

newsbrief

October 2026



Nineteenth *newspad* share plan awards

The *newspad* employee share plan awards recognise organisations which have demonstrated outstanding achievement in employee share ownership and hold up best practice models for other companies to follow.

If your company or client made a notable contribution to employee share ownership, issued an inspirational share plan or showed excellence in its communication and presentation; has been creative in using share plans to overcome significant changes or challenging situations, or maybe has a chairman, ceo or share plan team leader who has upped the game with enthusiasm for employee share ownership; then why not tell the world about it?

Companies can nominate themselves or advisers can make submissions on behalf of clients. Entrants can apply for awards in more than one category. Submitting nominations is free and simple. Required information kept to a minimum. Clarity matters more than length. The deadline for nominations is **17:00 on Wednesday December 16 2026**.

The awards represent a great opportunity to celebrate your company or clients' achievements.

The award categories this year are:

1. **Best all-employee share plan**
2. **Best equity scheme in a start-up or scaling company**
3. **Best share plan communications**
4. **Best share plan response to significant changes or challenging situations**

Guidance for entrants including category descriptions, judging criteria and rules of entry can be viewed on the [awards webpage](#).





Centre high table dinner debate – October 22

The Centre is delighted that the Rt Hon John Glen MP, co-chair of the All Party Parliamentary Group on Financial Education for Young People, will be joining us for a high table in the City of London on Thursday, October 22.

John's work with the APPG aligns closely with the Centre's lobbying for UK participation in the OECD PISA Financial Literacy study, and the government's commitment to strengthening financial learning through the curriculum, including reinforcing the provision of financial literacy provision at secondary level.

When in government John served as Paymaster General and Minister for the Cabinet Office. He is currently a member of the Treasury Committee and the Public Accounts Commission. As well as co-chairing of the APPG on Financial Education for Young People, he is an officer of the APPG on Debt and Financial Inclusion.



The Rt Hon John Glen MP



The members only event will be hosted by Prof Michael Mainelli, Alderman of the City of London and take place at the Guildhall in the Aldermen's dining room, starting with a welcome glass at 18:30, sitting down at 19:00, finish at 21:30. Places are limited at Centre high table dinners to ensure everyone has a chance to talk with our guest of honour.

Tickets are £150 + VAT each.

If you would like to take this opportunity to chat with Mr Glen over a sumptuous meal in the beautiful surroundings of the Guildhall, please register your interest by email to events@esopcentre.com by 10:00am Tuesday October 20. Space is limited.



Share Schemes and Trustees Conference 2027 Jersey Thursday March 18



Keynote speaker

Senator Elaine Millar

Minister for Social Security
Assistant Minister for External Relations and
Financial Services
Assistant Minister for Housing

The Centre is delighted that we'll be joined by Senator Elaine Millar, minister for social security for the government of Jersey. Her keynote detailing the Island's drive for workplace savings and pensions will kick-off next year's employee share plans and trustees conference.

The seminar will be on the morning of Thursday March 18 at The Royal Yacht Hotel, St Helier, held in conjunction with STEP Jersey

We are putting together a programme of talks from expert speakers, to update trustees and employee share scheme professionals, *drafted to provide relevant technical information, which we trust will be acceptable as counting towards your Continuing Professional Development or Continuing Competence*. Presentations will run from 09:00 to 13:15, followed by a networking lunch.

Tickets: Book early to secure discounted ticket prices:

Eso Centre/STEP members: £380/each
(if booked before February 26. £450 thereafter)

Non-members: £485/each
(if booked before February 26. £548 thereafter)

Multi-booking discount: 50% off cost of ticket for your third+ delegate

To reserve your place, email us at events@esopcentre.com.





Vestd to sponsor the tenth London share plans symposium

The Centre is delighted to announce that Vestd will be the main event co-sponsor, alongside host Baker McKenzie, of the Employee Share Ownership Centre's tenth share schemes symposium.

The event will consist of two sections:

Background material: The speakers' presentations will be recorded during April and early May. They will be made available in advance of the *live session*: face-to-face event to discuss the presentation topics. The live session, in Baker McKenzie's Central London offices from 13:15 on Thursday, May 27, will feature four interactive discussion sessions. The symposium will conclude with the presentation of the 19th *newspad* all-employee share plan awards and a celebratory reception. The programme of 10 to 12 presentations by employee equity experts will include developments in all-employee and international share plans; share plans in SMEs and private companies; employee ownership and benefit trusts; executive remuneration within the context; and case studies of employee share plans.

