

Saxton
Bampfylde



Appointment Brief

Independent Non-Executive Director

Project code: QABWMB

Copy, Right





About Copyright Licensing Agency

With annual revenues of over £100m and bilateral agreements with over 40 international partners, The Copyright Licensing Agency (CLA) plays a critical role in the UK creative economy. CLA is at the forefront of the rapidly developing fields of intellectual property and electronic rights management. We license organisations for photocopying, scanning and digital re-use of articles and extracts from print and digital publications. We provide several content platforms and digital workflow tools to help our licensees make the most of the content they own.

“Our mission is to help customers legally access, copy and share the published content they need, while also making sure that copyright owners are paid fair royalties for the use of their work.”

CLA has just launched the world’s first voluntary collective licence endorsed by authors and publishers for generative AI, spanning model training, fine-tuning and retrieval-augmented generation (RAG). This new collective licensing solution enables innovation while supporting the lawful, transparent use of opted-in published content in generative AI training, fine-tuning, and Retrieval-Augmented Generation (RAG).

Where does the money go?

We are dedicated to ensuring that rights holders are fairly remunerated when their works are used. We distribute our revenues (after our costs are deducted) back into the creative industries and the originators of creative works, helping to sustain and nurture creativity.

Our revenue is distributed to our member organisations and international partners for onward payment to writers, publishers and visual artists including illustrators and photographers :

- [Authors' Licensing and Collecting Society \(ALCS\)](#)
- [Design and Artists Copyright Society \(DACs\)](#)
- [Picture Industry Collecting Society for Effective Licensing \(PICSEL\)](#)
- [Publishers' Licensing Services \(PLS\)](#)
- International reproduction rights organisations.

CLA is a market leader in the provision of licences and services that simplify and enhance the organisations can access and share information.

CLA Board and Staff

CLA has 11 board members, of which eight are non-executive directors nominated by its Members, one executive director and two are independent Non-Executive Directors.

It has 105 staff based in London and Edinburgh.

Role Summary

This is an Independent Non-Executive Director role, with a specific responsibility to chair the People and Remuneration Committee.

As a CLA Non-Executive Director you will work closely with other members of the Board, the Chief Executive, and the Executive team to refine and develop CLA's strategic thinking; provide oversight of its risks and financial planning; ensure that the organisation's resources are deployed appropriately and are aligned with its strategy and mission; and contribute to the effectiveness of the Board and its committees.

As a member of the Board, you will be expected to embrace and adhere to our company values:

- We support creativity
- Our knowledge is our strength
- We find solutions
- We connect creative communities
- We are ambitious
- Our People make us what we are



Main Responsibilities

As Chair of the People Committee, you will provide strategic leadership and oversight of the organisation's people strategy, culture, HR policies, and talent management. You will ensure the committee fulfils its delegated authority to support the organisation in attracting, developing, and retaining a high-performing, diverse workforce in line with its values and strategic objectives.

The Independent Non-Executive Director will be responsible to the Co-Chairs and to the Board as a whole. Key Responsibilities of the Non-Executive Director will include:

- Chair the People and Remuneration Board committee, which reports to the Board
- Act as an impartial member of the Board, ensuring that all decisions taken are in the best interests of CLA, its mission, stakeholders and employees;
- Contribute to the effective working of the Board, in accordance with all legal and regulatory requirements of Non-Executive Directors;
- Provide active input on CLA's future strategy, risk, finance and organisational development;
- Contribute to scrutiny and oversight of CLA's governance and financial decisions;
- Understand the challenges faced by creators and publishers of content in a fast-changing digital world and include this knowledge in decision-making processes;
- Bring outside experience, thinking and perspective to Board discussions;
- Work within any agreed policies adopted by the organisation and undertake any mandatory training (e.g. information governance, diversity & inclusion);
- Carry out your duties at all times in keeping with the culture and values of CLA.

As Chair of the People Committee, key responsibilities will include:

- **Strategic HR and Culture:** Lead on the strategy for staff wellbeing, compensation and fostering an inclusive, equitable and diverse (EDI) environment.
- **Committee Leadership:** Plan, facilitate and chair the People and Remuneration Committee, ensuring decisions are recorded and actioned
- **Governance Compliance:** Ensure HR policies and committee actions align with legal, ethical and constitutional requirements.
- **Talent & Remuneration:** Oversee senior recruitment, performance management, and reward strategies, supporting talent development. Ensure that the organisational performance metrics are current and appropriate, and that the Executive is held to account for performance against stated objectives.

Person Specification

Core skills and attributes needed to fulfil this position are:

- Experience and /or ability to contribute as a non-executive in an organisation working closely with public and private sectors and membership bodies;
- **HR Expertise:** Understanding of human resources, organisational design, talent management, and Equality, Diversity, and Inclusion (EDI);
- Senior executive experience of people management, linking people strategies to organisational performance and transformation;
- Experience of executive remuneration frameworks (salary benchmarking, bonus structures, long-term incentives, benefits);
- Familiarity with current best practice in people strategy, EDI, and workforce planning, ideally in a digital industry;
- Understanding of employment law and the regulatory context around pay transparency and reporting;
- Experience engaging with, or challenging, executive teams on people and culture;
- Non-executive experience of chairing and/or membership of a people and/or Remuneration committee;
- Well-developed communication skills, diplomacy, and the ability to listen and engage effectively at Board level and with CLA Executive.

Terms of appointment

The initial appointment will be for three years with a fee of £13,785 p.a. Apart from fulfilling your responsibilities as a Board Director and chairing the People and Remuneration Committee, you will also commit time to attend ad hoc working groups, board briefings, act as the People Committee liaison between meetings, conduct evaluations of the committee's work. There are normally four Board meetings, three Committee meetings and a Board strategy day each year.

How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to CLA on this appointment.

Candidates should apply for this role through our website at **roles.saxbam.com** using code **QABWMB**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Wednesday 3 June 2026**.

*The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



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