

DIRECTORS' REMUNERATION POLICY

The following sets out the proposed ITV Directors' Remuneration Policy (the Policy). The Policy is subject to a binding shareholder vote at ITV's AGM on 2 May 2024 and, if approved, will apply from this date.

The previous Policy was last renewed at the 2021 AGM, when the Company implemented a new Restricted Shares structure.

The Committee discussed the current Policy over a series of meetings throughout 2023 and early 2024, debating its continued effectiveness given the strategic priorities of the business, the cyclical nature of the sector, evolving market trends and investor guidance. We also engaged with major investors in order to better understand their views around our pay approach. Input was sought from the management team, while ensuring that conflicts of interest were suitably mitigated. An external perspective was provided by the Committee's independent advisers. The Committee undertook an extensive consultation process with major shareholders before finalising the Policy. The key features of our approach were also assessed against the principles of clarity, simplicity, risk management, predictability, proportionality and alignment to culture.

As noted in the Chair's statement, the Committee determined that the existing Restricted Shares structure continues to be an appropriate and effective long-term incentive vehicle for ITV, recognising that the first awards under this structure will vest in 2024 and will not be released until 2026. The Policy presented for shareholder approval at the 2024 AGM therefore contains no significant changes from the 2021 Policy. Minor updates have been made to the detail of the Policy to ensure it continues to operate as intended. The proposed Policy retains the key best practice features as applied under the Policy approved in 2021.

Executive Director Remuneration Policy Table

Fixed pay policy for Executive Directors

BASE SALARY	
Purpose and link to strategy	Reflects the individual's skills, responsibilities and experience. Supports the recruitment and retention of Executive Directors of the calibre required to deliver the business strategy within the competitive media market.
Operation	Normally reviewed annually and paid monthly in cash. Consideration is typically given to a range of factors when determining salary levels, including: <ul style="list-style-type: none"> • Personal and Company-wide performance • Scope of role and experience • Typical pay levels in relevant markets for each executive whilst recognising the need for an appropriate premium to attract and retain superior talent, balanced against the need to provide a cost-effective overall remuneration package • The wider employee pay review
Maximum potential payment	Ordinarily salary increases will be in line with the average increase awarded to other employees in the Company. Increases may be made above this level to take account of individual and business circumstances, which may include factors such as: an increase in size or scope of the role or responsibility; or an increase to reflect the individual's development and performance in the role. While there is no maximum, salary levels for each individual are responsibly set taking into account the factors described above.
Performance metrics	None, although overall individual and business performance is considered when setting and reviewing salaries.

RETIREMENT BENEFITS

Purpose and link to strategy	To provide competitive post-retirement benefits or cash allowance as a framework to save for retirement. Supports the recruitment and retention of Executive Directors of the calibre required to deliver the business strategy within the competitive media market.
Operation	Executives can choose to participate in the ITV defined contribution scheme, receive a cash allowance or receive payments into a personal pension or a combination thereof. Contributions are set as a percentage of base salary. Post-retirement benefits do not form part of the base salary for the purposes of determining incentives.
Maximum potential payment	The maximum benefit will normally be capped at a level comparable to the benefit available to the wider employee base. This is currently 9% of salary.
Performance metrics	None

BENEFITS	
Purpose and link to strategy	Ensures the overall package is competitive and provides financial protection for employees and their families.
Operation	The Company provides a range of market competitive benefits, which may include travel-related benefits, participation in all-employee share schemes, private medical insurance and other insurance benefits. Additional benefits may also be provided in certain circumstances, if required for business needs. For example (but not limited to), relocation expenses, housing allowance and education support.
Maximum potential payment	Set at a level which the Committee considers to be appropriately positioned taking into account typical market levels for comparable roles, individual circumstances and the overall cost to the business. While there is no maximum monetary value for benefits, any benefits provided will be reasonable in the context of relevant market practice, individual circumstances and overall cost to the business. In addition, the Company may reimburse relocation expenses and/or provide for tax equalization arrangements. Participation in any tax-approved all-employee share plans will be limited by the maximum permitted under the relevant legislation.