The Symposium provides an opportunity for people with a professional interest in all forms of employee share ownership to learn about the latest legal, regulatory, governance and tax issues affecting employee share plans and to exchange ideas.

Admission rates:

Delegates from plan issuer companies will be admitted free of charge.

Practitioners:

Members: £450; Non-members: £800

Trustees:

Members: £400; Non-members: £650

Multi-booking discount: 50% off cost of ticket for your third delegate.

*All prices are subject to UK standard rate VAT

There will be strictly limited opportunities to attend remotely for international members not able to travel to London.

To register a delegate, email: events@esopcentre.com

Speaker opportunities:

If you would like to make a presentation at the symposium, please send your proposal to esop@esopcentre.com. Your speaker would need to be available to record a 20 to 30-minute talk between *April 6 and May 12*, and to attend the in-person section of the event between 13:45 and 17:15 on May 27 to discuss the issues. The in-person part of the event will split into four discussion sessions, each covering a number of presentations.

May 27 2027



Sponsorship opportunities are available for up to three e-brochure logo sponsorships. For details please contact:

esop@esopcentre.com

Sponsors:

The Centre thanks Baker McKenzie for hosting and Vestd for co-sponsoring the 2027 symposium



vestd

Baker McKenzie.



"It becomes the proverbial piece of paper in the drawer."

On September 22, Stuart James, partner at **MM&K**, joined **Vestd**'s Alan Clarke and Kevin Lim to talk through what's happening in employee ownership at the moment...a lot of the discussion kept coming back to scheme design and liquidity.

Takeaways include:

→ **Equity has to stay motivating:** *"If you don't understand the purpose of what the plan is going to do for your business, it's very difficult to get people excited and keep them excited for long. It becomes the proverbial piece of paper in the drawer."* Giving people equity is only the start. The harder question is whether it still means something to them a year or two down the line, especially when any payout could be several years away.

→ **Liquidity is coming up more and more:** *"If your incentive plan doesn't have a direct line of sight to cash (and it doesn't mean it has to be today), that's where things become 'I don't really know why I've got this or what it's doing for me.'"* Nobody's saying an exit has to be around the corner. But people holding equity want a clearer picture of how it might eventually turn into real value. Newer options like PISCES give private companies another way to approach this.

→ **Attitudes to ownership are shifting:** Stuart pointed to a wider change in how people see ownership and reward. For some employees and senior leaders, owning a piece of the business is about being involved and pulling in the same direction as the company. It can be a status thing, too. So, the way a scheme is designed and communicated matters more than it used to, and it needs looking after long after launch.

A recording of the discussion is available: [UK Equity Trends](#)



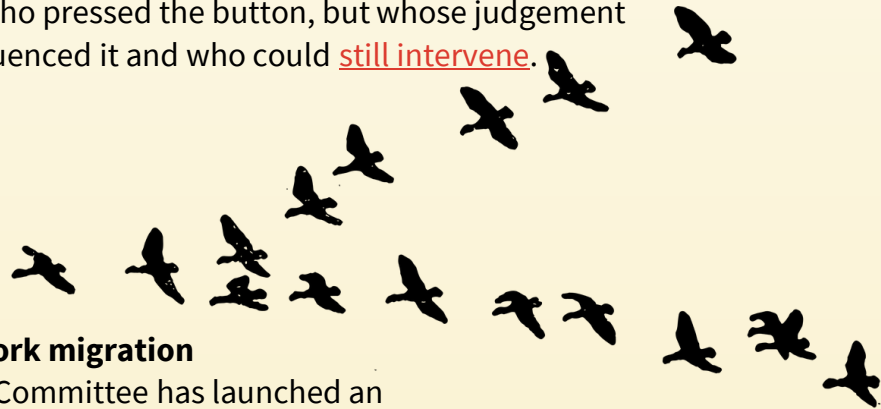
Governance flexibility, AGM reform and capital access

Equiniti examines the Quoted Companies Alliance's 2025/26 Annual Review, highlighting three key themes for AIM and other quoted growth companies: greater flexibility in applying the QCA Corporate Governance Code, evolving expectations around agms and efforts to improve access to growth capital. The review found that 92 percent of AIM-quoted companies use the QCA Code, with 20 percent reporting departures from some provisions and providing explanations instead. The QCA advocates greater flexibility around virtual and hybrid agms, while stressing the importance of shareholder engagement. On capital access, it has proposed a £1 billion small-cap investment portfolio through the British Business Bank and welcomed recent AIM reforms designed to streamline admissions and improve access to capital. Equiniti notes that these developments form part of wider UK capital-market reforms aimed at supporting growth companies and strengthening the attractiveness of [public markets](#).



