our Modern Slavery Statement in accordance with this. The full statement is available at: bbc.co.uk/aboutthebbc/documents/bbcmsa2025.pdf.

We are committed to a zero-tolerance approach to bribery and corruption. We expect all of those representing the BBC to abide by the BBC's Anti-Bribery Code of Conduct. The full code can be found here: downloads.bbc.co.uk/foi/classes/policies_procedures/anti-bribery-policy.pdf

Non-Financial and Sustainability Information Statement

We acknowledge the non-financial reporting requirements of the Companies Act 2006 and have disclosed relevant associated information throughout the strategic report. For ease of reference, information relating to the five matters covered by the regulation can be found on the following pages: environmental sustainability (page 70 and 255); our people (page 65 and 250); human rights, modern slavery, anti-bribery (to the left). Further information can also be found in our business model (page 82), our principal risks (page 108) and our non-financial performance (throughout the strategic report).

Our people continued

RAISING A CONCERN AT THE BBC

The majority of concerns raised by staff will be addressed by the BBC Grievance Policy or the BBC Anti-Bullying and Harassment Policy. We have a range of ways that employees and those working with the BBC can raise concerns directly and in confidence via line management, staff networks, trade unions as well as direct to specialist teams via telephone and online submissions.

Whistleblowing allegations, also known as ‘Protected Disclosures’, can be made by anyone with genuine concerns about serious malpractice at the BBC. Concerns that can be raised via the BBC’s Whistleblowing policy include:

- Matters that present a risk of serious harm, financial loss or legal liability on the part of the BBC, or may otherwise bring the BBC into serious disrepute
- Malpractice in the affairs of the BBC, including for example, misuse of power and corruption (e.g. nepotism, abuse of an undeclared conflict of interest), and bribery
- Serious editorial malpractice (above and beyond normal editorial disagreements) or other acts or omissions amounting to serious professional malpractice
- Safeguarding concerns about a child or young person (i.e. a person aged under 18) or a vulnerable adult

The BBC’s Whistleblowing Policy enables the anonymous reporting of serious allegations in an appropriate and effective way, including:

- via the Whistleblowing Team via the Divisional Director of Quality, Risk and Assurance
- via the Whistleblowing Champion on the BBC Board; Nicholas Serota was the Whistleblowing Champion to 2 April 2025, when he was succeeded by Chris Jones.
- via our external independent third-party provider Navex Global, either online or through their dedicated reporting line available in 37 different languages

In addition to the whistleblowing process, we have an internal employee relations route, a grievance process to raise concerns, and various bespoke solutions to ensure that our employees are protected with processes that feel fair, transparent, and consistent.

This year, we have also introduced a Resolution First pilot in Scotland following a comprehensive diagnostic and development process for managers and staff, to transform culture in delivering a resolution approach to conflict. Working with an external partner, we have enhanced measures to support early resolution and promoting fair, safe, and inclusive dialogue through mediation, coaching and facilitation.

This sits alongside formal processes, which we continue to evolve in line with our obligations under the Worker Protections Act and actions relating to our ongoing reviews of our processes for continuous improvement.

2024/25 has seen an increase in complaints raised following implementation of improved advice and briefing to all on how to raise concerns, and there have been a number of high-profile cases, which have been investigated and findings and reports published externally. We have invested in resources in case management in line with recommendations from the Non-Editorial Complaints review and are also investing in significant additional resources to manage the increased case load and to speed up our ability to conclude cases as quickly as possible, delivering a fair process and appropriate outcomes.

VOLUME OF INTERNAL COMPLAINTS
Complaints made and investigated

	2024/25	2023/24
Bullying and harassment Grievance complaints notified either direct to HR, via a grievance being raised, or via the confidential bullying and harassment helpline. * Calculation based on a seven-day week	46 formal cases • 1 sexual harassment • 45 bullying and harassment • 21 closed • 23 ongoing • 2 withdrawn Average time to close case: 119 days*	50 formal cases • 4 sexual harassment • 46 bullying and harassment • 24 closed • 24 ongoing • 2 withdrawn Average time to close case: 101 days*
Whistleblowing cases Whistleblowing allegations are received either via Navex Global, who manage an independent whistleblowing hotline on our behalf, via senior management, including a designated non-executive director, or directly to the Investigations teams.	82 cases received via the various BBC whistleblowing mechanisms and triaged, 21 of which were accepted as reaching the whistleblowing threshold. • 26 whistleblowing cases concluded, (including 18 brought forward from 23/24, of which 3 were brought forward from 22/23) • 10 (of 26 closed) upheld or partially upheld • 6 unsupported • 10 not upheld • 13 ongoing Average time to close case: 113 days*	53 cases received via the various BBC whistleblowing mechanisms and triaged, 22 of which accepted as reaching the whistleblowing threshold • 22 whistleblowing cases concluded (including brought forward from 22/23) • 13 (of 22 closed) upheld or partially upheld • 1 unsupported • 8 not upheld • 18 ongoing Average time to close case: 160 days*

