

## BBC DECLARATION OF PERSONAL INTERESTS

<b>Name:</b> DEBORAH COPELAND	<b>Position:</b> HR DIRECTOR
<b>Date of Declaration:</b> 17 NOVEMBER 2025	

No personal interests have been declared	X
Personal interests have been declared – these are withheld in full from publication under the Data Protection Act.	
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

