

## Designing a Highly Effective Global Communication Strategy:

### The Biogen Idec and Vodafone Case Studies

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Speakers:

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## About Biogen Idec (Nasdaq: BIIB)

Background:

- Development, manufacturing and commercialization of novel therapies. Five current products on the market for high unmet medical needs in the areas of oncology, neurology and immunology
- ~4,000 employees in 24 countries; expanding into “new” countries
- Corporate headquarters in Cambridge, Massachusetts (U.S.); International headquarters in Zug, Switzerland

Equity practices:

- Grant equity awards to reinforce an ownership culture, increase link to stockholders, reward past performance and motivate future performance
- RSUs to all employees below executive levels
- Mix of RSUs and Stock Options to Executive levels
- Annual grants, new hire grants, promotion grants

## About Vodafone Group Plc (LSE & NYSE: VOD)

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### Background:

- World's largest mobile telecommunications company. Provide an extensive range of mobile telecommunications services, including voice and data communications to a customer base of approx. 190 million (May 2007)
- 75,000 employees worldwide (May 2007) in 25 countries
- Corporate headquarters in Newbury, Berkshire (England)

### Equity practices:

- Grant "small" conditional share awards to all employees (AllShares)
- Global Long Term Incentive Plan for senior employees, comprising conditional share awards (subject to corporate performance targets) and market value share options (vest after 3 years, some with corporate performance target)
- Mix of share awards and share options for more senior bands; only share awards for more junior bands
- Some local plans e.g. Sharesave and SIP in the UK

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## Overview of Case Studies

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### **Biogen Idec:**

- First major vesting of Restricted Stock Awards (RSAs) and Restricted Stock Units (RSUs) in February 2007
- Vesting was the first opportunity for many employees to become stockholders and realize value from LTI
- Key messages conveyed
  - Extended team: Education about vehicles, vesting and requirements for taxation. Need to follow consistent processes. Criticality of accurate and timely data.
  - Employees: What vesting of an RSA or RSU means, and how it differs from a stock option. Tax consequences of vesting and any elections available to the employee.

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## Overview of Case Studies

### Vodafone:

- First vesting of AllShares for 42,500 employees in July 2006
- Key messages conveyed
  - Extended team: Your views count but we need to implement processes in a globally consistent way. Education about vesting, tax and actions required of employees. Delivering to deadlines.
  - Employees: Well done! You have a limited period to tell us what you want to do with your shares on vesting. The tax implications. You can hold on to your shares - you don't have to sell.

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## Stakeholders Involved

### Biogen Idec

	Internal	External
<i>Core Team</i>	<ul style="list-style-type: none"> <li>• Equity comp</li> <li>• International comp</li> <li>• International finance head</li> </ul>	<ul style="list-style-type: none"> <li>• Tax advisor</li> </ul>
<i>Extended Team</i>	<ul style="list-style-type: none"> <li>• Finance managers (int'l)</li> <li>• HR managers (int'l)</li> <li>• Expatriate administration</li> <li>• US payroll</li> <li>• Treasury</li> <li>• Tax</li> <li>• Legal</li> <li>• Accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Non-US payroll providers</li> <li>• Brokerage service provider</li> <li>• Communication partner</li> <li>• Web partner</li> </ul>
<i>Recipients</i>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>	

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## Stakeholders Involved

### Vodafone

	Internal	External
<i>Core Team</i>	<ul style="list-style-type: none"> <li>• Group reward &amp; recognition</li> <li>• Group company secretariat</li> <li>• Group tax</li> </ul>	<ul style="list-style-type: none"> <li>• Tax advisor</li> <li>• 3<sup>rd</sup> party plan administrator (brokerage/intranet)</li> </ul>
<i>Extended Team</i>	<ul style="list-style-type: none"> <li>• HR managers and share plan coordinators (int'l)</li> <li>• Internal communications / corporate affairs</li> <li>• Payroll</li> <li>• Treasury</li> <li>• Accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Legal advisor</li> <li>• Creative agency</li> <li>• Translation agency</li> <li>• Mailhouse</li> </ul>
<i>Recipients</i>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>	

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## Communication Strategy – Biogen Idec

- Uniform strategy globally – same look, feel and content for U.S. and each of our other vesting countries.
- Communication methods included:
  - Brochure
  - Briefing/Webex
  - Website
  - Tax information
  - Payroll administration guide
  - ePostcard
  - FAQ
  - Vesting Confirmation

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# Communication Strategy – Biogen Idec

## Timeline:

November '06	December '06	January '07	February '07
<ul style="list-style-type: none"> <li>Developed communications strategy and identified primary vehicles</li> <li>Began work on taxation</li> </ul>	<ul style="list-style-type: none"> <li>Drafted communications materials and piloted with extended team (internal members) in a working meeting</li> <li>Tested selected materials with key partners/vendors</li> <li>Established implementation plans with other vendors and partners</li> <li>Began translation of materials</li> </ul>	<ul style="list-style-type: none"> <li>Finalized all materials</li> <li>Communicated payroll administration guides/worksheets to countries and launch withholding rate determination process</li> <li>Launched employee communications</li> </ul>	<ul style="list-style-type: none"> <li>Vesting occurred</li> <li>Share delivery and confirmation</li> </ul>

## ePostcard



Be sure to mark February 6, 2007, on your calendar. On this date, you are scheduled for vesting of Biogen Idec Restricted Stock Awards (RSAs) and/or Restricted Stock Units (RSUs).