* Calculation based on a seven-day week. Closure times reported in 2024/2025 include: Whistleblowing Assessment, Triage and Investigation case types. In 2023/2024 the average only included Whistleblowing Investigation case times

WHISTLEBLOWING POLICY

Whistleblowing is key mechanism to identify and address potential malpractice. The BBC commits to protect those who raise concerns from unfair treatment as a consequence of speaking up.

There has been a 55% increase in submissions in 2024/25 (82 cases compared to 53 cases submitted in 2023/24).

The expansion of the Whistleblowing policy's remit to include serious editorial malpractice has shown to be a significant factor in this increased reporting with editorial cases accounting for 34% of the increase in caseload (and 12% of overall caseload) in 2024/25 (10 cases). This year-on-year increase in reporting is primarily due to increased awareness but also indicates increased trust in the BBC Whistleblowing function to resolve concerns appropriately and expeditiously. In a departure from the trends of the two previous years, the most prevalent category of concerns reported in the 2024/25 was bullying and harassment, comprising 18% (15 cases) of all cases. This was followed by the category of sexual abuse, harassment, and exploitation at 17% (14 cases). Six reports of misuse of power and corruption were made in 2024/25, down 14% from seven reports in 2023/24.

The apparent willingness to report sexual harassment within the organisation presents an important opportunity to strengthen our procedures and processes to safeguard our colleagues in accordance with The Worker Protection Act 2024, which came into effect in October 2024. Our priority continues to be to act quickly and robustly on receiving such reports to allow preventative action against sexual harassment in the workplace to be implemented.

The average case closure time for all matters closed during the relevant period has seen a reduction over the previous 12-month period. Of all the cases closed in 2023/24 the average time taken to conclude these matters was 18.2 weeks (127 days). Matters closed in 2024/25, were concluded in 16.1 weeks (113 days) on average, an 11% reduction on the previous year. This can be attributed to the significant work done to streamline processes and enhance resource and resilience within the function. The percentage of reports made anonymously remains consistent year-on-year and indicates an opportunity to further build trust in the security of the confidentiality afforded to reporters.

The Whistleblowing team has continued to drive strategic initiatives to build awareness, understanding and trust including to raise the profile and professionalism of 'speak up' channels across the broadcast and media industry through the cross-sector initiatives with peer organisations. This is being further developed to broaden the internal BBC Whistleblowing marketing strategy, including specific training input aimed at managers and increasing trust and confidence in the process. Moving forward, the process for whistleblowing concerns raised on editorial matters will be the streamlined and simplified to ensure it remains beneficial and accessible to all interested parties. Independent third-party quality assurance of whistleblowing investigations continues on a quarterly basis, with serious editorial malpractice cases now being included in the assurance sample. Assurance outcomes are reported to the Audit and Risk Committee and to the Editorial Standards and Guidelines Committee for relevant cases to ensure comprehensive oversight by all relevant senior stakeholders.

Upheld: A case will be classified as upheld when on conclusion of the investigation evidence of the allegation, which falls under the parameters of one of the five strands of protected disclosure, is proven either in full or part

Not upheld: A case will be classified as not upheld when, on conclusion of the investigation, no evidence has been forthcoming to prove the allegations; or, evidence to the contrary has been obtained thereby disproving the allegations

Unsupported: A case will be classified as unsupported when there is insufficient evidence to prove the allegations but findings, as far as they have been able to be pursued, point to some evidence of the allegations having substance. This may be due either to unwillingness to disclose further information by the whistleblower, or limitations around available data, or tangible evidence to uphold the allegation

Cases not accepted as Whistleblowing: These are referred with the permission of the whistleblower to the appropriate team to review the case

OUR SUSTAINABILITY AMBITION – VALUE FOR ALL

NATURE POSITIVE

Managing our impact on nature to do more good than harm to our planet

Our Nature Positive strategy recognises our potential impacts on nature, for example through our supply chain and on-site productions, and sets out a pathway to map our impacts on biodiversity and ecosystems wherever they occur. We are conducting voluntary analyses and exploring how we can make targeted changes to reduce and, ultimately, avoid negative impacts over time, through application of the latest corporate standards and industry guidance. Our projects to date have included partnerships with organisations including leading environmental consultancies and scientific institutions, as we collaborate to assess our impacts and dependencies.

