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2015 AWARD  
WINNERS

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THE JUDGES' AWARD

**Nigel Mason**

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BEST IN FINANCIAL EDUCATION



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BEST PLAN COMMUNICATION



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BEST PLAN EFFECTIVENESS



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BEST USE OF A SHARE PLAN IN AN EMERGING MARKET



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BEST USE OF EMPLOYEE SHARE PLANS IN A CORPORATE ACTION



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BEST USE OF TECHNOLOGY



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BEST USE OF VIDEO COMMUNICATION



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MOST CREATIVE SOLUTION



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MOST INNOVATIVE AND CREATIVE PLAN DESIGN





## Dear GEO Members and Honored Guests,

Welcome to London and the 2015 GEO Awards. For the past 13 years, GEO has proudly honored individuals and organizations who are using equity compensation to attract, retain and engage employees. We are pleased to once again bring together this community to network, learn and celebrate with each other. This high-profile event offers you the perfect place to meet hundreds of industry leaders who share similar challenges and provides the perfect atmosphere to collaborate on shared solutions.

This year, an independent panel of four Judges have selected winners from a record number of worldwide applicants in ten categories that cover Financial Education, Plan Communications, Use and Effectiveness, Creativity, and Innovation. All highly regarded in their own right, each judge brings their own unique perspective to the selection process to ensure that each award submission is evaluated both fairly and objectively. Since the inception of the GEO Awards program in 2002, we have honored 102 individuals and 140 companies. 2015's applicants represent companies of all sizes, industries and locations: from those with employees in 2 countries to 195 countries; employing as few as 52 employees to more than 240,000 employees; and listed on more than 15 global stock exchanges.

Although we could not allocate an award to each applicant, the standard of submissions this year has exceeded expectations and clearly demonstrates the high level of achievement across our industry.

We would like to thank all of the companies and their providers and advisors for the time they took to prepare their submissions and the Judges for their time reviewing and carefully considering each nomination. We would also like to recognize Fidelity Stock Plan Services for their generous support of this year's ceremony and for making the event possible. Lastly, we would like to thank all of our GEO members worldwide who continue to support our organization with both financial resources and generous donations of time and energy.

The GEO Awards program occupies a special place in helping the Global Equity Organization to fulfill its mission to inspire the innovator in everyone and breathe life into its vision of becoming a resource for equity and executive compensation strategy locally, nationally and globally. The GEO Awards plays the critical role of reminding us why compensation strategy and employee ownership is important. It unites us with people around the globe who are trying to overcome challenges. It shines a light on the benefits that successful plans can bring to organizations, individuals and communities. It gives companies around the world leading examples of the types of tools that can be used to recruit and retain the best employees in a competitive global workforce.

GEO is committed to being a meaningful part of the global compensation industry's innovation ecosystem. We invite you to engage with GEO and discover how our community can become your primary resource for strategy, implementation and innovation.

We sincerely hope you enjoy your evening with us as we join in celebrating excellence in our industry.

# WELCOME



# THE 2015 GEO

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## THE PROCESS

The GEO Awards Judges selected each year are amongst the best and brightest and are chosen based upon demonstrated performance in their field. In addition to meeting stringent criteria related to expertise and achievements in their respective fields, each Judge candidate must agree to dedicate more than forty hours of their time to the awards judging process. To minimize any conflict of interest between a Judge's prior work and involvement with applicant companies, we choose Judges who have little direct contact with the likely award candidates. It is our policy that Judges remain anonymous prior to the awards presentations to ensure fairness and impartiality for all applicants during the judging process.

After performing an independent assessment of all entries and accompanying documents, the Judges meet in the early part of each year to review all submitted GEO Award applications and make their determinations for each category and division. Judges consider each application separately, individually rank each application and then review the entire applicant pool. Judges only take into consideration the information submitted on the GEO Award application and supporting documentation submitted with the application.

The GEO Awards Judges are asked to assess the quality of all submitted applications for the various categories and divisions and select a winner or winners in each. Additionally, the Judges are asked to consider an individual, organization, or company for the Judges' Award from both within and also outside the pool of applicants.



