



EVENTS

Hold the day for the Centre's share plans symposium – March 26 2026

The Esop Centre's **ninth Share Schemes Symposium**, will consist of two sections:

- ⇒ Background material: The speakers' presentations will be recorded during February and early March. 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, March 26 2026, will feature four interactive discussion sessions.

The symposium will conclude with the presentation of the 18th *newspad* all-employee share plan awards and a celebratory reception.

The programme of 10 to 12 presentations by employee equity experts will include developments and issues 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 in action.

The Symposium provides an opportunity for people with a professional interest in all forms of employee share ownership to learn about 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 February 2 and March 10, and to attend the in-person section of the event between 13:45 and 17:15 on March 26 to discuss the issues raised in their presentation. The in-person part of the event will be split into four discussion sessions, each covering a number of presentations.

Sponsorship opportunities are available for one main event co-sponsor (alongside host Baker McKenzie); plus two further e-brochure logo sponsorships. Please contact esop@esopcentre.com for details.

**Baker
McKenzie.**

The Centre thanks Baker McKenzie for hosting the 2026 symposium

Eighteenth *newspad* all-employee share plan awards

The 18th *newspad* all-employee share plan awards are now **open for submissions**. The *newspad* awards recognise the achievements of companies which offer employee share plans 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, increasing participation or using technology; or if the chairman, ceo, or share plan team leader has upped the game with enthusiasm for employee share ownership, why not take this opportunity to tell the world about it?

Either companies can nominate themselves or advisers can make submissions on their behalf. Entrants can apply for awards in more than one category. **Submitting nominations** is free and simple. Required information is kept to a minimum. Clarity matters more than length. The deadline for nominations is **17:00 on Wednesday December 17 2025**.



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

The award categories for 2025 are:

1. **Best all-employee share plan**
2. **Best share plan communications**
3. **Best use of technology, AI or behavioural science**
4. **Best share plan response to significant changes or challenging situations**

Category descriptions and rules of entry can be viewed on the [Awards webpage](#).

We look forward to receiving your nominations.



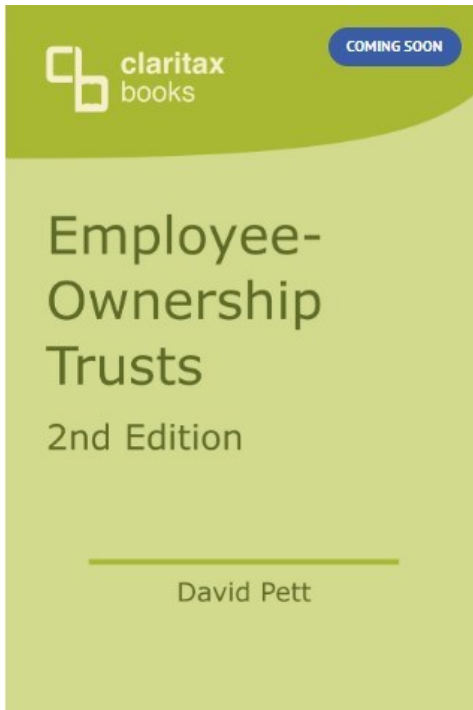
18th All-Employee Share Plan Awards

THE BEST

- ★ All-employee share plan ★ Share plan communications ★
- ★ Use of technology in a share plan ★
- ★ Response to significant changes & challenges ★



Employee Ownership Trusts 2nd Edition released



The second, much re-worked and expanded, edition of David Pett's book on "**Employee Ownership Trusts**" has been published by Claritax Books.

Priced at £95/each (plus £6 delivery for orders totalling under £150), the book can be ordered from <https://www.claritaxbooks.com/product/employee-ownership-trusts/>, where you can see full details (price, date, overview, sample content, full table of contents).

The new edition covers the changes to the tax rules made by the Finance Act 2025, as well as many other points drawn from practical experience over the period since the book was first published in 2022.

So far as the Centre is aware, it remains the only dedicated guide to the legal and tax treatment of employee ownership trusts for lawyers, accountants and other advisers as well as all those involved in the transfer of ownership of a company to an EOT and its future governance.

Employment Rights Bill – current status and next steps

It's now almost ten months since the government published the draft Employment Rights Bill, its flagship legislation intended to implement key aspects of its employment rights and industrial relations policies. In the interim, we have seen the first tranche of consultation exercises on specific aspects of the Bill, with several more announced. The iterative nature of the process has made it challenging for employers to keep track of the Bill's progress and the steps that are needed to prepare for full implementation.