Look for a vesting kit to arrive soon with more information about the upcoming vesting.

Before vesting, you may have a choice about how to pay the taxes on the value of the stock. Visit [www.myBIIBtotalrewards.com](http://www.myBIIBtotalrewards.com) beginning January 22 to view important information about your upcoming vesting and specific tax information for your country.

### February 6, 2007

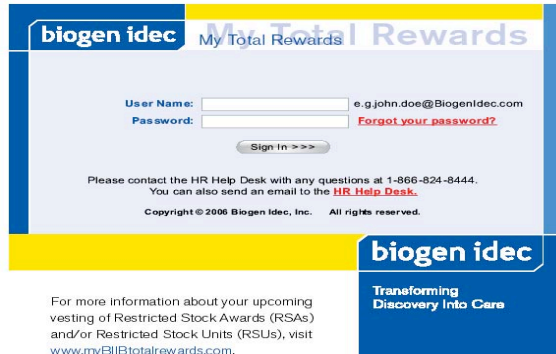
- RSAs granted on February 6, 2004, become fully vested.
- First one-third of RSUs granted on February 6, 2006, vest.

biogen ideo  
Transforming  
Discovery Into Care

### February 2007

Su	M	Tu	W	Th	F	Sa
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

# Website Access Information Card



For more information about your upcoming vesting of Restricted Stock Awards (RSAs) and/or Restricted Stock Units (RSUs), visit [www.myBIIBtotalrewards.com](http://www.myBIIBtotalrewards.com).

Your source for details about:

- How RSAs and RSUs work
- Whether and how RSAs and RSUs are taxed in your country
- Your choices for paying withholding tax (if applicable)
- Answers to frequently asked questions about stock awards
- Links to analysis of Biogen Idec stock performance
- Link to Smith Barney for account management
- Additional resources for more information

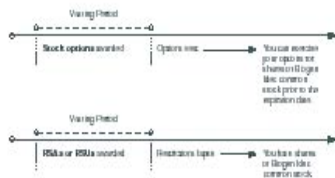
Visit [www.myBIIBtotalrewards.com](http://www.myBIIBtotalrewards.com) no later than January 29 to understand the vesting and any decisions you may need to make before the vesting date.

# Brochure – Selected Key Points

## Clarifying the differences between stock options and RSUs was critical

### Your Stock Awards at a Glance

Before the transition to RSUs and RSAs to our L17 Program, Biogen Idec provided employees only stock options. RSAs and RSUs are different from stock options in several ways. The main differences in the stock options you purchase, typically to buy a share of stock at a fixed price (or "strike" or "price"), following the vesting period but before the option expiration date. RSAs and RSUs are an actual share held without restriction following vesting period.



## The election of cash remittance versus our default of net share delivery needed to be well-understood

### TAXATION & WITHHOLDING COUNTRIES

In countries where RSAs or RSUs are subject to tax withholding at the time of vesting, Biogen Idec must withhold those taxes on behalf of employees.

For grants with vesting on February 6, 2007, you may follow the Company's default method of net share delivery or elect to ask to Biogen Idec to cover your tax withholding requirements if you choose to follow the default method of net share delivery. You do not need to take any action. If you elect to have net share delivery, you must complete and submit the appropriate election form (available at [www.myBIIBtotalrewards.com](http://www.myBIIBtotalrewards.com)) no later than Monday, January 29, 2007.

### How RSAs and RSUs Are Taxed in "Taxable at Vesting" Countries



# Payroll Administration Manuals

**Consistent, well-researched process guides enabled Stock Administration and local Finance to be aligned in our understanding and our actions**

This document was not intended or written to be used, and it cannot be used, for the purpose of avoiding tax penalties that may be imposed on the taxpayer.

## Switzerland

### Restricted Stock Unit (RSU)

Unless otherwise specified, these instructions apply to active employees who have been resident in Switzerland from the date of grant through share vesting.

Unless otherwise specified, "Subsidiary" refers to the Company entity for which the employee who is receiving shares performs services on the vesting date.

