

August 2017

WORLD CENTRE AWARDS 2017



How to write winning entries

The deadline for the **World Centre for Employee Ownership Awards** – Friday September 1 – is fast approaching. The awards recognise the achievements of companies which offer broad-based employee share plans and hold up best practice models for other companies to follow. Each of the seven categories this year (see below for descriptions) is extremely competitive, so here are some tips on how you can make your entries stand out.

1. Don't describe business as usual

Although it is always good when a company adopts employee ownership, the existence of a share scheme is not in itself an achievement. You need to show the judges how it stands out. What precisely has your company achieved that sets it apart?

2. Less is more

Make your submissions concise. The judges have a lot to read and a succinct submission will be easier to compare with other entries – don't make it hard for them to extract the key information.

3. Numbers speak louder than words

Wherever appropriate, use figures to demonstrate your share plan's achievements.

4. Show, don't tell

There will be many situation where numbers aren't available, but you should still endeavour to back up your statements with practical examples.

5. Don't use the word 'leading'

We all do it (even at the Esop Centre!), but using the word 'leading' won't make your submission stand out. The judges are interested in the details, not marketing copy.

6. It's OK to admit mistakes

We all learn from our mistakes and sometimes the most impressive stories are those where failure is transformed into success. Don't be afraid to provide the full and honest background to your achievements.

7. Trust us

Many companies are tempted to leave out crucial details – or are even discouraged from making a submission altogether – because they worry that the information will be shared publicly. This needn't be a concern. If there are any aspects that you want to remain confidential, just say so and the details will remain within the four walls of the judging room. Our three judges this year – Damian Carnell of Willis Towers Watson, Anna Watch of BT, and Stuart Bailey of White Oak Consulting – are all independent and fair minded. In the unlikely event that a conflict of interest arises, they excuse themselves.



Categories

Best all-employee international share plan *

An all-employee share plan can be a particularly effective way for a multinational company to bring together a diverse global workforce to help achieve key corporate goals. Applications to this award category will be judged on how successfully the share plan meets the company's objectives in light of the complexities of cross-border arrangements.

Best all-employee share plan †

All-employee share plans help spread the wages of capital and boost company productivity. This award category highlights how share schemes can be used to benefit employee and business alike.

Best financial education of employees

Share plans can be complex and difficult to understand for the ordinary worker. This award category recognises the efforts of companies to promote participation in broad-based share schemes through dedicated financial education programmes.

Best share plan communications

Communication is key to the success or failure of an all-employee share scheme. This award category highlights the need for communications programmes that are sensitive to the circumstances of an individual company and the make up of its workforce.

Best use of video communication

Video communication can be an extremely effective way of promoting participation in an all-employee share scheme. This award category recognises the benefits of audiovisual communication in engaging with national and multinational audiences.

Best use of technology

Without effective technological solutions, all-employee share plans would be prohibitively expensive and time consuming for many companies. This award category recognises innovative uses of technology to manage, communicate and administer share schemes in a fast changing world.

Most creative solution

All-employee share plans often raise particularly challenging situations. This award category is designed to recognise particularly creative solutions to difficult problems encountered in the design and administration of share schemes.

* Participants in at least three countries.

† Participants in no more than two countries.

[Visit the World Centre Awards 2017 webpage for further details](#), including a template application form to draft nominations offline.

[Submit your applications by the close of play on Friday September 1 2017.](#)



CONFERENCES & EVENTS

Employee share schemes for SMEs conference: Thursday September 14

The next [employee share schemes for SMEs conference](#), jointly organised with the **Institute of Directors**, will be held at the offices of **Travers Smith** in London on Thursday **September 14**.

This one-day event is designed for small businesses and their advisers who are considering an employee share scheme, or who want to develop existing plans. It is also an excellent training opportunity for practitioners and their staff.

With Malcolm Hurlston CBE in the chair the programme will feature:

Colin Kendon, **Bird & Bird**; David Craddock, **David Craddock Consultancy Services**; Catherine Gannon, **Gannons**; Liz Hunter, **Mazars**; Stephen Woodhouse, **Pett Franklin**; Robert Postlethwaite, **Postlethwaite**; Garry Karch, **RM2 Partnership**; Nigel Mason, **RM2 Partnership**; and Mahesh Varia, **Travers Smith**.