A **Baker McKenzie client alert** included a reminder of the Bill's key provisions and explained their current status and timelines, as well as what organisations could or should be doing now to prepare. For completeness, also mentioned are some recent developments from the House of Lords that, ultimately, are highly unlikely to progress, as they do not align with government policy.





Skills-based pay: progress or Pandora's box?

In today's world of agile teams, internal talent marketplaces and AI-generated job specs, skills-based pay is making a comeback. It links compensation to the skills employees demonstrate, not their job title, grade or how many acronyms they've squeezed into their LinkedIn profile. The logic is more skills = more value = more pay.

Skills-based pay is a great idea, but **Burges Salmon's** Nigel Watson **warns of the legal tripwires you could fall over** if you don't carefully consider the Equality Act before you implement the pay matrix.

How EQ supported Lloyds Banking Group to win hearts & minds through share plans

Lloyds Banking Group, with 66,000 employees, has a long-standing commitment to employee share ownership and was highly commended for its use of technology in its employee share plans in the Esop Centre's *newspad* share plan awards. **Equiniti** plays a vital role in data analysis, communication and streamlining processes in collaboration with Lloyds Banking Group to ensure employees had a positive experience. Equiniti provides and maintains the the share plans portal which enables access to shareholding information, account management and transactions. Lloyds Banking Group's transparent approach resulted in overwhelmingly positive feedback on communication clarity and accessibility, ease of navigation, helpfulness of resources and support. The combination of Equiniti's support and Lloyds Banking Group's **response to the challenges involving its employee share plans**, reinforced the value of share ownership and fostered a culture of trust and empowerment.

Leadership advisory firm announces significant minority investment from KKR

KKR will acquire a significant minority stake in ghSMART, a pioneering leadership advisory firm founded in 1995. ghSMART is committed to an employee ownership culture and its founder, partners and employees will retain majority ownership in the business.

*"KKR is making its investment in ghSMART through its Ascendant Fund, which invests in middle market businesses in North America as part of KKR's Americas Private Equity platform. Following the close of the transaction, **KKR will help ghSMART expand its employee ownership programme** for all of the company's 173 employees."*

Employment tax update - July 2025

In its **latest bulletin**, **Macfarlanes** focused on technical amendments to residence-based tax regime, policy on tackling non-compliance in the umbrella company market, HMRC's aim to modernise the tax system and Class 2 NICs.

Implications for UK share scheme participants in overseas listings

MM&K covers the **five key implications for UK share incentive scheme participants** when a UK company chooses to list overseas or delist from the London Stock Exchange. The major issues identified include the impact of a different market culture on investor behaviour and share price performance, higher IPO costs, fluctuating exchange rates and currency conversion fees, complicated taxation and valuation and an absence of an open market.



Senate HELP committee unanimously passes landmark Esop bills

According to **Menke** there was a powerful bipartisan moment for worker-ownership advocates when the US Senate Health, Education, Labor & Pensions (HELP) Committee voted unanimously on July 31 to advance two major bills promoting and protecting employee stock ownership plans: the Retire Through Ownership Act (S. 2403) and the Employee Ownership Representation Act (S. 1728).

Together, these bills represent a historic shift in how the federal government regulates, supports, and legitimises employee ownership as a cornerstone of retirement security and wealth building in the US.

With HELP Committee approval, the Retire Through Ownership Act and Employee Ownership Representation Act will now proceed to the full Senate for consideration. Though a floor vote has not yet been scheduled, the strong bipartisan support increases the chances of successful passage.

Meanwhile, advocates—including the ESOP Association—are encouraging **companies to invite legislators to visit Esop workplaces during the August recess**, underscoring how employee ownership transforms lives in every congressional district.

Congratulations

Lewis Silkin has been named as a finalist in **three categories of the SOMOs (the UK Social Mobility Awards)**, which celebrate organisations which are embedding social mobility initiatives into their core business strategy.

Ogier has once again been named a **Platinum Employer Partner of the Society of Trusts and Estates Practitioners (STEP)**, recognising the firm's continued investment in its people.

SHARE Plan Act offers three percent tax reduction for giving stock to lower-paid employees

An **NCEO** blog post examines the new bipartisan bill—the SHARE Plan Act—which could **incentivise inclusive equity sharing in the USA**. Matthew Licina questions whether the tax benefit is enough, and warns of the potential effects on 401(k) contributions and wage growth.