Variable pay policy for Executive Directors

ANNUAL BONUS SCHEME (BONUS) AND DEFERRED SHARE AWARD PLAN (DSA)	
Purpose and link to strategy	Incentivises executives and colleagues to achieve key strategic outcomes on an annual basis. Focus on key financial metrics and corporate objectives to deliver the business strategy. The element of the Bonus compulsorily deferred into shares rewards delivery of sustained long-term performance, provides alignment with the shareholder experience and supports the retention of executives.
Operation	Measures and targets are set annually, normally based on business plans at the start of the financial year and pay-out levels are determined by the Committee following the year end based on performance against objectives. Paid once the results have been audited. Financial results used for bonus calculation will be subject to suitable review (e.g. sign-off by Audit and Risk Committee) before consideration by the Committee. The Committee has the discretion to amend the bonus outcome if any formulaic assessment of performance is considered to be inappropriate taking into account factors such as a balanced view of overall business or individual performance for the year, and the original intentions of the plan. Not more than two-thirds of the Bonus is delivered in cash with the balance deferred into shares under the DSA normally for a period of three years. During the deferral period share awards may be reduced or cancelled in certain circumstances. Dividends or equivalents may be earned on deferred shares.
Maximum potential payment	The maximum Bonus opportunity for any Executive Director will not exceed 200% of salary. The current maximum Bonus opportunities are 180% of salary for the Chief Executive and 165% of salary for the Group CFO & COO. Increases above the current opportunities, up to the maximum limit, may be made to take account of individual circumstances, which may include: an increase in size or scope of the role or responsibility; a change in business circumstances; or an increase to reflect the individual's development and performance in their role.
Performance metrics	Performance measures and targets are set by the Committee each year based on corporate objectives closely linked to strategic priorities of the business. The majority of the Bonus opportunity will be based on corporate and financial measures. The remainder of the Bonus will be based on performance against individual and/or strategic objectives. Details of the performance criteria for the Bonus are set out in the Annual Report on Remuneration. The payment schedule for each metric will be scaled based on the stretch of the underlying target. Normally, up to 20% of the maximum opportunity will be received for threshold performance.

REMUNERATION REPORT CONTINUED

RESTRICTED SHARES

Purpose and link to strategy	Incentivises Executive Directors to deliver the business strategy and aligns with longer-term Company performance and the shareholder experience. Acts as a retention tool to retain the executives required to deliver the business strategy.
Operation	Awards may be structured as conditional rights or nil-cost options (or economic equivalent). Awards will normally be granted annually with vesting after three years, subject to satisfaction of a performance underpin. Awards will normally be required to be held for an additional two year holding period so that the award is released after five years. During the holding period awards may be reduced or cancelled in certain circumstances. Further detail is provided in the Annual Report on Remuneration. Dividends (or equivalents) may be earned in respect of any vested shares.
Maximum potential payment	The maximum award level is 175% of salary. Our current operational policy is to make annual awards of 132.5% of salary to the Chief Executive and 112.5% to the Group CFO & COO.
Performance metrics	The Committee may define the terms of the performance underpin. The criteria may be based on financial and/or non-financial metrics and include reference to corporate, divisional or individual performance. When determining vesting the Remuneration Committee will take into account all factors deemed relevant at the time (e.g. progress against execution of the strategy, the nature of the wider trading environment). As the underpin is qualitative, there are no performance condition weightings applicable, nor is there a threshold-max vesting range. Information on the individual award grants is set out in the Annual Report on Remuneration.

SHAREHOLDING GUIDELINES

Purpose and link to strategy	To create alignment between Executive Directors and shareholders both during service and after departure.
Operation	Shareholding guidelines are in place which encourage Executive Directors to build up a holding in Company shares during the course of tenure. The shareholding guideline for the Chief Executive is 400% of base salary and for the Group CFO & COO 225%. Executive Directors will normally also be expected to retain an interest in Company shares for two years following departure. The expected holding requirement following departure will be equal to two times the Executive Director's Restricted Shares grant level. Further details of current shareholdings of the Executive Directors, together with further detail on the operation of the shareholding guidelines are set out in the Annual Report on Remuneration.