Agentic AI and employee share plans

Agentic AI could increasingly move beyond advising employees on company shares to executing trades, creating fresh questions around UK Market Abuse Regulation, dealing codes and the financial-services perimeter, according to **Burges Salmon**. While automated trading is not new, the key distinction is whether an AI agent is merely executing a settled instruction or continuing to exercise investment judgement under a broad mandate. An employee with inside information could potentially influence a trade indirectly by changing the data or parameters that trigger an AI-driven transaction, even without explicitly instructing it to sell. UK MAR provides limited protection for transactions arising from genuine obligations established before inside information was obtained, but a flexible AI mandate may not satisfy this where the employee can still alter or withdraw the instruction. Existing employee share plans already use automation for vesting, tax payments and regular purchases, but an agent that decides how much to sell after considering tax, liquidity, share price and portfolio exposure introduces greater discretion. Burges Salmon argues that companies should therefore assess not only the trade itself but the agent's mandate, information access, decision-making authority, execution route and reporting obligations. Separating an investment agent from sensitive corporate information will also be important, particularly for senior executives with access to forecasts or transaction information. The central question for an AI-driven share transaction is consequently not who pressed the button, but whose judgement caused the trade, what information influenced it and who could [still intervene](#).



Stakeholders invited to shape UK work migration

The House of Commons Home Affairs Committee has launched an inquiry into work-based immigration, examining how migration should interact with skills and training policy and what role it should play in addressing labour shortages. Employers, academics and other organisations with relevant experience are invited to submit evidence on issues including salary thresholds, shortage lists, visa eligibility, domestic recruitment and the treatment of migrant workers. The call for evidence closes at 23:59 GMT on October 27 2026. **Lewis Silkin** highlights the inquiry as an opportunity for businesses and others to contribute to the future design of the UK's work [migration system](#).





OECD guidance:

Remote working from abroad and permanent establishments

In an article for [Lexology](#), CMS Italy comments that in recent years remote working has ceased to be the exception and become, for many businesses, a standard way of organising work, including across national borders. This shift raises an increasingly practical question for multinational groups: when can the presence abroad of an employee working from home give rise to a permanent establishment of the employer? In respect of this, on September 30, the updated commentary on the OECD Model Tax Convention was published. It incorporates the significant amendments approved in November 2025 on cross-border remote work and permanent establishment.

The guidance previously in place had been developed when working from abroad was a far more marginal occurrence. It therefore needed updating to reflect the widespread use of remote working, which in many cases is now a structural feature of how work is organised rather than a merely occasional arrangement.

The key issue is under what conditions an employee who habitually works from home, or from another private location, in a state other than the one in which the employer is established may create a permanent establishment in that state.

The new OECD guidance appears to move towards an increasingly substance-based approach to determining whether a permanent establishment exists. What matters is not only how much time the employee spends in the other state, but also the role their presence there plays in relation to the enterprise's business.

As cross-border remote working continues to grow, this approach is particularly significant for businesses and for how they manage the international mobility of their workforce. Centre president Malcolm Hurlston is an independent member of OECD.





Employment tax update

October's employment tax update from **Macfarlanes** highlights several developments that employers should consider ahead of changes taking effect in 2027. A key focus is the phased introduction of mandatory payrolling of benefits in kind from April, initially covering areas including company cars, fuel, vans and medical benefits, with employers needing to review their systems and processes. The update considers exemptions and reporting obligations for globally mobile employees, changes to Class 1A National Insurance and revised self-assessment requirements affecting directors and close companies. The update highlights new HMRC guidance on short-term business visitors, which provides further clarity on the UK tax treatment of employees visiting from overseas. Finally, it covers employment-related securities, including penalties for late annual returns and planned improvements to HMRC's ERS reporting system from April 2027. Together, the developments underline the need for employers to review their employment tax processes ahead [of the upcoming changes](#).

