

BBC DECLARATION OF PERSONAL INTERESTS

Name: ZOE BAKER	Position: HR DIRECTOR
Date of Declaration: 5 NOVEMBER 2025	

No personal interests have been declared	
Personal interests have been declared – these are withheld in full from publication under the Data Protection Act.	X
Personal interests have been declared – details published below. Some declarations may be withheld from publication under the Data Protection Act.	

1. Executive or non-executive directorships and/or any other company offices held.

Organisation	Type of work

2. Shareholding, securities, debentures etc in excess of 5% in any company, and all holdings, no matter what size, in any media company.

Organisation	% holding

3. External business interests or relationships with customers/suppliers/direct competitors of the BBC.

Customer/Supplier	Interest / relationship

4. Outside activities/membership of voluntary/statutory organisations.

Organisation	Type of work / membership