Detailed provisions

The Committee may make any remuneration payments and payments for loss of office (including exercising any discretion available to it in connection with such payments) notwithstanding that they are not in line with the Policy set out above, where the terms of the payment were agreed either: (i) during the term of, and was consistent with any previous policy; or (ii) at a time when the relevant individual was not a director of the Company and the payment was not in consideration for the individual becoming a director of the Company. This includes the ability to make payments in recognition of legacy Long Term Incentive Plan (LTIP) awards, awarded under any previous Policy.

The Committee may adjust or amend Bonus and share awards only in accordance with the provisions of the relevant plan rules. This includes making adjustment to reflect one-off corporate events, such as a change of control or a change in the Company's capital structure. In accordance with the plan rules, share awards may be settled in cash rather than shares where the Committee considers this appropriate (e.g. to comply with securities law).

The Committee may make minor amendments to the Policy to aid its operation or implementation without seeking shareholder approvals (e.g. for regulatory, exchange control, tax or administrative purposes or to take account of a change in legislation) provided that any such change is not to the material advantage of the Director.

Malus and clawback

Malus and clawback provisions may be operated at the discretion of the Committee in respect of any cash and deferred share elements of the bonus, Restricted Share and legacy LTIP awards. Under malus, unvested share awards (including any Restricted Share or legacy LTIP awards subject to a post-vesting holding period) can be reduced (down to zero if considered appropriate) or be made subject to additional conditions. Clawback allows for repayment of bonuses previously paid and/or shares previously received following vesting.

Malus/clawback can be operated up to four years following the start of the relevant bonus year for bonuses, and up to six years from the relevant date of grant for Restricted Share and legacy LTIP awards.

For awards granted from 2020 onwards, the Committee has the discretion to apply malus and/or clawback in the event of the following circumstances: material misstatement of financial results; gross misconduct; fraud; payments based on an erroneous calculation or data; serious reputational damage; or material corporate failure.

Performance measures and target setting

The annual bonus is assessed against financial, strategic and individual targets determined by the Committee. This enables the Committee to reward annual financial performance delivered for shareholders, and performance against specific financial, operational or strategic objectives set for each director, which are closely linked to the strategic priorities of the business. The Committee sets targets taking into account external forecasts, internal budgets and business priorities.

A key feature of Restricted Share awards is that the successful execution of the strategy and the success of the business is ultimately reflected in the share price, therefore providing strong alignment with the interests of our shareholders. The vesting of Restricted Share awards is subject to a performance underpin. For 2024 awards, the Committee will retain the ability to reduce vesting on the Restricted Shares (including to nil) where adjusted Return on Capital Employed is below the Company's cost of capital. In addition, the Committee has retained a broader discretion to also enable reduction in vesting levels where there is a material weakness in the underlying financial health and sustainability of the business. These underpins have been selected as they are considered to provide a robust and sustainable safeguard against payments for failure. Further detail on performance criteria is set out in the Annual Report on Remuneration.