EVOLUTION AND COLLABORATION

Tracking and managing impacts on nature is complex. Our work aligns with emerging best practice, and we may set targets in future. We are exploring industry collaboration opportunities and targeted biodiversity uplift projects.

NET ZERO

Adopting a decarbonisation first approach that is underpinned by the science

Our Net Zero Transition Plan sets out how we will continue to produce world class content to the highest sustainable production standards. We have science-based targets to reduce our greenhouse gas emissions in our operations and supply chain. Our objectives apply across the BBC Group, and we are focused on phasing out fossil fuels, energy optimisation, and engagement with our partners. Deep decarbonisation is our priority; we will eliminate emissions at source, where possible, and align our strategy with best practice. We have a clear ambition to be Net Zero by 2050, which is supported by credible action and accountability.

ACTION AND DELIVERY

We published our Transition Plan in January 2025, which sets out how we will deliver our Net Zero ambition. Our year ahead will focus on action as we embed objectives throughout the BBC and use our data to align decision making in support of our near-term targets to 2030/31.

PEOPLE POSITIVE

Informing and educating audiences on the most pressing issues facing our planet

Building a sustainable culture is the foundation of People Positive, as we inform and educate our audiences, staff, suppliers, and communities. We empower people to consider the sustainability aspects of our work, with training and engagement on both our operational and editorial impacts, supported by environmental science. We also engage directly with our supply chain and production partners, and collaborate on industry-wide events and forums. Enabling a sustainable media industry is our objective. People Positive is about creating the conditions for collaboration, serving our audiences, and delivering our sustainability strategy.

MEASUREMENT AND MONITORING

Building a sustainable culture is an ongoing ambition. To track progress, we developed our first People Positive dashboard. This will provide a positive feedback loop to empower stakeholders to identify opportunities and make informed decisions.

47%

reduction in total waste generated in UK operations
2023/24 **40%**

29%

reduction in Scope 1 and 2 emissions versus our 2019/20 base year
2023/24 **22%**

3%

increase in Scope 3 emissions versus our 2019/20 base year
2023/24 **7%**

59%

of the 16+ UK population were reached by TV and Radio content which prominently contained explicit environmental themes – outside of News bulletins and sequence programmes



BBC'S CLIMATE-RELATED DISCLOSURE

We provide disclosure in line with the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 on page 70-74, and 255-256, which are aligned with recommendations issued by the Task Force on Climate-related Financial Disclosures (TCFD). The information forms part of our Non-Financial and Sustainability Information Statement required under the Companies Act 2006 and is applicable to the BBC Group.

RESPONSIBILITY FOR CLIMATE-RELATED RISKS AND OPPORTUNITIES

Impacts from climate change and the transition to a lower carbon economy have the potential to pose a risk to the BBC. Our reputation for world-renowned environmental content is a long-standing strength but there are climate-related risks for us to monitor and mitigate.

Environmental sustainability is a critical project for us and sits within a transformation portfolio designed to deliver our Value for All strategy. As a critical project, sustainability is embedded in the BBC Group governance structure and is subject to review by the Operations Committee, Executive Committee, and the Audit and Risk Committee. See page 84 for our full governance structure. Our Chief Financial Officer is sponsor, with accountability as a member of the Executive Committee, and our Sustainability Officer is responsible for managing delivery.

To monitor activity across the BBC Group we have a Sustainability Steering Group, chaired by our Chief Financial Officer; the group includes senior leaders from across the BBC and meets monthly to shape climate strategy and consider related risks.

We also have a supporting Sustainability Programme Board, with membership from sustainability leads, who meet monthly to share best practice, identify risks, and coordinate across the BBC. All activities are supported by dedicated sustainability expertise and tools, including our greenhouse gas accounting platform, which tracks progress against targets and enables analysis to identify risks and opportunities.

Climate-related risks and opportunities of strategic importance are brought to the Executive Committee for approval and to the Board to ensure oversight. The frequency of review is proportionate to the management of other principal risks for the BBC Group.