The new Share Holder Allocation for Rewards to Employees Plan Act, or the SHARE Plan Act, has been introduced in the US House with the aim of boosting large company employee ownership by providing a tax reduction. The legislation offers a three percent tax rate reduction “*for US-domiciled companies that establish and maintain a SHARE plan, which is defined as a corporate programme that grants common stock to employees periodically at no cost.*” A company must have 500 or more full-time US-based employees to qualify, and each grant of shares must include the lowest-compensated 80 percent of US-based employees. “*Performance-based equity compensation is excluded from qualifying.*”





LSEG's new PISCES based market for investing in private companies

The London Stock Exchange Group has introduced its new **Private Securities Market**. This pioneering market is built on the government's Private Intermittent Securities and Capital Exchange System (PISCES) framework and is designed to improve liquidity in the shares of private companies through regular auctions. The new market will, for the first time, allow private companies to take advantage of the London Stock Exchange's public markets infrastructure while remaining a private company.

The LSE claims the new market will provide:

- ⇒ A new source of deal flow. Professional and sophisticated investors will be able to access direct investment opportunities in private companies with greater confidence in their ability to buy and sell holdings.
- ⇒ Better visibility. Investors can bid with clarity and reduced uncertainty around transaction timing, and faster, simpler executions.
- ⇒ Confidence. They will be able to trade private shares on a regulated London Stock Exchange venue.

Post Office could hand ownership to employees amid review into its future

The **Post Office could become a mutual** as the government considers changes to its structure. The *Independent* reported on the launch of the Department for Business and Trade green paper and three-month consultation over the future of the Post Office in the aftermath of the Horizon IT scandal. In the first comprehensive review of the Post Office in 15 years, the government will consider its ownership model, *"including mutualisation, which could mean handing ownership of the company to thousands of its subpostmasters."* A £118m subsidy package will fund the transformation plan, with further investment to improve services.



By Post Office Ltd - Author, Public Domain, <https://en.wikipedia.org/w/index.php?curid=44266859>



John Lewis considers reinstating staff bonus

John Lewis Partnership may reinstate its staff bonus for the first time in four years as it is on track to deliver higher profits.

In an internal update, the retailer informed its 69,000 employees that it is “aiming to make over £200m profit” for the current financial year and that “to get there we need to keep focused on the right things and deliver our plans”.

The partnership cancelled its staff bonus in 2020 for the first time since 1953. The prized payout was briefly reinstated in 2022 but has not been paid since, amid a more challenging trading environment. The move has angered some partners, with staff launching a petition earlier this year calling on bosses to bring back bonuses. “The bonus meant something more than just money. It was a **sign that the company saw and appreciated us,**” the open letter said.



James Petts from London, England, CC BY-SA 2.0 <<https://creativecommons.org/licenses/by-sa/2.0/>>, via Wikimedia Commons

NewRiver REIT enhances employee share scheme with strategic share purchase

As disclosed on *TipRanks.com*, NewRiver REIT announced that the **NewRiver REIT Employee Benefit Trust has acquired 3,000,000 ordinary shares** in the company. This strategic purchase is designed to support both current and future exercises of awards under NewRiver’s employee share schemes. A leading UK-based Real Estate Investment Trust, NewRiver specialises in the acquisition, management and development of retail assets in the UK.



By NewRiver - 2018 Annual Report, Public Domain, <https://en.wikipedia.org/w/index.php?curid=58774901>



Australia:

DataDot Technology adopts new incentive scheme

A specialist in digital asset protection, authentication and theft deterrence **DataDot Technology Limited** has published an ASX announcement on the establishment of an ESS. DataDot Technology adopted the scheme in July 2025 to allow eligible employees and contractors to acquire fully paid ordinary shares in the company through structured salary or contract fee sacrifice arrangements. The inclusion of contractors may well inspire UK companies.

The initiative reflects DataDot Technology's commitment to equity participation and aligning team and shareholder interests. "The managing director, Mr Brad Kellas, will not participate in the scheme at this time. As required under ASX Listing Rules, any proposed participation by Mr Kellas will be subject to shareholder approval, which will be sought in due course."

India:

Three employees, one Esop, three tax outcomes: A tale of divergence

A *Lexology* article provides analysis of three divergent High Court decisions from Delhi, Karnataka, and Madras on the tax treatment of compensation payments made for the reduced value of unexercised employee stock options issued by Flipkart's Singapore parent company.

