Leads aspects of the licensing function. The licensing function identifies, negotiates and develops opportunities to license the organization's franchise properties or branded content to third parties, or to license intellectual property from others into products or content. Ensures that content is authorized and managed according to the terms of the licensing agreement. Oversees the identification and development of opportunities to license the organization's properties or content to third parties, or oversees the identification, acquisition and development of third-party intellectual property into products. Ensures that licensed products meet terms of agreements. SCOPE: Accountable for the management of a unit or a major section of work. ROLE IN STRATEGY / PLANNING: Translates approved strategies for the unit into short-term objectives and plans. Implements and enforces approved policies and procedures. Contributes to annual plans. Obtains and allocates resources to meet operating plans. NEGOTIATIONS / INTERACTIONS: Interacts with management to keep abreast of unit objectives. Interacts with direct reports and peers in management / customers / vendors to interpret information and improve cross-functional processes and programs. Builds and enhances key internal and external contacts. ASSIGNMENT OF WORK: Directs the work of managers and their subordinates. Ensures the ongoing training and development of direct reports. OVERSIGHT RECEIVED: Work is reviewed from a short-term perspective against objectives, budgets and schedules. EXPERIENCE: Typically has 10 or more years of experience with 5 or more years of management experience.

POSITION INFORMATION

# of Incumbents Reported	9	Match:	Greater:	0%	Equal:	67%	Less:	0%
# of Companies with Match	6	Employment	Contract:	20%			Union:	0%
Remote Work	In-Office o	r Hybrid:	75%		Permanen	t Remote:		0%
	Film:		11%	Television:	0%	Location-Based Branded Enterta	inment:	0%
Industry / Division Home Entertainment:		14%	Music Entertainment:	Entertainment: 66% Consumer Products / Licensing:			0%	
	Stage Prod	luction:	0%	Multiple Industries / Divisions:	0%	Other Entertainment:		0%

SHORT-TERM INCENTIVE ("STI") PLANS

STI Eligibility	% of Companies Offering:					% of Incumbents Eligible:	85%			
STI Awards Received	Short-Term Incentive Paid as % of Target (Mean):					% of Eligible Incumbents Who	Months:	7%		
STI Targets	% of Companies with	Incentive	Targets:							81%
	Company (Mean) %	50th:	65%	Mean:	65%	Incumbent-Weighted %:	50th:	98%	Mean:	78%

LONG-TERM INCENTIVE ("LTI") PLANS

LTI Eligibility	% of Companies Offering:	21%	% of Incumbents Eligible:	45%
LTI Awards Received	% of Eligible Incumbents Who Received in Last	12 Months:		0%

TOTAL DIRECT COMPENSATION (in £GBP Thousands)

TOTAL DIRECT COMPENSATION		INCUMBENT								COMPANY		
	n	10th 2	5th	50th	Mean	65th	75th	90th	n	50th	Mean	
All Incumbents												
Base Salary	11	£	56.5	£48.6	£80.6	£67.2	£78.9		6	£62.5	£72.3	
Target Total Cash Compensation	8								3			
Actual Total Cash Compensation	12	£	69.0	£87.4	£60.5	£56.3	£86.2		6	£81.7	£59.4	
Actual Cash Awards as % of Base Salary	9	1	.0%	5.4%	47.3%	61.5%	93.5%		5	10.0%	23.6%	
Target LTI Awards	0								0			
Annualized Value of LTI Awards	0								0			
Target Total Direct Compensation	0								0			
Actual Total Direct Compensation	13	£	41.7	£60.5	£73.3	£52.9	£54.7		6	£60.0	£76.3	
LTI as % of Base Salary	0								0			
Annualized Value of LTI Awards - Ongoing	0	•	•	•	•		•	·	0			
Actual Total Direct Compensation - Ongoing	9	£	60.2	£67.7	£77.5	£70.8	£74.2		6	£65.5	£77.7	
LTI as % of Base Salary - Ongoing	0								0			



TOTAL DIRECT COMPENSATION (in £GBP Thousands)

TOTAL DIRECT COMPENSATION			COMPANY								
TOTAL DIRECT COMPENSATION	n	10th	25th	50th	Mean	65th	75th	90th	n	50th	Mean
Specialty / Scope - Manages Staff											
Base Salary	9		£56.4	£56.9	£67.2	£81.8	£63.0		6	£68.5	£70.4
Target Total Cash Compensation	8								3		
Actual Total Cash Compensation	11		£67.8	£64.8	£72.8	£104.4	£86.4		6	£62.7	£93.8
Actual Cash Awards as % of Base Salary	8		23.0%	81.8%	22.5%	32.3%	39.8%		4	47.4%	82.2%
Target LTI Awards	0								0		
Annualized Value of LTI Awards	0								0		
Target Total Direct Compensation	0								0		
Actual Total Direct Compensation	11		£50.9	£84.7	£70.7	£83.8	£108.8		6	£76.0	£59.7
LTI as % of Base Salary	0								0		
Annualized Value of LTI Awards - Ongoing	0								0		
Actual Total Direct Compensation - Ongoing	9		£63.7	£80.8	£71.2	£54.4	£57.7		6	£80.1	£64.4
LTI as % of Base Salary - Ongoing	0								0		
Specialty / Scope - Benchmark Level											
Base Salary	12		£57.8	£65.5	£50.8	£58.5	£52.4		6	£82.9	£58.6
Target Total Cash Compensation	8								3		
Actual Total Cash Compensation	13		£60.5	£71.4	£58.4	£107.3	£68.4		6	£53.3	£89.6
Actual Cash Awards as % of Base Salary	8		45.7%	6.6%	90.1%	8.1%	77.1%		4	62.8%	13.6%
Target LTI Awards	0								0		
Annualized Value of LTI Awards	0								0		
Target Total Direct Compensation	0								0		
Actual Total Direct Compensation	9		£67.0	£85.8	£68.7	£73.6	£57.5		6	£87.6	£58.4
LTI as % of Base Salary	0								0		
Annualized Value of LTI Awards - Ongoing	0				7				0		
Actual Total Direct Compensation - Ongoing	12		£41.6	£45.1	£47.9	£86.0	£90.7		6	£78.1	£75.7
LTI as % of Base Salary - Ongoing	0								0		
U.K. Region - London											
Base Salary	13		£44.0	£59.5	£48.4	£56.8	£80.7		6	£57.9	£76.3
Target Total Cash Compensation	8				,				3		
Actual Total Cash Compensation	12		£69.8	£74.2	£47.0	£60.2	£60.2		6	£84.9	£89.0
Actual Cash Awards as % of Base Salary	8		13.7%	35.8%	72.1%	45.4%	89.8%		5	54.9%	78.6%
Target LTI Awards	0								0		
Annualized Value of LTI Awards	0								0		
Target Total Direct Compensation	0								0		
Actual Total Direct Compensation	11		£42.8	£50.7	£79.6	£79.2	£89.3		6	£50.7	£47.0
LTI as % of Base Salary	0								0		
Annualized Value of LTI Awards - Ongoing	0								0		
Actual Total Direct Compensation - Ongoing	13		£67.9	£48.4	£44.8	£62.1	£63.9		6	£87.4	£87.2
LTI as % of Base Salary - Ongoing	0								0		

