



2017 Pan European Regional Event

Agenda by Time

THURSDAY, 30 NOVEMBER 2017 *(Subject to Change)*

08.30 — 09.00 Registration and Continental Breakfast

09.00 — 09.20 **Welcome and Opening Remarks** with Danyle Anderson, Executive Director, Global Equity Organization

09.20 — 10.00 **Keynote Address I - Equity-based Compensation as Instruments to Foster the Digitalization at Axel Springer SE**

10.00 — 10.15 Room Transition

10.15 — 11.15 **Breakout Series 1**

1a. Classified! Data Privacy in a Connected World *(Compliance & Regulatory)*

1b. Do Share Plans Need a Re-boot in this Fast Changing World? *(Design Strategy & Trends)*

1c. The Implementation, Application and Effects of MiFID II, GDPR and the Shareholder Rights Directive *(Compliance & Regulatory)*

1d. One Plan to Unite the Workforce *(Design Strategy & Trends)*

1e. US Tax Reform, Budget, and Stock Comp Disclosures *(Compliance & Regulatory)*

11.15 — 11.45 Morning Networking Break

11.45 — 12.45 **Breakout Series 2**

2a. Around the World Tax Update with Shell *(Finance & Tax)*

2b. Global Equity Insights Survey — Results *(Design Strategy & Trends)*

2c. AGM Season 2017: The Trends & What They Tell Us About Shareholder Expectations & Remuneration *(Executive Pay)*

2d. Insights on Brexit and Its Impact on Incentives *(Compliance & Regulatory)*

2e. People First: Launching the adidas Stock Purchase Plan *(Design Strategy & Trends)*

12.45 — 13.45 Lunch/Networking Break

13.45 — 14.45 **Breakout Series 3**

3a. A Guideline for Implementing Employee Share Plans *(Design Strategy & Trends)*

3b. Leading the Charge! Refresh Your Stock Compensation Recharges *(Compliance & Regulatory)*

3c. Decoding the EU: Exploring Regulatory Updates in the EU *(Compliance & Regulatory)*

3d. The Millennial Voice—How to Future-proof Employee Share Plans *(Design Strategy & Trends)*

3e. Taking the Guesswork Out of Target Setting



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THURSDAY, 30 NOVEMBER 2017 CONTINUED

14.45 — 15.00 Room Transition

15.00 — 16.00 **Breakout Series 4**

4a. Share Plans and the Gig Economy (Design Strategy & Trends)

4b. The Impact of Economic Rewards on Share Plans and Employee Motivation (Compliance & Regulatory)

4c. Mobility 2.0—What Comes After the Calculation? (Finance & Tax)

4d. Improving and Modernizing Processes at Imperial Tobacco (Program Management)

16.00 — 16.30 Afternoon Coffee/Tea Networking Break

16.30 — 17.30 **Keynote Address II - Elite!: The Secret to Exceptional Leadership and Performance**

17.30 — 17.45 **Closing Remarks** with Danyle Anderson, Executive Director, Global Equity Organization

17.45 — 18.30 Drinks Reception

18.30 — 19.30 Warmup - Tag Der Teilhabe



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KEYNOTE ADDRESSES

Keynote Address I - Equity-based Compensation as Instruments to Foster the Digitalization at Axel Springer SE

Join GEO's Pan European Regional Event for an opening keynote featuring Dr. Alexander Schmid-Lossberg, Head of Corporate Human Resources, for the Berlin-headquartered company Axel Springer SE—the largest digital publishing house in Europe, to hear how Axel Springer is using equity to support overarching strategies at their company. Dr. Schmid-Lossberg will discuss his views on promoting an equity culture within the company, including the challenges they have faced in uniting employees through share plan ownership. Join us for this very special look at top management's view on the use of global equity.

Dr. Alexander Schmid-Lossberg, Axel Springer SE (DE)

Keynote Address II - Elite!: The Secret to Exceptional Leadership and Performance

Guaranteed to boost productivity, team cohesion, individual motivation, and overall leadership, this session contains Floyd Woodrow's deeply practical, innovative, and highly sought-after teachings on the secret to exceptional leadership and performance. While serving in the military, Woodrow inspired his men in the most demanding of situations and drove his team to the highest levels of success. Awarded the Distinguished Conduct Medal for bravery, he operated at the highest level of the elite. After leaving the military, Woodrow brought the motivational lessons and techniques learned in the world's toughest environments to businesses, governments, sports teams, and police forces around the world. His inspiring approach is united with a detailed understanding of the theories and psychology that underpin cutting-edge motivational training.