The rulings highlight significant legal uncertainty over whether such compensation should be classified as a perquisite, capital asset, or capital receipt under Indian tax law. This uncertainty creates substantial tax and **litigation risks for both employees and employers in similar situations.**

Esop allocation news - India



Image courtesy of Sarvaswa Tandon on Unsplash.com

- ◇ Avalon Technologies
- ◇ Blinkit
- ◇ Brigade Enterprises
- ◇ Chalet Hotels
- ◇ India Shelter Finance Corporation
- ◇ Interarch Building Solutions
- ◇ Ixigo
- ◇ Jagsonpal Pharmaceuticals
- ◇ KFin Technologies
- ◇ Lenskart
- ◇ Mahindra & Mahindra
- ◇ Marico
- ◇ Max Healthcare
- ◇ RBL Bank
- ◇ Somany Ceramics
- ◇ Welspun Corp



New Zealand:

FNZ wealth management hit with US\$4.6bn lawsuit from staff shareholders

According to an article in *The Australian Financial Review* some employees of wealth technology giant FNZ have filed a landmark legal action in New Zealand **alleging employee shareholders were treated unfairly and their holdings diluted**. FNZ denies the claim that directors failed to act in the best interests of the company.

The Class B FNZ employee shareholders (three percent of total staff) claim the value

of their shares (23 percent) equalled approximately US\$4.6bn as at FNZ's last US\$20bn valuation in 2022. But this equity could be diluted to zero if a sale or share market listing valued the company at less than US\$8.3bn. **Reuters reported** that Kiwi CayLP, representing FNZ's class B shareholders, alleged a share issuance unfairly shifted US\$1.5bn in value to institutional investors.



South Africa:

Barloworld's future at stake as Competition Tribunal hears acquisition details

According to a report by Tawondo Komombo for news agency IOS, the delisting of Barloworld from the Johannesburg Stock Exchange is a major **condition for the implementation of an Esop** as part of the acquisition planned by consortium of investors acting through a **newly established company**. Newco is offering R123.10 per share and has secured 58 percent shareholder support to delist and pursue a 90 percent ownership stake.

However minority shareholders are likely to resist, which could scupper the plans. The merging parties told the Competition Tribunal hearing that "if there is no delisting" they would not be "in a position to implement an Esop".

The Public Investment Corporation required the securing of black economic empowerment shareholder participation for it to support the transaction.





USA:

New paper on employee ownership and the roles of psychological ownership

Relying on a National Bureau of Economic Research dataset of employees of 14 United States companies with shared capitalism practices, a new paper: *Employee Ownership and Promotive Voice: The Roles of Psychological Ownership and Perceived Alignment of Interests*, compares two prominent explanations of employee ownership's influence on organisational behaviour—psychological ownership and alignment of financial interests—by testing the effects of employee stock ownership plans and current profit-sharing.

The authors - Dylan A Cooper, California State University Channel Islands; Tony Fang, Memorial University of Newfoundland; and Vincent Wan, Bank of Chongqing and Shandong University - conducted a path analysis of a moderated multiple-mediation regression model using the PROCESS macro. The sample included 16,557 participants. The report found that psychological ownership partially transmits the effects of Esop participation.

First National Capital celebrates Esop termination with \$30.7m employee payout

According to *MonitorDaily*, First National Capital ended its Employee Stock Ownership Plan on December 31 2024. During this period share values for Esop participants increased by 585 percent.

As a result of the termination, 39 current employees and several past employees received a total of \$30.7m in early 2025. The Esop trust will keep over 20 percent of the remaining shares, with the original equity holders owning the other majority interest.

In addition to the initial payments of \$30.7m, the most recent valuation establishes the retained employee Esop ownership at \$36.65m, for a **total employee estimated value of \$67.35m**.

OpenAI eyes \$500bn valuation in potential employee share sale

Reuters reported on August 5 that ChatGPT maker OpenAI is in early-stage discussions about a stock sale that would allow employees to cash out and could value the company at about \$500bn.

That would represent an eye-popping bump-up from its current valuation of \$300bn, with the sale underscoring both OpenAI's rapid gains in users and revenue as well as the intense competition among artificial intelligence firms to secure talented workers.

The transaction, which would come before a potential IPO, would **allow current and former employees to sell several billion dollars' worth of shares**. Reuters' source requested anonymity.

Joint Committee on Taxation scores on Esop legislation

A bill to make it more attractive for businesses to offer employee stock ownership plans would cost well over \$100bn over the next decade according to Congress' nonpartisan bean counters.

An estimate from the Joint Committee on Taxation obtained by POLITICO (Malcolm Hurlston is a POLITICO Insider) found that S.1727 would run \$155.6bn over 10 years, as employers and workers take advantage of the bill's "unique" tax treatment compared to more traditional pay and investment vehicles by diverting money towards Esops.