# AWARDS JUDGES

## THE PANEL



**Dennis Paalman**

**– Lead Judge**

**Global Head of Compensation & Benefits, Royal Ahold**

As Global Head of Compensation and Benefits, Dennis Paalman, MSc, has additional global responsibility for HR Risk, HR Corporate Responsibility and the

International Mobility Center at Royal Ahold NV, a global player in the food retail industry for over 125 years, with brands like Stop&Shop and Giant Foodstores in the US and Albert Heijn in Europe. Royal Ahold is a company with over 220 thousand employees worldwide and around €32 billion in net sales.

Dennis designed Ahold's long-term equity program, Global Reward Opportunity (GRO), that won the 2009 GEO Award for Best Plan Effectiveness. Dennis was a member in 2010 and lead judge in 2011, 2012 and 2013 for the GEO Awards. Currently he is a member of the Executive Committee and the Board of Directors of GEO. Furthermore, he established and chairs an association with the Executive Compensation professionals of the AEX top 15 companies in The Netherlands.

Prior to joining Ahold, he was the Global Head of Performance and Reward at ING Group, and was a senior consultant in the Executive Compensation Practice at Towers Perrin in the UK and The Netherlands. He started his career at IBM.



**Bettina Gohm**

**Vice President,  
Executive Compensation  
& Benefits, Siemens AG**

Bettina Gohm has been with Siemens AG since 1980 and holds an MBA. Following Siemens in-house training, and various international business assignments in

finance, IT and Audit staff and management positions, she was appointed in 2005 to head the organization that is responsible for Compensation & Benefits for Executive and Senior Management of Siemens AG.

In this position she is responsible for the globally applicable Short Term Incentive (STI) for approximately 4,500 Senior Managers, all Long Term Incentive/Equity programs for Executive and Senior Management, Market Surveys and Position Evaluations. A large part of her responsibilities includes managing all aspects of the global share matching plan that was introduced in 2009 and has been rolled out to 60 countries with 148,000 employees already participating in the plan.



**Giovanni Lanati**

**Head of Group Reward,  
Generali**

Giovanni Lanati, head of Group Reward at Assicurazioni Generali since November 2013, is responsible for covering group-wide compensation, benefits & mobility policies, processes


and programmes. Before joining Generali, Giovanni was head of Compensation at UniCredit Group and previously worked as a senior consultant at Hay Group in the reward practice with a main focus on

## Congratulations to all the award winners

Equiniti Employee Share Plans can help your employees feel like winners, too.

Our employee share plan services are supported by award-winning technology that helps to unlock the full potential of employee engagement and participation.

**It's our mission to make complex things simple.**

A cluster of red starburst or network-like icons, each consisting of a central point with several lines radiating outwards to other points, creating a web-like structure. These icons are scattered across the middle-left portion of the image, overlapping the woman's shoulder and the laptop area.

For more details on our Employee Share Plan services please contact John Daughtrey  
[john.daughtrey@equiniti.com](mailto:john.daughtrey@equiniti.com)



the area of executive compensation and share-based programme design. Giovanni has a degree in business economics from Bocconi University in Milan.



**Peter Newhouse**  
Global Head of Reward,  
Unilever

Peter Newhouse is Unilever's Global Head of Reward and a member of the Unilever HR Leadership Executive Team.

He is a frequent speaker at international conferences, has had articles published

on reward in newspapers and specialist publications and has been featured on television and radio as an expert on pay.

Peter was previously a senior executive at Ford in North America and Group Head of Remuneration at Standard Chartered Bank in London. After graduating with a Law degree, Peter started his career in reward in 1980 when he joined the American consulting company Organization Resources Counselors Inc (ORC). As well as developing the reward consultancy services of MM&K, specialists in executive and incentive compensation, Peter has also run his own Reward consulting business, Peter Newhouse & Co.

## LETTER FROM THE LEAD JUDGE

Now in its 13th year, the GEO Awards returns to celebrate the best people, services and innovations in the industry. The GEO Awards is undoubtedly the best social event and the most prestigious awards ceremony in the global share plan industry's calendar and I am honoured to be part of something so special.

I would like to personally congratulate all of this year's award winners. Thanks to a remarkable number of high quality submissions, the Judging Panel's task has been a difficult one and makes the winners' achievements even more impressive.