Floyd Woodrow, Chrysalis Worldwide (UK)

BREAKOUT SERIES 1

1a. Classified! Data Privacy in a Connected World

(Compliance & Regulatory)

Come learn how to decode data privacy laws! This expert panel will consider data privacy issues in the context of the massive amounts of data collected in the process of managing global stock plans. Panelists will highlight what data can be lawfully collected along with compliance strategies, pitfalls, and current political trends that could affect future regulations. If you've found yourself having difficulties fully understanding the way that data privacy and its legal protections across the globe should be handled, this session is for you!

Juan Bonilla, Cuatrecasas, Gonçalves Pereira (ES)

Nicholas Greenacre, White & Case (UK)

Tim Hickman, White & Case (UK)

Hendrik Röger, White & Case (DE)



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1b. Do Share Plans Need a Re-boot in this Fast Changing World?

(Design Strategy & Trends)

Technology is rapidly and exponentially changing the face of today's world. At the same time, companies are facing challenges from multi-generational, transient workforces that are decreasing in size as automation becomes more prevalent. Share plans will not be immune to both the opportunities and the challenges presented by these changes. This session will explore the future in our world of share plans and how we should prepare today to ensure our share plans are fit for purpose tomorrow! Join in on this insightful session to discuss the future and discover new and fresh ways to think about your compensation programs in this fast-changing world.

Raluca Ciliacu-Hetzler, Fresenius Medical Care (DE)

Simone Schmitt-Shillig, UnEquity (DE)

Dr. Dennis Weinhold, Novartis (CH)

Adrian Wyss, Equatex AG (CH)

1c. The Implementation, Application and Effects of MiFID II, GDPR and the Shareholder Rights Directive

(Compliance & Regulatory)

The European Markets in Financial Instruments Directive (MiFID) II comes into effect on 3 January 2018 and the General Data Protection Regulations (GDPR) on 25 May 2018. In addition, noteworthy changes in the reporting and voting regime for “pay” is on the way in Europe—also known as the Shareholder Rights Directive. Both Directives have significant implications to all stakeholders in the share plan community, from advisors, to issuers, service providers and participants! This session will outline the requirements and potential changes related to these new regulations and offer suggestions on how all impacted parties should be working to prepare now.

Bill Cohen, Deloitte (UK)

June Davenport, Solium Capital (ES)

Pam Roffe, Shell (UK)

1d. One Plan to Unite the Workforce

(Design Strategy & Trends)

We talk the talk, but do we walk the walk? Attend this session to learn how plan administrator, Computershare, launched its GEO award-winning ESPP, ‘One Plan’.

Beginning with the underlying business drivers and objectives, this session charts One Plan's story from conception through design, implementation and launch communications.

With data and insight central to the process, learn how Computershare used employee research commissioned from the London School of Economics to inform and validate key decisions and develop meaningful measures of success.

Marcus McEvoy, Computershare (ES)

Sian Yates, Computershare (UK)



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1e. US Tax Reform, Budget, and Stock Comp Disclosures

The proposed tax reform in the US has the potential to make major changes to the way companies and individuals are taxed. Hear from PwC as they walk us through the proposed tax reform landscape and the potential impact to executive compensation together with a review of their recent publication on US Stock Compensation 2017 Assumption and Disclosure study providing an analysis of the stock compensation disclosures made through annual reports and other public filings.

Bill Dunn, PwC (US)

BREAKOUT SERIES 2

2a. Around the World Tax Update with Shell

(Finance & Tax)

This session will cover recent global updates on the tax treatment of equity plans with a focus on how Shell, a global company operating share plans in more than 50 countries around the world, has responded to these changes while maintaining their focus on continuous improvement in the delivery of their plans and services. Come hear how Shell keeps on top of recent changes in various countries and leads the way in this area!

Anna Jex, Deloitte (UK)

Pam Roffe, Shell (UK)

Matt Stephen, Deloitte (UK)

2b. Global Equity Insights Survey — Results

(Design Strategy & Trends)

Established in 2013, the Global Equity Insights Survey (GEIS) captures the market practice of participants from all over the world. Now in its fifth year running, GEO is pleased to present the survey findings from GEIS 2017! Results of this year's study will address the use of equity as a long-term incentive on a global level covering important topics such as plan types and design, implementation and administration challenges as well as linkages to company performance and employee satisfaction. Join us as we share the major survey findings from this year's study and hear how the findings will impact your HR and equity compensation strategy in the future. In this intriguing discussion, this year's survey results will be complimented with the insight of the study's issuer sponsors and include a discussion on how they plan to act on this year's important survey findings.