A key milestone for the financial year was the publication of the BBC's first Net Zero Transition Plan, which was approved by our Executive Committee and BBC Board ahead of publication. Other examples include quarterly updates on performance against targets reviewed by our Audit and Risk Committee. Changes to strategy or investment plans are also subject to Executive Committee review and approval.



The Board approved the BBC's first Net Zero Transition Plan, which sets out science-based objectives to decarbonise our operations and industry in line with UK policy

IDENTIFYING, ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES

To ensure a resilient BBC for the future we need to understand the potential impacts of climate change across the entire BBC Group. Each part of the BBC is responsible for understanding and managing climate-related risks and opportunities on an ongoing basis. Identified risks or opportunities are reported monthly through our governance structure and sustainability leads receive support from the Group Sustainability team.

Our process supports the day-to-day management of climate-related risks and opportunities. Our Group Finance team also perform an annual risk assessment to explore our resilience to common physical and transition risks and opportunities to consider the resilience of the BBC Group. We assess the potential financial impact of identified risks and opportunities across different time horizons and give each risk or opportunity a high, medium, or low significance, which is informed by Group risk and opportunity thresholds. Time horizons are aligned to our science-based targets to ensure risks are monitored in parallel with our plan to deliver our Net Zero strategy. Outcomes are reviewed by our Sustainability Officer and Sustainability Steering Group to inform the basis of our annual disclosure.

INTEGRATION WITH RISK MANAGEMENT

Environmental sustainability and climate change is considered one of the BBC's priority risks and is integrated with our risk management process. Our approach recognises the most significant impacts from climate change are likely to be in the long-term future but that action is required now. We use climate scenario analysis to consider climate-related risks and opportunities over the short, medium, and long-term, which is a bespoke procedure versus other priority risks. See page 108 for information on BBC's risk management approach.

CLIMATE SCENARIO ANALYSIS

We model potential impacts to the BBC using both a Net Zero and Current Policies scenario. The Net Zero scenario is intended to align with our science-based targets and UK policy, with Current Policies chosen as a business as usual comparative.

The scenarios are chosen in the context of the BBC's low carbon intensity versus other sectors, whilst remaining comparable when looking across our sector.

Selected scenarios	Temperature trajectory to 2100
Net Zero	1.5°C
Current Policies	3.5-4.5°C

Data is sourced from recognised sources including the Network for Greening the Financial System, the International Energy Agency, and Representative Concentration Pathways, as the basis of the Intergovernmental Panel on Climate Change's analysis.

ASSUMPTIONS AND LIMITATIONS

Scenario analysis is a simplification of the real world, and it is important to recognise its significant limitations. Risks and opportunities linked to the BBC's reputation require data to estimate impacts from behaviour change. We take external advice to source data and believe our approach to be consistent with common practice, but conclusions are limited by available data. Other risks or opportunities, such as potential flood risk, do not rely on behaviours but are still reliant on factors with a high level of uncertainty, such as the likelihood of flooding events over time.

Climate scenario analysis is a new exercise for corporations, and we have been building expertise and refining our approach. Our latest assessment includes changes to reflect our long-term Net Zero targets, updated data sources, and refined calculation approaches. In future we may introduce new scenarios, or model newly identified risks and opportunities. We may also change our approach in response to new information or available tools. We do not place sole reliance on the conclusions for decision making due to high levels of inherent uncertainty. We disclose the outcomes of our analysis on page 72 and 73.

Sustainability continued

RESILIENCE TO CLIMATE-RELATED RISKS

Delivering our mission and serving our audiences means using all tools available to inform, educate and entertain. We must travel, purchase goods and services, and use the latest technology, all of which has an impact on the environment. The table below summarises the results of our annual risk assessment and our strategic responses.

PHYSICAL CLIMATE-RELATED RISK

Our view is that risks linked to the transition to a lower carbon economy are most relevant to our organisation. We do not operate in a carbon intensive sector and, although we rely on physical assets and locations, we do not face the same direct exposure to physical risks as other sectors.

We have focused our physical risk analysis on UK and overseas sites within our operational control, assessing potential disruption due to flooding. Disruption could be significant in the long-term, but the risk is mitigated by insurance for BBC assets and business continuity planning. Our latest model refines our approach compared to last year, with increased specificity of location data enabling a more bespoke assessment. We have reduced the risk rating under the Net Zero scenario from medium to low when compared to our previous report.

Other physical risk types, such as potential disruption to due extreme heat, or wildfires, are being considered and may form part of future analysis and disclosure.