[Click here for the full programme.](#)

Tickets cost £385 + VAT for Centre and IoD members. [IoD members can book online.](#)

Centre members should call the IoD's Laura Jumnoodoo on 020 7766 8919, quoting ESOP17.

Esop Centre high table with Manifest: Wednesday September 20

Our next high table dinner guest will be Sarah Wilson, chief executive of **Manifest**, the influential proxy voting and corporate governance research specialist. It will be held at the RAF Club on Wednesday **September 20**.

Sarah was a marquee speaker at last year's British Isles symposium where she focused on executive pay reform, culture change and responsible corporate stewardship. **Manifest** is to include employee share schemes in its reporting and we are working with Centre members to create model reporting of share schemes, at a time when work on governance remains a May government priority.

High table participants enjoy lively discussion and an intimate atmosphere with a maximum of ten guests.

The event will start with a welcome glass at 18:30 followed by dinner in the Mezzanine Suite of the Club, 128 Piccadilly London W1J 7PY.

Tickets are £140 + VAT each.

If you would like to join us, let Juliet Wigzell know at jwigzell@esopcentre.com or 020 7239 4906 as soon as possible.

TRAVERS SMITH



Guernsey share schemes and trustees seminar: Friday October 6

The annual **Guernsey share schemes and trustees seminar**, organised by the **Esop Centre** and the **Society of Trust & Estate Practitioners** (STEP), will be held at the St Pierre Park Hotel in St Peter Port on Friday **October 6** 2017.

It is an industry-leading networking and learning opportunity for all those interested in employee share schemes and trusteeship.

The seminar will be chaired by Malcolm Hurlston, chairman of the Esop Centre, and the welcoming remarks will be delivered by Deputy Andrea Dudley-Owen, member of the **Guernsey States** committee for economic development.

The speaker line-up includes: Alison MacKrill of **Appleby Global / STEP**; Graham Muir of **CMS**; David Craddock of **David Craddock Consultancy Services**; Juliet Halfhead and Matthew Maltby of **Deloitte**; Paul Malin of **Haines Watts**; Stephen Woodhouse of **Pett Franklin**; David Pett of **Temple Tax Chambers**; and Elaine Graham of **Zedra**.

[Click here for the full programme.](#)

Tickets cost £375 for Centre / STEP members and £480 for non-members.

Book and pay by Thursday August 31 to secure one of the following **early bird discounts**:

- 50 percent off a third delegate
- 10 percent off total

Only one early bird offer can be used for each organisation, whichever gives you the larger discount.

To register, please email the name and email addresses of all delegates to events@esopcentre.com or call 020 7239 4971.

World Centre Awards Dinner 2017: Tuesday October 31

The **World Centre for Employee Ownership's sixteenth awards dinner** will be held at the **Reform Club** in London on the evening of Tuesday **October 31** 2017.

The Awards Dinner brings together members and their influential guests – representing UK and international plan issuer companies and their expert advisers – to recognise the best in employee share ownership. This stylish enjoyable black-tie event is the perfect way to celebrate the year with clients, colleagues and peers.

Both individual and group tickets are available.

Table of ten £1,800 + VAT *

Member £195 + VAT

Non-member £270 + VAT

* Tables of ten can only be purchased by **Centre members**

To order tickets, please email events@esopcentre.com or call 020 7239 4971.

British Isles employee equity symposium: Thursday/Friday November 16–17

The Centre's second British Isles employee equity symposium at **White & Case's** offices in the City of London on Thursday/Friday **November 16–17** will feature an expert speaker line up.

Centre chairman, Malcolm Hurlston, will deliver the opening address. Other speakers include: Professor Len Shackleton of the **Institute of Economic Affairs**; Colin Powell CBE, adviser to the **government of Jersey** on Brexit, with panel support from trustees; Damien Knight of **MM & K**; William Franklin of **Pett Franklin**; Garry Karch of **RM2**; John

Hunter of the **UK Shareholders Association**; Mick McAteer of the **Financial Inclusion Centre**; and Nicholas Greenacre, Tom Hickman and Helen Levendi from hosts **White & Case**.

Download the event brochure to view an outline programme.