Danyle Anderson, Global Equity Organization (US)

Birgit Bahr-Schneider, Equatex (DE)

Emily Cervino, Fidelity Investments (US)

Bjorn Hinderlich, hkp/// group (DE)

Marc Muntermann, Siemens (DE)

Sandra Sussman, SAP (US)



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2c. AGM Season 2017: The Trends & What They Tell Us About Shareholder Expectations & Remuneration

(Executive Pay)

Across continental Europe, contention surrounding executive remuneration has increased significantly during the 2017 AGM season. Institutional investors around the globe have expressed a wide array of expectations making it difficult for companies to work out what is best for their shareholders. This timely session will focus on the 2017 AGM season and shed light on solutions to some of the challenges faced by issuers regarding remuneration. Hear directly from leading authorities who specialize in shareholder engagement and corporate governance as to their takeaways on overall vote turn out, rejected and contested resolutions and significant proxy advisor recommendations and find out what their expectations are for the coming year.

Matthias Nau, Georgeson (DE)

Ingo Speich, CFA, Union Investment Privatfonds GmbH (DE)

Daniele Vitale, Georgeson (DE)

2d. Insights on Brexit and Its Impact on Incentives

(Compliance & Regulatory)

This session focuses on the impact Brexit is having on incentive arrangements, both in the UK and Ireland. Join this expert panel as they debrief the current Brexit status and discuss potential Brexit related changes to incentive arrangements for businesses considering Ireland as a potential alternative to the UK. This panel of experts will explore the differences between Irish and UK incentive and employment law regimes and will discuss Ireland's plans to launch a new tax favorable share incentive regime. Join in and get important insight as to why so many companies are looking to Ireland as a potential alternative to the UK as part of their Brexit contingency planning and how this planning must also factor in the relocation or rehiring of employees and address the related incentives issues that arise.

Rosaleen Boyle, A&L Goodbody Solicitors (IE)

Ciara McLoughlin, A&L Goodbody Solicitors (IE)

Ann Moseley, Norton Rose Fulbright (UK)

Keavy Ryan, A&L Goodbody Solicitors (IE)

2e. People First: Launching the adidas Stock Purchase Plan

(Design Strategy & Trends)

As one of the largest sportswear manufacturers worldwide, adidas has a uniquely diverse, multi-generational global workforce. With the implementation of their Strategic Business Plan “Creating the New” and their related People Strategy, adidas set out on the journey of implementing a global employee stock purchase plan designed with a combination of a discount as well as a matching mode. This panel will offer a lively recap of this GEO Award winning project and a run-down of what to expect when launching a global stock purchase plan in a complex compliance landscape. Join the session and hear more about how adidas is “Creating the New”!



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Ralph Lange, Willis Towers Watson (DE)

Mike Pewton, Solium (ES)

Iva Sonne, Solium (UK)

Clemens Steiger, adidas (DE)

BREAKOUT SERIES 3

3a. A Guideline for Implementing Employee Share Plans

(Design Strategy & Trends)

In response to feedback received from the survey on share plans conducted by the Deutsches Aktieninstitut (German Share Institute) and EY, a guideline was developed to assist companies with the implementation of employee share plans. Designed to help address the complexity of a share plan implementation, as well as various other challenges regularly faced by companies in this process, the guideline gives an overview of the topics a company must consider, aggregates best practices and provides some practical case studies detailing experiences from leading companies as they underwent the implementation process. Attend this session to learn more about this collaborative guidance on the implementation of share plans as well as real-life stories from actual implementation experiences.

Dr. Norbert Kuhn, Deutsches Aktieninstitut (DE)

Marc Muntermann, Siemens (DE)

Gordon Rösch, EY (DE)

3b. Leading the Charge! Refresh Your Stock Compensation Recharges

(Compliance & Regulatory)

Does a company's jurisdiction, region or location influence its approach to stock compensation recharge arrangements? Join this insightful group of experts in this highly technical area to learn this and more about best practices in this complicated and ever-changing area. Get a recap of the technical issues associated with share plan recharges, hear related practical issues with implementing and operating a recharge arrangement and find out how two issuers have responded to some of the questions raised, as well as the different ways your partners can support you and your team when using recharge arrangements!

Christiane Bourseaux, Deloitte (DE)

Finn Dahl, Equatex. (NO)

Robert Jennings, Deloitte (UK)

Gregor Sapinsky, SAP (DE)

Anna Voinitskaia, Deutsche Bank (UK)



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3c. Decoding the EU: Exploring Regulatory Updates in the EU

(Compliance & Regulatory)

Most multinational companies have a significant number of participants residing in the European Union, making the EU a very hot spot for equity compensation. Despite the handy prospectus directive which has harmonized requirements, the densely packed 28 countries of the EU require near constant monitoring to maintain equity plan compliance. This session journeys through the EU to keep you up to date on all current and pending requirements, and reflects on the possible implications of noncompliance, including the relevant cost/benefit considerations for countries with small employee populations.