TRANSITION CLIMATE-RELATED RISKS

We have a reputation for world-renowned environmental content and our audiences, staff, and partners are likely to expect the same care and commitment in quality to how we manage our operational impacts. We may also face new costs from changes to policy.

Our climate scenario analysis exercise has modelled four transition risks to assess potential impacts. There are significant uncertainties to acknowledge but we do not see a clear risk to the resilience of the BBC in the short term. We believe mitigants are in place to prevent material impacts, but there is a high likelihood that our strategy and actions will be subject to scrutiny.

Our latest assessment upgrades the significance of potential long-term risks from the policy costs of carbon, and our ability to attract and retain talent. We believe these risks are mitigated by our strategic focus on Net Zero and operational decarbonisation, with the change to the risk rating driven by external inputs to our analysis. We have also removed a risk previously disclosed, related to the cost of capital, due to continued low modelled risk ratings over time.

Delivery of our Net Zero strategy is dependent on collaboration with everyone we work with. We must work in partnership to be successful, which is why we support sustainable production through BAFTA albert, and host industry events to enable collective progress.

Financial impact of climate change

Our view is that climate change does not threaten the BBC's three-year financial plan. See page 120 for Group Viability Statement. We are managing identified risks and opportunities by continuing to invest in sustainability expertise, technology, and infrastructure across the BBC, whilst managing activities proportionally to other priority risks.

During the financial year we prepared and published our Net Zero Transition Plan, launched our greenhouse gas accounting platform, and installed our first heat pumps. Operating costs for the sustainability programme are included in our three-year plan. No unexpected, or adverse, material costs linked to climate-related risks are recorded in the period.

Climate scenario analysis: Climate-related financial risks

Significant risk or opportunity	Time horizon	Description	Potential financial impact if no action is taken to mitigate risk	Impact at 2030		Strategic response
				Current policies (3.5-4.5°C)	Net Zero (1.5°C)	
Increased costs associated with carbon pricing, offsets and taxation	Long-term	UK and international Net Zero commitments may result in the acceleration and implementation of carbon pricing mechanisms, including emission caps, offsetting requirements and taxes.	Increased direct costs associated to BBC's emission footprint and indirect costs through BBC suppliers passing on carbon costs.			Continued focus on decarbonising BBC operations in line with our Net Zero strategy to minimise potential future costs. Exploration of projects to accelerate decarbonisation activities, such as carbon budgeting and pricing.
Reduced staff and talent attraction and retention	Long-term	The BBC's decarbonisation strategy and reputation on climate-related matters will affect attraction and retention of BBC employees.	Increased staff costs to incentivise and retain employees and additional costs related to hiring due to higher attrition rates.			Ensure the BBC's Net Zero strategy is progressed, and public targets are achieved in line with our Transition Plan. Training and development of staff in addition to ongoing engagement to communicate our strategy and actions.
Reputational risk from greenwashing	Long-term	Public perception of mismatch between strong content messaging and poor performance against targets or public action misaligned with BBC's Net Zero strategy.	Loss of income from reputational damage resulting in reduced partnership opportunities as customers shift to competitors, as well as increased costs from climate litigation.			Ensure the BBC's Net Zero strategy is progressed, and public targets are achieved in line with our Transition Plan. Targeted engagement and support for productions and supply chain partners.
Flood risk causing damage and service disruption	Long-term	Increased precipitation and event intensity may increase the risk of flooding, thereby increasing the risk of both damage to assets and infrastructure, as well as disruptions to services.	Increased costs from repairs and maintenance, increased insurance premiums, as well as decreased income as a result of service disruptions.			Insurance cover for BBC assets and contingency plans in place for business continuity to minimise disruption. Annual risk assessments to model potential damages.

Estimated risk without strategic response

 Low risk  Medium risk  High risk

Time horizon: Short (2025-2029) Medium (2030-2039) Long (2040-2050)

OPPORTUNITIES FROM CLIMATE ACTION

We are exploring actions to reduce our property footprint, electrify heating systems, and to reduce energy consumption from technology. We will always need to use energy, so the savings opportunity is limited to eliminating excess and our ability to optimise. New technologies also have the potential to be more energy intensive, which may offset savings in future. The table below summarises the results of our annual assessment and our strategic responses.

Long-term opportunities relate to our reputation in the media industry and the potential for that to enable increased income or funding sources. We believe we can continue to engage audiences and stakeholders, whilst establishing a leading position for our Net Zero ambition.