Winning a coveted GEO Award is no mean feat. Entrants must go through our rigorous judging process, which culminates in a meeting where entries are discussed and evaluated in detail.

The panel were fortunate to meet at one of London's historic venues this year; Unilever's Headquarters on London's Embankment. Thanks to Peter Newhouse, we were able to enjoy panoramic views of London's most famous monuments from the site of a former palace, built in 1515 by Henry VIII. In its colourful past and before its rebuilding as Unilever House in 1931, the site has also served as a workhouse, prison, hotel and a home to MI7, the Royal Army Medical Corps, the US Army Nursing Department and the liaison officer of the medical department of the US Army during WW1...and now in 2015, a home to the GEO Award Judging Panel!

Throughout the judging process, each Judge approaches their duties with care and evaluates each entry not on the size of the organization, but the journey and scale of its achievements. The chosen winners have not only shown themselves to be trailblazers in their respective categories, but serve as ambassadors of excellence within our industry, inspiring other companies around the world to follow in their paths.

As the winners in each category are announced, I hope that you will join me in congratulating them. Each has helped to shape the future of our industry, enabling employees across the globe to participate in high quality equity programs.

**Dennis Paalman**  
Lead Judge

# THE AWARD WINNERS

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## THE JUDGES' AWARD

Each year, the GEO Award Judges choose to honor a company, organization, or individual that they feel has made an exceptional contribution towards the promotion of global employee share ownership, has strived towards a seemingly unachievable goal or achieved a certain level of excellence by way of a Judges' Award.

Judges have total discretion to select any company, organization, or individual they believe warrants this award. Nominations are not solicited for the Judges' Award. This award is to a company, organization, or individual that needs no application—a winner that is universally recognized as an industry leader. If the award winner is a company or organization, the Judges will evaluate the overall impact that equity plan, or the promotion of equity plans, has had on its employees, shareholders, community, and business environment. Individual awards are based on the individual contributions of that person to the equity compensation profession.

### THE RECIPIENT OF THE 2015 JUDGES' AWARD IS



#### **Nigel Mason**

##### **United Kingdom**

Nigel is a co-founder of Capital Strategies, an investment firm specializing in employee ownership, with responsibility for marketing and fundraising.

After graduating with a first class degree in Mathematics from the University of Southampton, Nigel's early career was in banking. He became interested in employee ownership, inspired by America, where broad-based, participative employee ownership had transformed the fortunes of many businesses and many people's lives. In 1991 he co-founded Capital Strategies as a corporate finance adviser, specialising in employee buyouts. He gained extensive experience of employee ownership in both the quoted and unquoted sectors.

From 2002 to 2009, Nigel led the employee share plans business of Lloyds TSB Registrars (now Equiniti) and built its HR Services division. He was a founding director of the Global Equity Organization and the UK Social Investment Forum, an adviser to ProShare, a non-executive director of the ESOP Centre and policy director of the Employee Ownership Association. In 1999, he was a member of the Advisory Group which designed the SIP and EMI schemes for HMRC. In 2000, he co-founded 3i-backed myshares.com, an online portal for employee shareholders which was sold to Capita plc.

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In 2010, he created, founded and established a new consumer-owned domestic energy supplier, which in less than three years achieved good profitability on revenues of £150 million and is now the main challenger to the Big Six energy companies.

Nigel's career, both in and outside the employee share plans industry is long and accomplished; however, among his significant contributions to the share plan industry, one, in particular, has helped influence the long-term perception of the many benefits of employee share ownership. In 1995, Nigel and Capital Strategies set up the UK Employee Ownership Index to track the share prices of public companies that were substantially owned by employees. This data was maintained over the years, building up an uninterrupted 20-year track record of performance data. In 2013, FTSE International, part of the London Stock Exchange, agreed to take over the calculation of the Index, launching the UK Employee Share Ownership Index (EOI) which measures the share-price performance of FTSE-All Share companies in which employees own more than three percent of the total equity.

The EOI fund backers, which include Capital Strategies, believe by putting a figure on the returns from employee-owned companies, it will raise awareness of the value of having staff as stakeholders. The proof is in the results. In 2013, shares in the 69 companies that met this employee-ownership condition delivered total returns of 53.3% on average—compared with an average of 20.9% by the other 623 companies in the All-Share index.