Agnès Charpenet, Baker McKenzie (FR)

Gillian Murdoch, Baker McKenzie (UK)

3d. The Millennial Voice—How to Future-proof Employee Share Plans

(Design Strategy & Trends)

ProShare recently conducted a major piece of research, which looks at attitudes towards employee share ownership from the employee viewpoint. The results are in! Do you need to reinvent your share plans to align with millennial preferences? Come hear the full details of what you told us, and what the results say about anecdotal evidence suggesting millennial employees are more disengaged from employee share plans than other associates in the workplace and find out whether it's time to reinvent your share programs for your millennial workforce.

Elena Petrou, Aviva (UK)

Gabbi Stopp, ProShare (UK)

3e. Taking the Guesswork Out of Target Setting

(Design Strategy & Trends)

Getting pay for performance right represents one of the top 10 business concerns in our world today. Considerations such as target setting, plan design and disclosures, pay ratio and historic pay versus performance reporting all make the list. Join this insightful session led by seasoned industry experts who will address the nuts and bolts of target setting including topics such as setting targets on a thorough, consistent basis, analyzing expected total package payout, analyzing expected pay ratio levels depending on choices of reporting (actuals, targets or otherwise) and deciding on how to report consistently over longer periods of time. This not to be missed session will explore the road forward towards more disclosure on pay versus performance, on internal pay relativities and in its most specific form, on pay ratios and their calculation. If you deal with target setting or simply want to know more, this is not a session you can afford to miss.

Dennis Paalman, Philips Lighting (NL)

Sven Slavenburg, Willis Towers Watson (UK)

BREAKOUT SERIES 4

4a. Share Plans and the Gig Economy

(Design Strategy & Trends)

Historically, companies have generally limited participation in their share plan programs to “regular” employees. As the nature of the workforce is changing, where the labor market is dominated by short-term contractors or freelance work, will companies start to change their share plan programs to incorporate a more modern workforce? During this unique session, get a look at the changing nature of the workforce, how the meaning of “employee” might be about to change, and explore what this might mean for your share plans.

Cara Hegarty, Linklaters (UK)

Simon Kerr Davis, Linklaters (UK)

4b. The Impact of Economic Rewards on Share Plans and Employee Motivation

(Compliance & Regulatory)

It’s no secret that share plans and economic rewards—financially motivated payments or fringe benefits other than direct remuneration for employees—strengthen staff motivation and enhance their identification with a company, as well as increase overall productivity and individual performance. It’s also no surprise that companies have discovered that stock based compensation schemes are not only a motivational tool but are a strong retention tool in this war for talent in which high performing employees are precious assets. This session will examine the various labor and employment laws related to reward systems in countries such as Germany, France, UK, the Republic of Ireland, Spain and the Netherlands. Specifically, come find out how stock-based compensation plans and economic rewards are used in these countries and how the on-going war in Europe for talent, and companies’ efforts to acquire and keep qualified employees, is operating.

Joël Hofmann, Pinsent Masons (DE)

Lynette Jacobs, Pinsent Masons (UK)

Jean-Sebastien Lipski, Pinsent Masons (FR)

4c. Mobility 2.0—What Comes After the Calculation?

(Finance & Tax)

In recent years, many companies have made significant progress understanding and addressing the withholding and reporting obligations for internationally mobile employees. However, after the tax calculations are resolved, what are you doing to ensure that the downstream compliance obligations and the employee experience are being appropriately managed? In this session, experts from EMEA will discuss best practices at global companies for ensuring that payroll reporting is completed accurately and timely, cash is globally exchanged, tracked and reconciled and employee reporting and education are managed. Walk away with useful tips for dealing with part two of the mobility process to help make significant changes to your practices!

Anna Jex, Deloitte (UK)

Matt Stephen, Deloitte (UK)



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4d. Improving and Modernizing Processes at Imperial Tobacco

(Program Management)

We all know there are times when improvements and efficiencies must get side lined in place of simply following existing processes. But when budgetary or organizational pressures cause important changes to be sidelined for longer term, these choices can significantly compromise your participants' experiences. In this case-study session, we will tell the story of how one company has worked to improve and modernize their processes. See why having clear goals, determination and adaptability can deliver significant time savings, improved compliance and improvements in the overall participant experience.

Colin Buchanan, Computershare (DE)

Trevor Williams, Imperial Tobacco Group (UK)