For example, in November 2024 we hosted our second annual *Sustainability Symposium*, an event focused on driving action throughout our supply chain. The symposium was followed by the launch of our first *Sustainable Supply Chain Code of Conduct*, which sets out minimum and advanced expectations for all suppliers other than independent production companies. Events like this help to encourage collaboration by exploring common challenges and sharing stories. 98% of people who completed feedback found the event inspiring.

We acknowledge uncertainty on the financial impact of our climate-related reputation. We use our decarbonisation pathway to vary financial measures such as third-party investment, and profit margin over time. Industry peers may also pursue similar strategies, and we have updated our analysis, reducing the total modelled opportunity, to reflect that possibility.

Ncuti Gatwa stars as the Doctor, and Varada Sethu as Belinda Chandra in *Doctor Who*



CASE STUDY

Production decarbonisation

We provide decarbonisation support for independent productions - with successes including a 19% emissions reduction for the latest series of *Doctor Who*. Multiple low carbon initiatives were trialled including switching a significant number of road to rail journeys, reducing the total number of flights, using lower carbon fuels for power, and lower carbon menus.

Opportunities exist to reduce the carbon intensity of productions, but decisions shaping carbon intensity are often taken early in development. We are exploring tools to support early understanding and consideration – including forecasting carbon and genre benchmarks to create conditions for informed decision making, whilst pursuing creative excellence.

Climate scenario analysis: Climate-related financial opportunities

Significant risk or opportunity	Time horizon	Description	Potential financial impact if action taken to realise opportunity	Impact at 2030		Strategic response
				Current policies (3.5-4.5°C)	Net Zero (1.5°C)	
Savings from energy efficiency	Short-term	Opportunity to roll out energy efficiency improvements to BBC buildings, operations, and by enabling behaviour change.	Reduced direct costs from energy consumption across BBC's entire estate.	■	■	Continued implementation of energy efficiency and estate optimisation programme. Planned capital expenditure to install alternative heating sources at large BBC sites.
Engaging audiences and producing factual content	Long-term	BBC can be a leader in the production of factual content by continuing to engage, inform and entertain audiences.	BBC's factual content appeals to wider audiences and new markets, enabling new partnership and funding opportunities for content.	■	■	Climate content tracking and People Positive strategy in place from 2025. Ensure the BBC's Net Zero strategy is progressed, and public targets are achieved in line with our Transition Plan.
Reputation of climate leadership	Long-term	BBC can take a leadership position in the media industry through delivery of its Net Zero strategy.	Increased income driven by reputational benefits resulting in a wider audience for BBC services, as well as increased partnership opportunities.	■	■	Net Zero Transition Plan prepared and published ahead of many industry peers. Hosted BBC Academy Climate Creatives and Sustainability Symposium events to engage partners.

Estimated opportunity with strategic response

■ Low opportunity ■ Medium opportunity ■ High opportunity

Time horizon: Short (2025-2029) Medium (2030-2039) Long (2040-2050)

As part of our Climate Content Pledge reporting, learn more about how sustainability themes featured on-screen and on-air on [pages 16, 26, and 36](#)

Sustainability continued

TARGETING SCIENCE-BASED PROGRESS

In August 2024, we announced approval of our long-term Net Zero targets to reduce both our operational and value chain emissions by 90% by 2050/51 from a 2019/20 base year.

We are committed, in the near term, to reduce operational emissions by 46% and value chain emissions by 28% by 2030/31 from a 2019/20 base year.

Our targets are consistent with climate science, UK legislation, and are approved by the Science-based Targets initiative, which is an internationally recognised target setting framework for corporations.

We use an operational control boundary, as defined by the Greenhouse Gas Protocol, and targets are applicable to the BBC Group, including non-UK operations and subsidiaries.

Through our Net Zero targets, we will aim to manage and realise our identified climate-related risks and opportunities. Consistent progress against our targets should result in a resilient BBC for the future.

To deliver our targets, we are working collaboratively with suppliers and creative peers to help create a sustainable industry on and off screen.

Our progress also matters to our staff, and we need their support to deliver the changes required to achieve Net Zero. We are tracking absolute emissions reductions over time, but achieving that progress requires us to create and embed a sustainable culture. The People Positive and Nature Positive pillars of our sustainability strategy will have a critical role to play as we aim to make change visible and authentic across the BBC.

PROGRESS AND CHALLENGES TO DATE

We continue to make significant progress in reducing our operational emissions, with a 29% reduction against our base year.