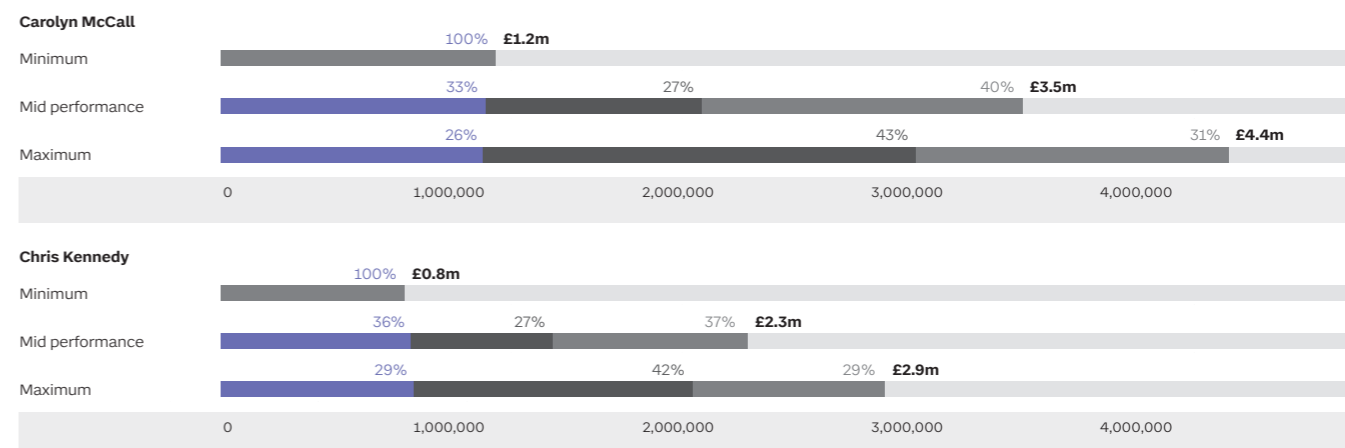
When considering performance outcomes, the Committee will look beyond formulaic results to ensure the outcomes align with the overall business or individual performance. The Committee may adjust the targets for awards or the calculation of performance measures and vesting outcomes for events not foreseen at the time the targets were set to ensure they remain a fair reflection of performance over the relevant period. Discretion will be exercised mindful of broader performance, and any change to the outcome will be disclosed in the next Annual Report on Remuneration.

Application of Remuneration Policy

The chart below provides an indication of the level of remuneration that would be received by each Executive Director under the following three assumed performance scenarios:

Below threshold performance	Fixed elements of remuneration only – base salary, benefits and pension
Mid-performance	Assumes 50% pay-out under the annual bonus Assumes 100% vesting of the Restricted Shares
Maximum performance	Assumes 100% pay-out under the annual bonus Assumes 100% vesting of the Restricted Shares

Scenario charts



- Notes:
1. Fixed pay is the salary as at 1 January 2024, pension is per the Policy, and the value for benefits is equivalent to that included in the remuneration table on page 130.
 2. Annual bonus is based on 180% of salary for Carolyn McCall and 165% of salary for Chris Kennedy.
 3. Based on Restricted Share grants of 132.5% for Carolyn McCall and 112.5% for Chris Kennedy.

REMUNERATION REPORT CONTINUED**Impact of share price**

The value of Restricted Shares will fluctuate based on the share price over the relevant vesting period. For example, if the share price increased by 50% over the relevant vesting and holding period, the maximum values shown in the charts above would increase to £5.1 million for Carolyn McCall and to £3.3 million for Chris Kennedy. Conversely if the share price was to fall by 50%, the maximum values shown in the charts above would reduce to £3.7 million for Carolyn McCall and to £2.5 million for Chris Kennedy.

Recruitment remuneration

When agreeing the components of a remuneration package for a new Executive Director, the Committee will apply the principles detailed below.

The package will be competitive to attract and retain the most suitable candidate for the job. Where possible, the Committee will always seek to align the remuneration package with the Policy outlined above. However, where appropriate, detailed elements of the package may be tailored to the circumstances of the individual upon recruitment. The Committee will ensure that the arrangements are in the best interests of both ITV and its shareholders and remain subject to the overall variable pay limits set out below.

Ongoing remuneration	<p>In determining an appropriate remuneration structure and levels, the Committee will take into account all relevant factors to ensure that ITV is able to recruit the most appropriate candidate for the job and that the arrangements are in the best interests of both ITV and its shareholders. The Committee will typically seek to align the ongoing remuneration package with the ongoing Policy outlined in this Report.</p> <p>Fixed pay will be determined in line with the policy table in this Report. The Committee may also hire a new Executive Director at a lower salary, with more significant increases to salary being awarded as the individual gains experience.</p> <p>The maximum level of variable remuneration which may be granted to a new director upon appointment (excluding any buyout awards for forfeited remuneration) will be capped in line with the Policy table above. Within the limits of the Policy table the Committee may also rebalance the relative weighting of fixed pay and variable pay elements to reflect the circumstances on appointment.</p>
Buyout awards for forfeited remuneration	<p>The Committee may make awards to 'buyout' a candidate's remuneration arrangements that are forfeited as a result of joining the Company.</p> <p>In doing so, the Committee will take account of relevant factors, including any performance conditions attaching to forfeited awards, the likelihood of the awards vesting and the form and timing of the awards. The Committee will typically seek to make buyout awards on a comparable basis to those that have been forfeited but, particularly where the performance period is substantially complete, may reflect such conditions in some other way, such as through an appropriate discount to the face value of awards forfeited. Exceptionally, where necessary, this may include a guaranteed or non-prorated annual bonus in the year of joining.</p> <p>In exceptional circumstances, the Committee may grant a buyout award under a structure not included in the Policy but that is consistent with the principles set out above (and may rely upon Listing Rule 9.4.2 in structuring such a buyout).</p>