Pension trustees and superfund transfers

Pinsent Masons examines the growing use of superfunds as an option for UK defined benefit pension schemes in view of their long-term 'endgame'. Superfund transfers separate pension liabilities from the sponsoring employer, but can involve complex legal, regulatory and governance considerations. The firm highlights five areas trustees should consider, including ensuring scheme data is accurate before negotiations, working with The Pensions Regulator through the clearance process and demonstrating that the required three gateway tests are met. Trustees must establish that they have the power to make the bulk transfer and that it is consistent with their duties to members. In addition, actuarial certification is needed for transfers without member consent, to confirm that the benefits in the receiving scheme are broadly no less favourable. Finally, trustees should consider potential residual liabilities, such as unidentified members, and agree early on who will bear these risks and whether [insurance is appropriate](#).



Update



MM&K acquires the City Pay Guide Survey

On September 29, MM&K announced its acquisition of the longstanding City Pay Guide Survey from City Pay Associates, strengthening MM&K's position as a leading provider of executive remuneration, reward and compensation insight. For many years, the City Pay Guide has been a trusted source of remuneration data, providing participating organisations with insights into market trends, salary levels and reward practices. MM&K intends to build on the survey's strong foundations, ensuring continuity for existing participants while investing in its future development. Participants can expect the same commitment to data quality, confidentiality and insightful reporting which has underpinned the survey's [success to date](#).



Image by CeriseMuscate from Pixabay

Mandatum partnership accelerates Optio in Finland

Optio Incentives has announced a strategic partnership with Mandatum, a leading Finnish financial services and reward advisory company. Together, the two companies will give Finnish listed companies and high-growth private companies one integrated service for their share-based incentive programmes: Mandatum designs and advises, Optio administers, from the first grant through to reporting and settlement. Oslo based Optio is not new to Finland. The company already serves a growing base of Finnish clients in listed and private companies and has spent the past year listening to what the market needs. The message has been consistent: Finnish companies want a competitive alternative for equity plan administration, one that is modern, collaborative, easy to use and robust enough for the most demanding listed-company programmes. The partnership with Mandatum is how Optio answers that call, with local people on the ground, a trusted Finnish partner at its side, and a clear [intent to accelerate](#).





SARs put in focus for Dutch employee incentives

In its September employee incentives update, **Osborne Clarke** focuses on the most extensive Dutch tax reforms in decades, which have prompted founders and ceos to rethink how to reward and retain their people. It points out that attracting and retaining top talent is expensive. For many Dutch companies, particularly start-ups and scale-ups that cannot yet compete on base salary, equity and profit-sharing schemes have long been the answer. Options, shares, phantom rights, depositary receipts, the range of instruments is well established, but these are about to be overhauled by two significant legislative developments: "box 3" reform and the new start-up and scale-up option regime. Getting ahead of both could save employees and their companies a substantial amount in tax.

Box 3 is the Dutch wealth tax on savings and investments held by individuals outside a business. For private equity in particular, where participants may receive a significant return on investment, structuring employee incentives through box 3 has historically been particularly favourable. This is owing to the notional return of six percent on shares which forms the basis of the current system. This notional return is taxed yearly at 36 percent. The problem is that the system became legally unsustainable following a Dutch Supreme Court ruling known as the "Christmas judgment" (*Kerstarrest*) on December 24 2021.

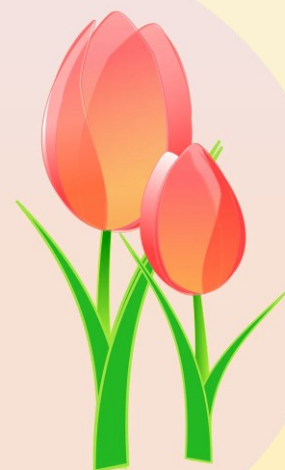
In January this year, Parliament's lower house introduced and adopted the resulting legislative proposal, the Actual Return Box 3 Act (*Wet werkelijk rendement box 3*), despite objections over complexity, implementation and the technical abilities of the Dutch tax authorities.

The new "box 3" system aims to tax actual returns, consisting of both a direct return, such as interest and dividends and an indirect return, such as the increase in value of shares. The value increase of shares would in principle be taxed annually, although for shares in start-ups and scale-ups, a capital gains tax would apply instead; that is, not taxed annually but at the end of the holding period, for example, upon sale of the shares.

Against this backdrop, the Dutch market is likely to move towards stock appreciation rights (SAR) schemes, also referred to as "virtual stock" or "phantom shares", and this shift is already underway. Under SARs schemes, the employee does not receive actual shares but a cash bonus equivalent to the value of a given number of shares. The plan replicates the financial benefits of stock ownership without issuing actual shares.