An undisputed business leader, spokesperson and advisor, Nigel is one of the foremost figures of the employee stock plan industry and the Judges are delighted to recognize his ongoing contribution.







## BEST IN FINANCIAL EDUCATION

There is an increasing awareness among companies that their responsibility to plan participants extends beyond the implementation of a share plan. Providing adequate financial education to participants is seen as one of the key features of successful global stock plans. The award for Best in Financial Education is granted to companies who have implemented a financial education program that best meets the challenge of providing independent and objective information to employees without infringing on compliance or other regulatory constraints.

**THE RECIPIENTS OF THE 2015 BEST IN FINANCIAL EDUCATION AWARD ARE**



**UNITEDHEALTH GROUP, UNITED KINGDOM  
(Over 100,000 Employees)**

UnitedHealth Group runs a consistent and persistent cross-channel campaign to raise awareness of their Employee Stock Purchase Plan (ESPP) and assist participants with their personal financial goals.

Its financial awareness strategy consists of multi-channel and comprehensive communication pieces designed to reach all corners of their broad participant population with clear, consistent, and consumable education. The campaign includes print materials, email communications, tutorials, and onsite workshops and covers the areas of retirement planning, financial planning, and workplace savings to provide a more holistic approach to the suite of workplace benefits.

In addition, their financial education communications strategy is closely aligned to their internal Employer Value Proposition branding to ensure that their employees have a consistent experience across all benefits programs and are constantly reminded that they are all working towards a common purpose as well as fulfilling individual financial goals.

UnitedHealth Group's investment in education has seen a 60% increase in participation over the last five years. This is a fantastic achievement and, as such, GEO is pleased to recognize UnitedHealth Group as a winner of the 2015 Best in Financial Education Award.

*UnitedHealth Group wishes to recognize Fidelity Stock Plan Services for their professional contributions to this award winning share plan.*



**DANAHER CORPORATION, UNITED STATES**  
**(Between 25,000 and 100,000 Employees)**

DanaHER offers an employee Stock Option and Restricted Stock Unit Plan to eligible employees worldwide and has taken a proactive and effective approach to help support its staff in making financial, retirement or investment-related decisions by creating two white board animation videos. These videos go well beyond the basics, providing details of the equity philosophy, and focusing on financial education, rather than simply award details.

Not only do the engaging and well explained videos serve as an artfully clear illustration of the workings of the plans and how to get the most from them, they position the program as a true employee incentive, inspiring their employees to work hard to achieve the maximum benefit available from the equity awards.

DanaHER was meticulous about the content, carefully ensuring that accurate educational information was communicated without over-stepping into the provision of financial advice, and supplementing them with an internal equity compensation website to provide participants with access to further financial resources.

Their thoughtful and detailed approach truly conveys the foundation of their equity award strategy and carefully provides much needed accessible financial education for participants, regardless of their financial expertise. GEO is pleased to recognize DanaHER as a winner of the 2015 Best in Financial Education Award.

*DanaHER Corporation wishes to recognize Fidelity Stock Plan Services for their professional contributions to this award winning share plan.*



## **BEST PLAN COMMUNICATION**

An effective communication program is key to the success of any share plan program. Operating plans globally present unique geographic, linguistic, and cultural challenges that complicate even the best communication programs. This award category looks for the most effective and appropriate communication methods and materials used in plan communications regardless of where a plan is offered. Judges will consider a company's size and number of participants to whom the company must communicate with regarding their share plans. Awards are not based on the amount of money spent on a communications program—rather they are based on content, coherency, and style of the message delivered.

## THE RECIPIENTS OF THE 2015 BEST PLAN COMMUNICATION AWARD ARE

# Bank of America



**BANK OF AMERICA CORPORATION, UNITED STATES**  
**(Over 100,000 Employees)**

The Judging Panel recognizes Bank of America's successful endeavors to demystify their Restricted Stock Unit (RSU) Awards for approximately 22,000 of their eligible key employees across Asia Pacific, Canada, Europe, Middle East, Africa and Latin America.