The Committee will take all relevant factors into account (including the candidate's location, the calibre of the individual, external influences, internal relativities and the overall business context) when determining the new remuneration package and seek to ensure that no more is paid than necessary.

In the Remuneration Report following the appointment, the Committee will fully explain to shareholders the remuneration package for the appointed individual and the rationale for such arrangements.

On the appointment of a new Non-executive Chair or Non-executive Director, the terms and fees will normally be consistent with the fee policy outlined in the Policy.

Service contracts and loss of office**Executive Directors**

Executive Directors have rolling service contracts that provide for 12 months' notice on either side. For a new joiner, the contract may commence with a notice period of up to two years reducing to the standard 12 months over time. There are no special provisions that apply in the event of a change of control. Service contracts are available for inspection at the Company's registered office.

A payment in lieu of notice, including base salary, benefits and retirement benefits may be made in certain circumstances, including if:

- The Company terminates the employment of the executive with immediate effect, or without due notice
- Or termination is agreed by mutual consent

Service contracts normally include clauses requiring departing directors to mitigate losses from termination, balancing the commercial circumstances at the time (e.g. impact on non-compete/non-solicitation clauses, protection of intellectual property).

Where appropriate, the Company may also provide benefits in connection with departure which may include making a payment in respect of outplacement costs, legal fees and the cost of any settlement agreement.

With the exception of termination for cause, Executive Directors may be eligible for a bonus award prorated to reflect the proportion of the financial year for which they were employed and subject to the performance achieved, normally provided they have a minimum of three months' service in that bonus year.

In accordance with the terms of the relevant incentive plans rules, the Committee retains discretion to determine the treatment of any outstanding awards held by a departing Executive Director. The appropriate treatment will vary depending on the relevant facts and circumstances at the time. The table below sets out the general position and range of approaches in respect of incentive arrangements.

Plan	Good leaver (e.g. ill health)	Bad leaver (e.g. dismissed for cause)	Change of control
Bonus	Executive Directors may be eligible for a bonus award prorated to reflect the proportion of the financial year for which they were employed and subject to the performance achieved, normally provided they have a minimum of three months' service in that bonus year.	Awards lapse.	Awards would normally continue unless the Committee determined otherwise.
DSA	Injury, ill health, disability or transfer of undertakings. Awards release in full at the leaving date. For other good leavers identified by the Committee, awards release at the end of the deferral period unless the Committee decides to release the shares earlier.	Awards lapse.	Awards release in full at effective date of change.
Restricted Shares during the performance period	Awards are typically prorated for time served (where departure occurs during the first three years) and vest subject to satisfaction of performance underpins. Awards are released at the end of holding period unless the Committee decides to release the shares earlier.	Awards lapse.	Outstanding awards would normally vest and be released subject to satisfaction of performance underpins and capped based on the time elapsed since grant, subject to the discretion of the Committee.
Restricted Shares – during the additional holding period	Awards are released at end of holding period unless the Committee decides to release the shares earlier.	Awards are normally retained, and are released at end of holding period unless the Committee decides to release the shares earlier. In the case of misconduct, awards will lapse.	Awards are released at the effective date of change.

External appointments

With specific prior approval of the Board, Executive Directors may normally undertake one external appointment as a non-executive director of another publicly quoted company and retain any related fees or share awards paid to them for their services.