From a tax perspective, SARs carry a compelling set of advantages

[compared to direct equity.](#)





Congratulations!

Doyle Clayton has been recognised in [2027 Legal 500 rankings](#). Its London and Reading employment teams retain their rankings and its Bristol employment team enter the rankings for the first time.

Fieldfisher has secured nine Tier 1 rankings in The Legal 500 UK 2027, with top-tier recognition across London, the North West and West Midlands. The firm improved its ranking in eight areas, while 14 lawyers were named in the Hall of Fame, alongside 45 Leading Partners, 17 Next Generation Partners [and 15 Leading Associates](#).

Computershare Jersey Employee Share Plan Trust Team has been shortlisted for the Chartered Governance Institute Jersey Awards 2026, [EBT Team of the Year Award](#) for the second year in a row.

Fairway has been shortlisted in two categories at the CGI Jersey Awards 2026, with its Private Client Services and Corporate Services teams both [nominated for Team of the Year](#).

Ogier has received strong recognition in the Legal 500 UK 2027 guide, with its teams in Guernsey, Jersey and London praised for their specialist expertise, responsiveness and client-focused service. Ogier's Jersey employment team was also recognised, with Will Austin-Vautier ranked as a Leading Associate and Wendy Lambert [named as a key lawyer](#).



EMPLOYEE OWNERSHIP NEWS

EOT Round-up

- Law firm [Berry Smith](#)
- Workplace safety technology company [SiteZone](#)





Economy set to shrink ahead of Budget

The UK economy is expected to have contracted by 0.1 percent in August, according to economists polled by Bloomberg, following stronger growth of 0.3 percent in June and 0.4 percent in July. The expected slowdown comes ahead of the Budget on October 28 and is likely to increase pressure on Chancellor John Healey as the government faces a more difficult economic outlook. Robert Wood, chief UK economist at Pantheon Macroeconomics, expects weakness across the main areas of the economy, particularly professional services, administration, and information and communication. RSM chief economist Thomas Pugh said the outlook beyond the summer was "more difficult", forecasting inflation could rise to around 4.5 percent early next year and unemployment return above five percent. Economists expect the Bank of England to face renewed pressure to raise interest rates, with as many as four increases possible by next summer. The combination of weaker growth, rising inflation and uncertainty around the Budget could result in a sharp slowdown in the final quarter and [a difficult start to 2027](#).



Football's regulator is not fit for purpose

In an article for CapX, Professor Len Shackleton, editorial and research fellow at the Institute of Economic Affairs bemoaned the dragging on of the Manchester City scandal, saying that the big story is the finding of the independent commission that the Premier League's regulations – particularly their Profit and Sustainability Rules (PSR) – were breached over 100 times between 2009 and 2018. This involved bogus sponsorship contracts with commercial partners and the production of misleading accounts which concealed the fact that the Abu Dhabi United Group was shovelling money into City's coffers far in excess of what the PSR would allow.

"A well-established proposition from sports economists such as Stefan Szymanski is that there is a strong correlation between a club's wage bill (a proxy for the quality of its players) and league position. If City's obfuscations and misrepresentations allowed them to pay more in wages than they would otherwise be allowed, this might seem an important factor behind their stellar record in the Premier League, with eight titles in the last 15 years, and in other competitions.

"At the moment, the Independent Football Regulator seems to be staying out of the fray and leaving it to the Premier League. While this may be a correct position from the legal point of view, it does make you wonder whether this is not in part a political decision – always the danger when the government sets up a supposedly 'independent' entity.

"Much better, the IFR may reason, to continue with its sterling work dreaming up ever-more elaborate financial sector-style reporting frameworks – a pointless burden on lower-league teams such as Accrington or Solihull Moors – rather than getting to grips with a real problem. We may have already had eight years of delay, but this could trundle on for [quite a while yet](#)."





India

Former Flipkart employees seek share in \$2bn esop buyback

Former Flipkart executives have launched a petition seeking to mobilise an estimated 20,000–30,000 ex-employees of the e-commerce company and its group businesses to demand inclusion in a proposed US\$2bn employee stock ownership plan buyback, according to a report by *The Economic Times*.

The initiative seeks to bring together former employees of Flipkart, Myntra, Cleartrip, ANS Commerce, Shopsy and Super Money to press Walmart, Flipkart's parent company, for clarity on the treatment of their vested stock options ahead of the e-commerce firm's planned initial public offering.