Our strategy is to focus on deep decarbonisation, reducing our property footprint, where it makes sense to do so, and eliminating fossil fuel use across the organisation. We have work to do but believe our progress to date is ahead of expectation.

Emissions from activities in our value chain are more challenging to reduce. Sources for value chain emissions include the goods and services we purchase, independent productions, and licensed merchandise. Total emissions from value chain activities increased by 3% against our base year but have reduced by 4% compared to 2023/24.

Growth from our commercial business drives a 63% increase in estimated emissions from licensed and consumer products compared to 2023/24. This increase is balanced by reductions from transmission infrastructure, with a key supplier reducing total electricity consumption by 19% and switching to a renewable energy tariff. Emissions from business travel continue to decrease, with 25% reduction compared to 2019/20.

A large part of our value chain emissions are estimated based on expenditure; the result being that emissions change in line with our expenditure, which may not reflect real world impact. Our objective is to improve data quality by sourcing service, or product, level data. We are working to address performance by improving data quality, decarbonising productions, and engaging with our supply chain. We do not expect linear progress and impacts from engagement activity will take time to be visible in our reported data.

CASE STUDY

Glasgow – Heat pumps

To reduce our reliance on fossil fuels we are exploring alternative energy sources for some of our largest sites. In July 2024 we completed the installation of four new industrial heat pumps to provide cooling and heating to our Pacific Quay building in Glasgow. The new heat pumps are expected to reduce the BBC's emissions by over 900 tonnes of CO₂e, which is equivalent to 3% of operational emissions from our 2019/20 base year.

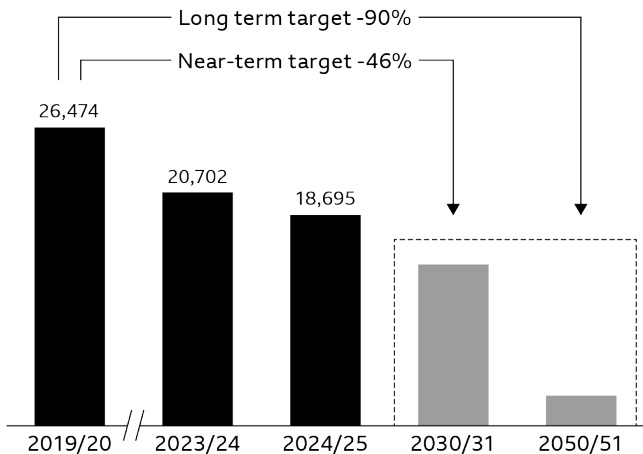
SUSTAINABLE PRODUCTION AND CLIMATE CONTENT TRACKING

We ask producers we work with to take steps to reduce the environmental impact of productions and consider if it is appropriate and relevant to include climate themes in editorial content. For non-News TV production, expected action includes producing a carbon footprint and carbon action plan via BAFTA albert. 734 productions are expected to complete a carbon action plan for 2024/25 (2023/24: 583), with 100% mandatory carbon footprint calculation also expected (2023/24: 97%). In 2025 we also introduced a requirement to track on-screen and on-air references to sustainability.

The BBC's Science-based Targets and performance relative to baseline

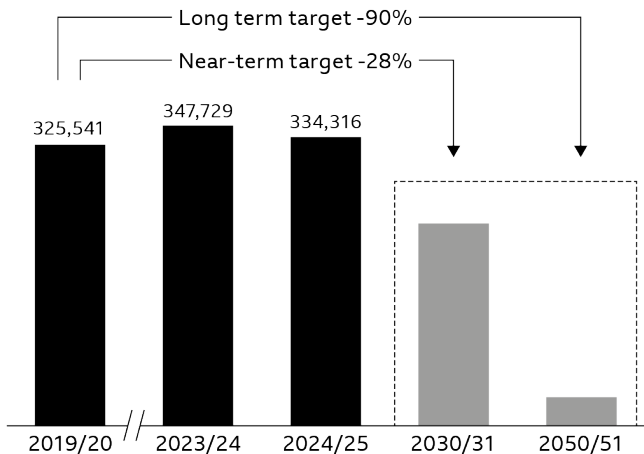
Emissions from BBC operations

Scope 1 and 2 (Market-based) (Units in tonnes CO₂e)



Value chain emissions from BBC activities

Scope 3 (Units in tonnes CO₂e)



See page 255 for complete emissions disclosure and page 256 for energy consumption and waste data.