Speaker roles are still available. If you would like to make a presentation, send your proposal to Fred Hackworth as soon as possible: fhackworth@esopcentre.com

Bookings

	Member	Non-member
Practitioner	£415	£625
Trustee	£330	£500
Plan issuer	Free*	£75

* Subject to £50 admin fee.

All attendance fees are subject to standard VAT.

You can register as a delegate by sending an email to: britishisles@esopcentre.com

MEMBER NEWS

Global Shares creates 80 new jobs



West Cork based Global Shares, a global provider of leading share plan administration software, has announced the creation of a further 80 new jobs due to rapid global expansion, bringing its total number of employees worldwide to 228. The recruitment drive comes on the back of significant growth in Global Shares' client base which has grown in the past two years from 150 to 250 clients based in 25 countries with participants in over 100 countries. The new positions are spread

across many areas of the business – IT, financial, multi-lingual share plan analysts, service desk, trading and legal. Eighty percent of the new jobs will be based in Ireland, primarily at its headquarters in Clonakilty.

Aidan Langley fundraising for Parkinson's UK

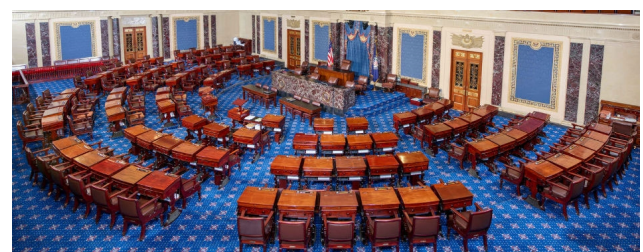
Equity incentives expert and editor of the Practical Law website, Aidan Langley, is raising money for Parkinson's UK. He was diagnosed with Parkinson's disease late last year and is now doing everything he can to help find a cure. On September 9, he will be doing the Thames Bridges Trek – a 25 kilometre walk from Putney to Rotherhithe crossing 16 of London's bridges on the way – to raise money for research. You can sponsor Aidan on his [JustGiving page](#).

RM2 webinar: EMI post implementation, August 17

Caroline Parker and Stuart Hale of RM2 will be leading a webinar on what to do once an Enterprise Management Incentive plan has been implemented. The session will be held 11:30–12:00 on Thursday August 17. [Click here to register](#).

UK & GLOBAL NEWS

USA: ESOP bills introduced to Senate



The Promotion and Expansion of Private Employee Ownership Act ([S. 1589](#)) was introduced to the United States Senate on July 19. The bill would extend the deferral of capital gains taxation, which currently only

applies to sellers of C corporation shares, to qualified sellers of S corporation shares. The bill has attracted bipartisan support with 22 sponsors and is the Senate version of a bill ([H.R. 2092](#)) introduced to the House of Representatives in April.

A separate bill, the Empowering Employees through Stock Ownership Act ([S. 1444](#)), was introduced to the Senate on June 27. This aims to encourage the exercise of stock options by allowing employees to defer taxes for up to seven years as long as the company's equity awards meet certain requirements. The bill has only attracted one co-sponsor to date.

UK: Top pay falls by fifth

The average pay of FTSE 100 CEOs has fallen by almost a fifth according to an annual survey of top pay. Analysis by the High Pay Centre and the CIPD found that the average FTSE 100 chief executive received an annual pay package of £4.5m in 2016, a 17 percent drop from £5.4m in 2015.

USA: Restoration of Massachusetts employee ownership office vetoed

The governor of Massachusetts has vetoed various parts of a budget bill approved by the state legislature last month, including funding for the Massachusetts Office of Employee Involvement and Ownership. [As we reported in last month's newsbrief](#), the office was created in 1989 to help small business convert to co-operatives, employee stock ownership and other employee-owned models. It looked set to be restored after a decade of dormancy when State Rep. Paul Mark – a former Centre high table guest – tabled a successful budget amendment that would have resurrected the office with \$150,000 in funding.



MEMBER PROFILE

Sarah Anderson is a director at the **RM2 Partnership** and author of *Employee Share Schemes for Private Companies*.



In what ways does employee share ownership serve a useful purpose?