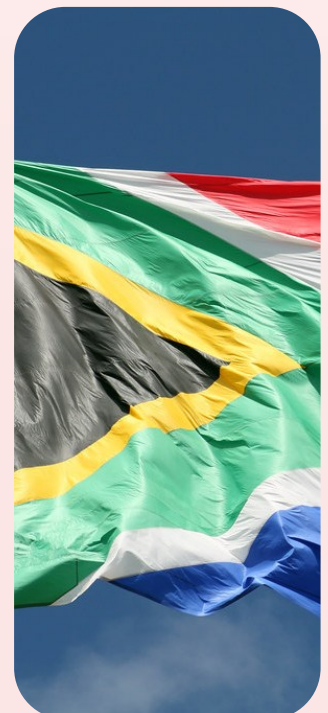
The former employees have expressed concern that the absence of a clear timeline could leave them waiting for years before the listing materialises. The petition, the report said, is intended to initiate dialogue with the company rather than serve as a legal notice [or formal claim](#).



South Africa

Coca-Cola Beverages South Africa regains Level 1 B-BBEE status

Coca-Cola Beverages South Africa (CCBSA) has regained a Level 1 Broad-Based Black Economic Empowerment (B-BBEE) rating for the 2025 assessment period, improving from Level 2 previously. The company attributes the result to sustained investment in local ownership, skills development, supplier development and community initiatives. Coca Cola South Africa has 20 percent black shareholding, including 15.5 percent held through the Ikageng Employee Share Trust, which highlights the role of employee ownership in its transformation strategy. The company has more than 67 percent black representation on its board. It has increased procurement from black-owned and black women-owned businesses. Its enterprise and supplier development programmes support small businesses through initiatives including the CCBSA-Henley Business School programme and supplier development summits. Community programmes such as Bizniz in a Box and the Study Buddy Fund provide further support for entrepreneurship and education. Coca Cola said the achievement reflects its longer-term approach to strengthening economic participation and creating shared value throughout its [South African operations](#).





Vietnam

Financial institution to stop issuing Esops

Rong Viet Securities Joint Stock Company has announced information regarding share transactions by senior personnel and related parties. Besides changes in the shareholder structure, Rong Viet Securities made a decision regarding its capital increase plan. The company's board of directors approved a resolution to halt the implementation of the employee stock option programme in 2026. Simultaneously, the company temporarily suspended the first phase of the share offering to existing shareholders. Both of these plans were previously included in the 2026 capital increase plan approved by the agm.

According to the previously announced master plan, the company planned to issue a maximum of 178 million shares to increase its charter capital from VND 2,720 billion to VND 4,500 billion, divided into two phases. In phase one, the company planned to issue a total of 88 million shares, including 27.2 million shares for dividend payments, 6.4 million Esop shares, and 54.4 million shares offered to existing shareholders. Phase two of the plan involved a private placement of 90 million shares. However, with the latest decision, the plan for phase one has undergone significant changes.

Despite ceasing the issuance of Esops and offering shares to existing shareholders, Rong Viet Securities continues to implement its plan to issue 27.2 million shares to pay dividends for 2025. The payout ratio is set at 10 percent of the total number of outstanding shares. Shareholders owning 10 shares will receive one [additional new share](#).



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USA

Esops gain momentum in alcohol beverage industry

Many breweries, wineries, distilleries and distributors face succession challenges as founders near retirement and acquisition markets stay selective. More are turning to employee share ownership plans instead of sales to strategic buyers or private equity. It suits legacy brands because the buyer is a workforce trust, letting founders sell a stake, retain control during transition or transfer full ownership while stepping back. Harpoon Brewery moved forty-eight percent of its shares to an Esop in 2014, providing liquidity while co-founder Dan Kenary stayed on as a significant owner and ceo. Switchback Brewing transferred one hundred percent in 2017; founder Bill Cherry remained president but ownership passed to employees to keep the Vermont brewery local. Tax benefits help: contributions are deductible, qualifying sellers may defer gains, and fully Esop-owned S corporations largely avoid federal income tax, freeing cash for growth. Employee ownership also supports authenticity, recruitment and retention. Esops offer independence amid consolidation, yet require stable cash flow, proper valuation, governance and repurchase planning. For profitable firms with capable teams, they can deliver liquidity to founders and a lasting [stake for staff](#).