"Compared to wages, this form of compensation would be less expensive: there is no limitation on deductions, and there is no application of employment taxes to employer contributions to retirement plans," stated the JCT's analysis, which notes that **tax collectors would likely recoup some of these costs in the long term**.

A new take on shareholder primacy

Evan Edwards of Project Equity makes the case for expanding the use of the Employee Ownership Trust in the US. His article gives good examples of **instances of employee ownership**.



Major British toy retailer announces huge shakeup set to affect all 1,900 of its staff

One of Britain's biggest toy chains is set to become employee-owned after the founders said they were handing over control to the group's 1,900 staff.

The Entertainer, which is behind Early Learning Centre toys, will share profits amongst workers under the new structure. Gary Grant opened the first shop in Amersham, Buckinghamshire, with his wife Catherine 44 years ago. The group now runs some 160 shops and 1,000 concessions across the UK in retailers such as Tesco, Matalan and Marks & Spencer.

Mr Grant said it was a “momentous day” for the family, adding: “Over the last 44 years, we have invested our working lives into this business. All our children are shareholders, and our two oldest sons joined to work alongside us, 20 years ago - so it's truly a family business.

“This is a significant decision for the family, and one we haven't taken lightly, but it feels like the right time to **transfer our entire shareholding into an employee ownership trust.**”



By Edward Hands - Own work, CC BY-SA 4.0, <https://commons.wikimedia.org/w/index.php?curid=47822602>

Role of tax and minimum wage hikes in employee-owned recruitment firm's administration

Insidermedia tells a cautionary tale of how a recruitment, logistics and training services group went into administration within a year of transitioning to an EOT. Recruitment agency Challenge-trg Recruitment Group's cost base was adversely affected by tax and minimum wage changes introduced in the Autumn Budget, which resulted in a reduction in cash flow “*an issue which was compounded by the **additional debt that had been assumed following the EOT transaction.***”

New grant could help businesses become employee owned

The *Exmouth Journal* reported that, in a first for the country, the East Devon District Council has launched a pilot fund offering financial support for business owners wishing to sell their company to employees through an Employee Ownership Trust. The Council fund has a small budget of £5,000 with plans to help two to five businesses during its pilot phase through grants to cover the costs of transition.

“Employee ownership helps secure a business's future, rewards the people who make it successful, and **keeps wealth in the local economy,**” said Councillor Paul Hayward, endorsing the Centre's assessment.



Company director shares his EOT story

Ronan Heenan, director at People 1st, told *The Irish News* about his company's journey through Employee Ownership since it transitioned in June 2024. The Belfast based local training and employment provider wanted to focus more on the needs of its team of 105 colleagues and did this with the change in ownership structure.

Heenan said "Employee ownership is gaining traction in the local business community, largely thanks to the efforts of Employee Ownership Ireland. As a business that has gone through the process, we've learned some key lessons along the way.

"First, your business should be financially stable before considering employee ownership. Early-stage companies still grappling with cashflow or growth challenges may not be ready to take the plunge. On the other hand, for founders

nearing retirement, an EOT offers a strong succession planning option. It preserves the company's independence, protects its legacy, and rewards the people who ultimately have driven its success.

"At People 1st, the cultural impact has been the most striking. Receiving our first beneficiary payment earlier this year made the concept tangible for staff, boosting morale, engagement, and motivation. Colleagues now feel a direct connection to the success of the company and **are more willing to ensure this continues.**"

He added: "Of course, employee ownership isn't a one size fits all solution. Businesses must weigh the implications carefully and take a balanced, informed approach. Fortunately, our growing EO community means there's plenty of support available to business leaders in Northern Ireland."



EOT Roundup

- ◆ Accountancy software provider **bluQube**
- ◆ Design practice **Buttress Architects**
- ◆ Marketing agency **Clone Media**
- ◆ Construction and civil engineering firm **Cheetham Hill Construction (CHC)**
- ◆ New and used van dealership **David Spear Commercials**
- ◆ Socially and environmentally conscious lifestyle brand **Lucy & Yak**

LIBRARY OF WEBINAR BROADCASTS:

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 – *newspad* 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 – *newspad* 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 – *newspad* 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 - *newspad* Review ; Beyond Brexit: EU-UK Social Security Contribution Rules; Esop Sofa: Hot Topics – *newspad* 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 Esop Centre webinars look here - <https://fsclub.zyen.com/events/webinars/> - or sign up for mailings - <https://fsclub.zyen.com/#Subscribe>



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ABOUT NEWSBRIEF

Newsbrief is the Employee Share Ownership Centre's members-only mid-month publication.

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