I believe that one of the most important functions of employee share ownership is to forge a strong link between business owners and their employees, thus narrowing the divide between “us and them” that can otherwise exist. If everyone in the business is working towards a shared goal, this pays dividends (literally!) – in terms of individual reward, company growth and profitability and, ultimately, the wider economy.

Individual reward, also, is not limited to financial reward. Share ownership can create a sense of pride and belonging to a company that goes beyond mere financial return.

How can we widen and deepen the adoption and use of employee share ownership?

There are plenty of ways. We must continue to tell the many great stories associated with employee ownership – ranging from the financial windfalls for ordinary employees benefiting under SAYE schemes in larger listed

companies, to the sustainable successful long-term businesses that are owned entirely by the workforce. Tax advantages attached to government recognised plans are a great incentive for businesses to adopt them but they should never be the driver behind the implementation of a scheme – we need to get business owners to understand the wider advantages behind employee ownership – motivated, rewarded people creating successful, profitable businesses.

What would you tell someone on the fence about introducing employee share ownership to their company?

I tell them my story. The reason I am working in this industry, and the reason I became a lawyer, is because I was given an opportunity to own shares in my company. That had two outcomes – first, it meant I had a genuine sense of ownership and loyalty to that company, which meant I probably worked harder, and stayed longer, at the business than I might otherwise have done. Secondly, when my shares were sold, I was able to pay the college fees enabling me to qualify as a lawyer. Without employee ownership, I would not be doing the job I do today (which, by the way, I love!).

What do you think will change about employee share ownership over the next five years?

I think that introducing share plans generally will become easier and cheaper as legal services become increasingly commoditised. This can only be a good thing, particularly for private companies wishing to incentivise their employees in a cost-effective way.

I think that the new(ish) Employee Ownership

Trust will increase in popularity. I would like to see vast numbers of mini-John Lewis Partnerships throughout the UK!

What has been the most important development in employee share ownership during your career?

On the plus side, the introduction of EMI, SIP and EOT – arrangements that provide a massive range of equity based arrangements for employees to suit almost every eventuality, with significant tax benefits attached.

On the negative side, the whittling away of HMRC staffing levels – particularly the Employee Share Schemes Unit, once awash with knowledgeable and supportive technical staff whose expertise was second to none, and now a shadow of its former self. And I mean no criticism of the remaining staff at ESSU – there are simply not the resources available any more.

Which change to employee share plans legislation, in the UK or elsewhere, would you most like to see?

I'm actually quite contented with the current legislation. I think the minimum values relating to some of the plans should be updated more frequently, but the range of plans available here in the UK is pretty good.

Why do you think employee share ownership has enjoyed cross-party support in the UK?

Because employee ownership cuts both ways from a political perspective – on the one hand, you have the co-operative “let's all share together” viewpoint; on the other hand, you have the capitalist “let's make lots of money”

aspect. Employee share schemes meet in the middle – perfect.

Which aspect of the Esop Centre do you most value?

The extraordinary breadth and detail of the monthly *newspad*. Everything in the share plans world is there!

Which aspect of the Esop Centre would you most like to change?

I wish *newspad* was a bit easier to read! Scrolling up and down two columns of the PDFs sends my eyes funny!

What is your idea of perfect happiness?

Swimming, in the sea, in the sun, with no deadline to get out.

What is your most marked characteristic?

I talk too much. On the other hand, I can be decisive when I've finally stopped talking.

What do you consider your greatest achievement?

Working full time while studying for my legal practice course in the evenings over four years which started when my first child was nine months old. Obviously, that achievement was in large part down to my husband, rather than me.

What historical figure do you most identify with?

Boudicca. She was probably pretty decisive as well.

Which living person do you most admire?

My mum. For just being incredible in the face of everything.

Who are your heroes in real life?

Anyone who is genuinely kind, and non-judgmental. I am not one of those people. I wish I was.

Which word or phrases do you most overuse?

A variety of profanities. Also, “sorry”.

What is your most treasured possession?

The ring my husband bought me on our first ever holiday. It's a piece of old tat, really, but it's worth more than anything.

ABOUT NEWSBRIEF

newsbrief is the Employee Share Ownership Centre's members only mid-month publication edited by Daniel Helen. Contact the editor to submit a story for the next issue.

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