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LIBRARY OF WEBINAR BROADCASTS:



[EMI Schemes: How To Avoid The Pitfalls](#); [Esop Sofa: Transatlantic Perspectives On Employee Share Ownership With John Hoffmire](#); [Esop Sofa: PISCES Progress](#); [Esop Sofa: 2025 AGMs, Remuneration Policies And Share Plan Design](#); [Esop Sofa 2024 Review: Budget & PISCES](#); [The Employee Voice](#); [The Role Of Direct Employee Share Ownership In Market Economics](#); [Esop Sofa: Hot Topics In Employee Share Ownership – Newspaper Review VIII](#); [Esop Centre newspad Online Round-table](#); [Esop Sofa: Esop Round-Table newspad Review VII](#); [Esop Sofa: Hot Topics In Employee Share Ownership – newspaper Review VI](#); [Employee Share Plans & The Benefits For SMEs](#); [Employee Share Schemes, Levelling-Up & Social Mobility](#); [Why Employee Share Ownership Matters](#); [International Share Schemes: Exporting the Vision](#); [Esop Sofa: Hot Topics In Employee Share Ownership – newspaper Review V](#); [Share Schemes And The Impact Of Inflation](#); [The Future of Gig Working As A Dynamic Economic Alternative](#); [The Employee Voice: Share Plan Votes](#); [Esop Sofa: Hot Topics In Employee Share Ownership – newspaper Review IV](#); [Innovative Tax Techniques For Employee Share Schemes](#); [Share Schemes For Non-Employees & The Gig Economy](#); [Esop Sofa: Hot Topics In Employee Share Ownership](#); [Building Back Better With Your Employees Through Shared Ownership](#); [EOTs: The Credible Alternative To Succession](#); [The Role of Employee Share Schemes In Achieving The UN Sustainable Development Goals](#); [Esop Sofa: Hot Topics In Employee Share Ownership - newspaper Review](#); [Beyond Brexit: EU-UK Social Security Contribution Rules](#); [Esop Sofa: Hot Topics – newspaper Review](#); [The Share Valuation Worked Examples Group In The Changing Valuation Landscape](#); [Looking Ahead To 2021: Moving Beyond Brexit In Financial Services Regulation](#); [Insights Into Share Valuation for Employee Share Schemes: Revealed Through Dynamic Case Studies](#); [Lessons From Lockdown: Re-Assessing How You Manage Share Plans In A Digital Way](#); [Employee Share Schemes: Innovative Communication Strategies Guaranteed To Increase Employee Take-Up](#); [Selling Your Company To An EOT - How It Differs From An MBO](#); [Institutional Investors' Views On The Use Of Share Plans](#); [Esop Sofa – Hot Topics](#); [Employment-Related Securities: The Complexity Unravelling Into Practical Application](#); [Employee Ownership & The Future Of Capitalism](#); [Could Equity Be Used To Replace A Portion Of An Employee's Salary?](#); [The Case For Employee Share Ownership: The Heart Of The Matter Revealed](#); [Esop Sofa Lockdown Stories](#); [Share Valuation: The Wisdom On Price-Setting For Your Employee Share Schemes](#); [Tools Of Engagement: The Power Of All-Employee Plans](#); [Awarding Shares To Employees In A Covid-19 World](#); [The Employee Share Trust: Establishing A Dynamic Market For Your Employee Share Schemes](#); [How To Ensure All-Employee Share Plans Remain Relevant](#); [Esop Sofa - What Are Today's Big Employee Share Ownership Questions?](#); [Enterprise Management Incentives \(EMIs\) – Powerful Lessons From Five Practical Case Studies](#); [Enterprise Management Incentives \(EMIs\) – Igniting Your Business By Sharing Success](#); [Esop's Tales: The Foundation Of The Esop Centre](#).

Broadening horizons, Z/Yen Group is hosting a range of webinars over the coming weeks. For a full listing of Z/Yen, Long Finance, FS Club, and Employee Share Ownership Centre webinars look here: <https://fsclub.zyen.com/events/webinars/>
Or sign up for mailings at <https://fsclub.zyen.com/#Subscribe>



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ABOUT NEWSBRIEF

Newsbrief is the Employee Share Ownership Centre's members-only mid-month publication. To submit a story for the next issue of newsbrief, sponsor the publication, or to propose someone for a member profile, contact Juliet Wigzell:
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