

**Share Plan Implementation
"The Real Truth"**

KPMG, Cheryl Avery, Barbara Seta
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Executive Compensation

Introduction – Panel Background

KPMG LLP – Facilitators

Cheryl Avery – ABN AMRO (UK)

Barbara Seta – UBS (UK)

Agenda

<p>Overview</p> <ul style="list-style-type: none"> • Types of Plan • Population • Roles and responsibilities <ul style="list-style-type: none"> • Internal Stakeholders • Increased interest from functions such as accountancy / tax 	<p>Specific Challenges</p> <ul style="list-style-type: none"> • Outsourcing – Cheryl Avery <ul style="list-style-type: none"> • What drove the decision? • The Implementation Process • What were the main challenges? • Hindsight: <ul style="list-style-type: none"> • What went well • What would we have done differently
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Agenda

Poacher turned Gamekeeper – Barbara Seta

- Perception as a Provider vs Reality as Issuer
- Making an issuer's life easier

Group Plans v Local Customisation

- Buy in from internal stakeholders
- The decision making process
- Business requirements rather than geography drive plan design



Agenda

Communication

- Keep it simple
- Communication methods

Plan Continuity

- Frequency of change to plans
- Drivers for plan changes: business need vs tax/accounting