Non-executive Directors

The table below summarises the main elements of remuneration for Non-executive Directors.

Component	Operation	Maximum potential payment
Non-executive Director fees	<p>The Committee determines the fees of the Non-executive Chair. The Chair and the Executive Directors determine the fees of the Non-executive Directors, which are accepted by the Board.</p> <p>The fees are set at a level that is considered to be appropriate, taking into account the size and complexity of the business and the expected time commitment and contribution of the role.</p> <p>Additional fees may be payable for membership and/or chair of a committee or other additional responsibilities.</p> <p>Non-executive Directors are not entitled to any performance-related pay or pension.</p> <p>Role-appropriate benefits may also be provided in certain circumstances. This includes the reimbursement of any travel expenses (and associated tax on those expenses).</p>	The aggregate fees of the Chair and Non-executive Directors will not exceed the limit from time to time prescribed within the Company's Articles of Association (currently £1,500,000 p.a.). The value of benefits (including the reimbursement of travel and other expenses, and associated taxes) provided will be reasonable in the market context and take account of the individual circumstances and requirements of the Company.

REMUNERATION REPORT CONTINUED

Each Non-executive Director, including the Chair, has a contract of service or letter of appointment with the Company. Non-executive Directors will serve for an initial term of three years, subject to election and annual re-election by shareholders, unless otherwise terminated earlier by and at the discretion of either party upon one month's written notice (12 months for the Chair). The Directors' service contracts and letters of appointment are available for inspection at the Company's registered office.

Employment conditions elsewhere in the Company

The Committee has responsibility for ensuring effective engagement and alignment with the workforce in relation to remuneration and related policies and practices. When setting the policy for Directors' remuneration, the Committee considers the pay and employment conditions of employees to ensure fairness across the organisation. Although it does not consult directly with employees in respect of determining the Directors' Remuneration Policy, it receives general feedback from employees via the HR function as part of the output from the employee Engagement and Culture survey and receives a report on employment practices elsewhere in the Company. Graham Cooke, as our designated Workforce Engagement Director, regularly attends Ambassador meetings to understand any views and concerns colleagues may have on this matter and is responsible for sharing these with the Committee – more information on this can be found in the Corporate Governance section of this Report. In her role as Chair of the Committee, Sharmila Nebhrajani joined Graham at an Ambassador meeting in June 2023 in order to share the Committee's approach to remuneration in the wider context.

The approach to determining the compensation for employees globally follows the same principles as for our Executive Directors. Consideration is given to the level of experience, responsibility, individual performance and remuneration paid for comparable roles within the market. The Committee considers data on pay trends and practices, such as gender pay gap information, and the CEO to worker pay ratio.

Incentive arrangements across the Company are tailored based on the nature of the role. Bonuses operate on a wide basis across the Company and long-term share awards are offered to senior management. Being a great place to work is key to developing our culture. Pay is just one factor used to attract, retain and develop a talented and diverse workforce. More information on ITV's commitment to investing in and building a productive, creative and diverse workforce can be found in the Social Purpose section of this Annual Report and Accounts.

Shareholder views

The Committee maintains regular and transparent communication with shareholders. We believe that it is important to regularly meet with our key shareholders to understand their views on our remuneration arrangements and what they would like to see going forward. We welcome feedback from shareholders at any time during the year.

Where we are proposing to make any significant changes to the remuneration framework or the manner in which the framework is operated we would seek major shareholders' views and take these into account. In recent years, the Committee has consulted with major shareholders regarding the operation of the Policy on numerous occasions.

Prior to the adoption of the Policy at the 2021 AGM the Committee undertook extensive consultation with major investors regarding the proposed changes to the pay structure. Engagement with investors on matters relating to executive pay have continued in subsequent years and discussions were held prior to the proposed renewal of the Policy at the 2024 AGM. Throughout the period the major proxy agencies have remained supportive of our remuneration proposals. Whilst the vast majority of our investors have consistently voted in favour of our pay resolutions, the Committee recognises that there are a diverse range of views amongst investors, particularly in relation to restricted share proposals. Whilst the Committee remains satisfied regarding the rationale and benefits of the existing pay model, it will continue to monitor the effectiveness of the Policy going forward to ensure it continues to support execution of the strategy and the views of our major shareholders continue to inform and guide our overall approach.