#### US Tax Requirement

- Exemption from US Tax Withholding

All employees should complete either Form W8 or Form W9 to claim an exemption from U.S. information reporting and backup withholding. These forms will be available through Smith Barney.

Questions regarding these forms should be directed to Smith Barney.

#### Administrative Process

- Grant

At the time of the grant the Company's Stock Plan Administrator (the "Administrator") will issue a Notice of Grant to employees, which includes the following information:

- Number of RSUs granted;
- Date of grant, and
- Vesting terms and conditions.

Subsidiary will use this information to fulfill the reporting requirements at the time of grant as described below.

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# Employee Tax Information Sheets

## Switzerland

**Summary sheets by country and award type give employees key information in an easy-to-follow format while avoiding risk of providing specific tax advice**

### Summary of Employee Tax Obligations Restricted Stock Unit

The following information summary was prepared by PricewaterhouseCoopers LLP to outline your tax-related responsibilities under the Biogen Idec Inc. 2005 Omnibus Equity Plan (Plan). This information summary is current as of December 2006. It assumes that you have resided in Switzerland from the date the Restricted Stock Units (RSUs) were granted to you until the date you dispose of your shares. The tax results may differ if you are not a tax resident of Switzerland throughout this period. The information provided below is not intended to constitute personal tax advice. For more information regarding your specific tax questions and situation, you should consult a qualified tax advisor.

**This document was not intended or written to be used, and it cannot be used, for the purpose of avoiding tax penalties that may be imposed on the taxpayer.**

Question	Answer
<b>Q 1.</b> Will I have to pay any tax when the RSU is granted to me?	<b>A 1.</b> No.
<b>Q 2.</b> Will I be subject to income tax when the vesting conditions are met and the shares are transferred to me?	<b>A 2.</b> Yes, you will pay tax on the fair market value (FMV) of the shares on the date of transfer. You will be taxed at marginal income tax rates (your tax rate will depend upon your canton of residence).
<b>Q 3.</b> Will I be subject to income tax withholding when the vesting conditions are met and	<b>A 3.</b> If you are a Swiss-national resident or a C-permit holder, the company will not withhold income taxes on the benefit at transfer. It is your responsibility to pay the

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## Communication Strategy – Vodafone

- Message had to be clear and concise due to information on other share plans being communicated at the same time and the burden associated with dealing with numerous employee queries.
- Message had to reinforce the strong internal brand but we had to give reasonable consideration to local requests .
- Communication needed to enable local operating companies to take full responsibility for the process and their employees.

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## Posters – Creating the Interest



Your 2004 AllShares are maturing and it's time to choose whether to sell or keep them. If you want to sell them, there's nothing you need to do. To keep them, go to [www.eshareplan.com/myvodafoneshares](http://www.eshareplan.com/myvodafoneshares) and register your choice by 30 June 2006.

Vodafone AllShares



Back in 2004 we gave you 350 shares in Vodafone. Two years on, they're maturing so now's the time to decide what to do with them. If you want to sell them there's nothing you need to do. To keep them, you must go to [www.eshareplan.com/myvodafoneshares](http://www.eshareplan.com/myvodafoneshares) and register your choice by 30 June 2006.

Vodafone AllShares



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# Pre-Registration on Website

**Pre-registration**

For 2004 AllShares vesting on 5 July 2006 you can pre-register to sell all your shares or transfer them into your My ShareBank account. More information can be found in the attached Questions and Answers.

If you want to sell your shares, you need do nothing. We will automatically sell all your 350 shares on 5 July 2006. An administration and commission fee of £15 plus 0.2% of the value of the shares at the time of the sale, will be deducted from your proceeds.

If you want to keep your shares, you will need to pre-register by selecting the 'Transfer My Shares' option below. Your shares will be transferred into your My ShareBank account and will be available to you on 12 July 2006.

Your choice will have tax / social security implications. For further information please refer to the relevant tax note for your country.

**You can pre-register any time up to 4pm (UK time) on 30 June 2006. After this time, your instruction cannot be amended and is irrevocable.**

**Pre-registration instruction**

Please sell all of my 2004 AllShares.

Please transfer all of my 2004 AllShares to My ShareBank.

I confirm that I accept the My ShareBank Terms and Conditions.

**Spanish Tax Exemption**

If you elect to transfer all of your 2004 AllShares to My ShareBank and intend to hold the shares for 3 years (3 years for those in the Basque Country Tax Jurisdiction) you may be able to take advantage of the 12,000 Euro tax exemption. Please advise if you wish to make use of this by selecting the appropriate button below:

Yes, I wish to take advantage of the 12,000 Euro tax exemption and agree to hold the shares for 3 years (3 years for those in the Basque Country Tax Jurisdiction). If you select this choice, please complete and send to your HR team the attached confirmation document. If this confirmation is not received by HR the tax exemption will not be applicable.