* For mandatory albert footprint calculations this is 90% completed plus 10% expected
* For mandatory albert carbon action plans this is 644 completed plus 90 expected
* Updated for 2023/24 based on total confirmed albert footprints and carbon action plans

Charitable work

CHARITABLE WORK

This year has again seen audiences showing incredible generosity towards charities featured by the BBC in on-air appeals. Millions of pounds have been raised for the benefit of individuals, communities and organisations across the UK and around the world. We are so grateful to our audiences for their continuing support.

This year 60 charities featured on the Radio 4 Appeal: bbc.co.uk/programmes/b006qnc7 and BBC One's Lifeline programme: bbc.co.uk/programmes/b006nb6j. Charities are selected for these appeals after a rigorous assessment process. The appeals showcased a range of stories from across the UK and internationally and the impact of audience donations can be found here: bbc.com/charityappeals/what-your-money-does.

In Northern Ireland there were 11 Broadcast Appeals on BBC Radio Ulster/Foyle in 2024/25. These were accompanied by short films for social media. Applications were also invited for upcoming Appeal slots. Broadcast Appeals in Northern Ireland remain focused on awareness-raising about the work of local charities, their services and support needs.

The annual Radio 4 Christmas Appeal with St Martin-in-the-Fields Charity was broadcast in December, raising over £2 million. Further donations throughout the year influenced by the appeal brought the total to just over £5.1 million.

These funds will help people experiencing homelessness across the UK find a safe place to call home and access the support they need.

The BBC broadcast the Middle East Humanitarian Appeal on behalf of the Disasters Emergency Committee (DEC) in October 2024. This has raised £45 million to date. Funds also continued to come in for the Turkey-Syria Earthquake Appeal which totalled over £163 million by the time it closed in May 2024, and the Ukraine Humanitarian Appeal which had raised over £446 million by the time it closed in December 2024.

340,000

BBC Children in Need has helped improve the lives of 340,000 children and young people over the past year

90m

people reached by BBC Media Action in more than 30 countries in 2024/25



The One Show's Challenge Squad for BBC Children in Need 2024: four young people who had benefited from CiN funding took on personal challenges to help raise money for the charity

BBC CHILDREN IN NEED

The BBC's UK charity currently funds nearly 1,400 local charities and projects across the four nations, helping to improve the lives of 340,000 children and young people in the past year alone. An incredible fundraising total of £39 million was announced at the end of the 2024 Appeal, a figure that has continued to rise. We were grateful for tremendous support from across the BBC, sharing powerful stories and inspiring the British public to respond with extraordinary generosity once again. Special programming included: *Countryfile Ramble*; *Interior Design Masters*; *Thousand Mile Challenge* with the Nations & Regions; *The One Show Challenge Squad*; and Radio 2 with their *Ultra Endurance Cycle Challenge* which saw Paddy McGuinness cycle through three nations and raise more than £10 million. For more information visit: bbc.co.uk/pudsey.

BBC MEDIA ACTION

BBC Media Action marked its 25th anniversary with a new organisational strategy to counter disinformation and division by providing trustworthy media to people living through conflict and crisis. In spite of the continued challenging external context (including cuts to US and UK aid budgets), the BBC's international charity reached over 90 million people in more than 30 countries in 2024/25.

This included supporting public service broadcasters in Ukraine to stay on-air amidst conflict, and in the Pacific around elections and climate change impacts; launching a media support project spanning 20 countries; helping local media in Eastern Europe, Zambia and elsewhere adapt to new technologies; and supporting 54 local broadcasters, including women-focused radio stations, in Afghanistan to deliver critical health information. Learn more at: bbcmediaaction.org.

COMIC RELIEF

The BBC continued to give wide-ranging support to Comic Relief, which celebrated its 40th year. Red Nose Day 2025 has raised over £36 million so far, with stellar hosts on the night of television, comedy collaborations with *Strictly Come Dancing*, *Gladiators*, *Not Going Out* and *Beyond Paradise*, plus sketches with Munya Chawawa and an Oasis parody. The charity's vision of a just world free from poverty was shown in the appeal films which demonstrated the impact of funding for projects dealing with domestic abuse, food poverty, homelessness and more, helping people across the world and in the UK get the support they need. Invaluable support came from BBC radio stations, *The One Show*, *BBC Breakfast* and beyond, whilst challenges captured the nation's attention, including Billy Monger's Iron Man, *Morning Live*'s 24-hour roller disco and Jamie Laing's Radio 1 Ultramarathon Man. Read more at: comicroelief.com.