We intend to maintain a dialogue with our shareholders in future years, particularly when the Committee anticipates any substantial change to the remuneration framework.

CASCADE OF REMUNERATION THROUGH THE ORGANISATION

The table below summarises how remuneration compares across the different groups of employees throughout the company.

EMPLOYEES AT ALL LEVELS	
Element of pay	Description
Base salary	Salaries are reviewed annually, with Executive Directors normally receiving a salary increase in line with that received by the wider workforce. In 2024 there was a tiered approach to the annual pay review based on salary level. Lower earners in the business received 6%, higher earners including the Executive Directors and Management Board received 3%, and all other employees received between 4-5%. ITV has held the Living Wage accreditation since 2014 and was the first broadcaster to do so. We pay the London Living Wage in London and the Living Wage outside of London. This means that we pay everyone, from employees and apprentices to contractors and temporary workers, at least the hourly rate set independently and updated annually by the Living Wage Foundation, which is higher than the government's National Minimum Wage and National Living Wage rates.
Flexible benefits	A range of benefits are available to all employees, providing financial security, encouraging a healthy and balanced lifestyle, and helping individuals make their pay go further. All employees receive the following benefits: <ul style="list-style-type: none"> • Five weeks holiday each year, plus bank holidays, and an extra two days after five years' service • Enhanced Company sick pay and family friendly policies, including maternity, paternity, adoption and shared parental leave • Income protection cover of 50% of salary • Life assurance cover at four times annual basic salary • Wellbeing benefits, including an annual wellbeing day, a range of digital health services and an Employee Assistance Programme (EAP) providing a confidential helpline and additional support <p>There are also voluntary benefits available for employees to choose from, including the opportunity to buy up to six weeks' extra holiday, a Cycle to Work scheme, a salary sacrifice car benefit, gym membership, private healthcare and a health cash plan, which includes optional hospital treatment insurance.</p> <p>We continually look for opportunities to evolve our employee benefits in cost effective ways that support both the needs of the business and our diverse workforce.</p>
Pension	Employees at all levels can participate in our pension arrangements. Eligible employees are invited to join the Defined Contribution Plan and can choose to make a core contribution between 3-6% of their pensionable earnings, which ITV will match and in addition pay a further 3% (i.e. up to 9% in total). A small number of senior executives have pension contributions paid into their personal pension or receive a cash allowance in lieu of contributions.
Save As You Earn	All eligible UK employees have the opportunity to benefit from ITV's long-term performance and share price growth by participating in the Save As You Earn plan. They can save up to £500 per month over a three or five year period to acquire shares in the Company at a 20% discount to the share price at the start of the savings period.
Annual bonus – cash	All ITV employees have an annual bonus opportunity which is based on a % of salary for senior roles and those in Sales, or the same maximum monetary value for all other employees. In 2023 the employee bonus opportunity was £2,000, with the 2023 bonus paying out at £764. A thank you payment of £636 was made to uplift the amount paid to employees.

SENIOR EXECUTIVES

Element	Summary of policy
Deferred Share Award Plan	Senior Executives are required to defer one-third of their bonus into ITV shares for three years.
Executive Share Plan	Share-based awards are granted to selected senior leaders across the business which vest on the third anniversary of grant subject to the Committee's assessment of the performance underpin. Grant levels are generally expressed as a % of salary, with award levels linked to role and seniority. The detailed terms of operation vary by jurisdiction to reflect local market, legal and tax considerations. For Executive Directors any vested awards are subject to an additional two year holding period.
Shareholding guidelines	The Executive Directors and other members of the Management Board, are subject to shareholding guidelines that align their interests with those of shareholders. The Executive Directors are also subject to post-cessation shareholding guidelines, aligning their interests to shareholders for two years after their employment with ITV ceases.