No, I do not wish to take advantage of the 12,000 Euro tax exemption.

[Cancel](#) [Submit](#)

[Terms & Conditions](#)

*We had to have a paper process for some locations*

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# What do Employees want to Know?

**Your questions answered** Vodafone AllShares Maturity 2006

Questions	Answer
<b>General questions</b>	
1. Who was granted AllShares in 2004?	AllShares were awarded in July 2004 to all permanent Vodafone employees who were eligible under the Vodafone AllShares Plan.
2. How can I check the Vodafone share price?	You can check the share price on the Vodafone website. For more information on how to check the share price, please refer to the attached Questions and Answers.
3. What do you think I should do with my shares?	You are not obliged to do anything with your shares. You can choose to sell your shares, transfer them to your My ShareBank account, or keep them. For more information on your options, please refer to the attached Questions and Answers.
4. Do I have to pay anything for my shares now?	No, you do not have to pay anything for your shares now.
5. Can I keep some of the shares and sell the rest?	Yes, you can choose to keep some of your shares and sell the rest. For more information on your options, please refer to the attached Questions and Answers.
<b>Selling your shares</b>	
6. If I choose to sell, when will my shares be sold?	They will be sold on the day the shares mature - 5 July 2006.
7. Can I sell my 2004 AllShares on vesting in July 2006?	Yes, you can choose to sell your shares on vesting in July 2006. For more information on your options, please refer to the attached Questions and Answers.
8. Do I have to pay tax if I sell my shares?	Yes, you will have to pay tax on the proceeds from the sale of your shares. For more information on your tax obligations, please refer to the attached Questions and Answers.
9. I have resigned and handed in my notice. Will I be able to sell or transfer my stock afterwards?	Yes, you can still sell or transfer your shares even if you have resigned. For more information on your options, please refer to the attached Questions and Answers.
10. If I choose to sell, what price will the shares be sold at?	The shares will be sold at the market price on 5 July 2006. For more information on your options, please refer to the attached Questions and Answers.
11. If I choose to sell/keep my shares, can I change my mind at a later date?	No, once you have made your choice, you cannot change your mind. For more information on your options, please refer to the attached Questions and Answers.
12. If I sell my shares when will I receive my sale proceeds?	The proceeds from the sale of your shares will be sent to your My ShareBank account on 12 July 2006. For more information on your options, please refer to the attached Questions and Answers.
<b>Keeping your shares</b>	
13. What is My ShareBank?	My ShareBank is a facility open to permanent employees which gives them the opportunity to hold and trade their shares in their own account.
14. Are there any fees associated with having shares in My ShareBank?	Yes, there are some charges for holding shares in My ShareBank. For more information on your options, please refer to the attached Questions and Answers.
15. Will I still have to pay a fee if I keep my shares in My ShareBank?	Yes, you will still have to pay a fee for holding shares in My ShareBank. For more information on your options, please refer to the attached Questions and Answers.
16. Do I have to pay tax if I keep the shares?	Yes, you will have to pay tax on the proceeds from the sale of your shares. For more information on your tax obligations, please refer to the attached Questions and Answers.
17. How can I keep my shares in My ShareBank?	You can choose to keep your shares in My ShareBank. For more information on your options, please refer to the attached Questions and Answers.
18. If I keep my shares, how soon will I be able to sell them out of My ShareBank?	You can choose to sell your shares out of My ShareBank at a later date. For more information on your options, please refer to the attached Questions and Answers.
19. What happens to my shares in My ShareBank if I leave the Company?	If you leave the company, you can choose to sell your shares or transfer them to your My ShareBank account. For more information on your options, please refer to the attached Questions and Answers.

*More detailed Q & A's were prepared for local share plan coordinators and HR*

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## Keeping the Administration Under Control

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<b>General Information</b>				<b>Translations Contact Details</b>																																																																			
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*How can we make it easier for the extended team?*

*We needed to keep them enthusiastic.*

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## Lessons Learned – Biogen Idec

- Biggest win: building for a non-U.S. audience from the start meant a globally-relevant result.
- Know your vendors.
- Never underestimate the challenge of translation; use a long-standing trusted partner.
- Keep the messages simple and clear; don't distract with lots of philosophy and vision.
- Build materials with a shelf-life if your first-time event will also have a long tail of activity.
- Pilot with a wide range of constituents, including those who are likely to "buck the system."
- Engage everybody early and keep them informed throughout the process.

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## Additional Lessons Learned – Vodafone

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- Quality versus quantity. Keeping people engaged does not mean sending lots of information.
- Have since created a “teamroom” to store core information – this library is open to all share plan coordinators.
- Have a full debrief shortly after the event to ensure next year’s process goes even better!



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## Questions?

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Thank you for your participation



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