After actively listening to participants' educational needs and concerns, Bank of America responded with a bespoke microsite, the RSU Learning Centre, which provides succinct information in a plain speaking fashion that is easy for participants to understand and access, wherever they are based in the world.

The Judges were impressed by the microsite's plethora of media types and innovative new learning formats. Employees can access interactive videos, convenient reference guides, easy to follow tutorials, modelling and plan management tools and the ability to access and view information at any time of the day or night via a variety of tech devices. The simple yet effective visuals, animation, graphics and voiceover features make learning fun and crossing language barriers easy.

Bank of America supported the initiative with a robust internal promotional plan, ensuring key stakeholders and team leaders were well educated on the benefits and functionality of the new resource. Success has been closely measured, and the results speak for themselves: positive user testimonials; an increasing number of visitors to the microsite, including more than 13,000 video impressions; and a visible reduction in telephone queries, all indicate that this was a successfully implemented plan communication strategy. GEO is pleased to recognize Bank of America as a winner of the 2015 Best Plan Communication Award.

*Bank of America Corporation wishes to recognize Bank of America Merrill Lynch for their professional contributions to this award winning share plan.*



**EVONIK, GERMANY**  
**(Between 25,000 and 100,000 Employees)**

Evonik's Share.2014 all-employee share plan communication strategy aimed to raise awareness and engage all staff at every level across their three locations: Germany, the US and Belgium.

Evonik launched a strong internal marketing campaign to achieve high plan participation. Using a bull or 'toreo' theme, communications reflected capital market growth and inspired a positive attitude towards the plan for potential participants.

Importantly, the Share.2014 campaign was carefully designed to reflect the Evonik brand and its four key company values of creativity, specialization, self-renewal and reliability. These pillars were carefully thread through all communication pieces, and are intended to have a lasting impact on employee company loyalty, awareness and engagement.



Evonik successfully demonstrated an effective and innovative approach to its communications, seeming to use all means possible to reach their audience. Some of the tactics used included display of life-size cardboard cut-outs, posters and leaflets; creating an online forum to field queries and holding information on local intranet sites; pamphlet distribution and newsletter articles; as well as conducting a cross-location roadshow to educate employees and answer any queries face-to-face.

The Judges loved the plan's slogan, "Feeling Bullish Today?", and the accompanying imagery of staff members from different locations dressed as matadors to remind employees they are in control of their equity reward decisions.

Evonik's communications campaign resulted in levels of participant engagement that more than exceeded expectations, whilst reinforcing its company values. GEO is pleased to recognize Evonik as a winner of the 2015 Best Plan Communication Award.

*Evonik wishes to recognize, Equate Plus (UBS AG) Degussa Bank, Towers Watson, DZ BANK, AG White & Case and KNSK Werbeagentur for their professional contributions to this award winning share plan.*



When the KION Group needed to integrate each of its six trading brands under one umbrella company, it launched an all-employee share plan and a long-term incentive plan for its senior executives, to encourage all eligible employees to build an affinity and trust for the KION Group parent company and to strive for common business objectives.

To tackle this internally political and sensitive issue, KION Group went above and beyond standard communication methods to speak directly to each individual working under each brand. The resulting multi-channel campaign effectively utilized print, articles, intranet, direct emails, posters, live staff meetings, roadshows and videos that featured short personal testimonials from staff sharing their feelings on becoming shareholders in the company. The breadth of communication pieces available enabled information to be sent directly to employees' work sites, no matter how remotely they were located and regardless of the media channels they had access to. The campaign also reached the home of each employee as personalized information packages were mailed directly to all eligible participants. The communications were supported by KEEP branded paraphernalia such as confectionery, t-shirts, balloons and literature, which traversed the boundaries of a 'usual' communication effort.

The Judges felt that KION Group had taken great lengths to keep the employee at the center of the campaign and had devised a communications plan that effectively reached each employee at a personal level. The visible support from the executive team, higher than national average levels of plan participation and the sheer volume of employee testimonials supporting KEEP, clearly show that the plan succeeded in creating a feeling of unity within a hugely diverse company. GEO is pleased to recognize KION Group as a winner of the 2015 Best Plan Communication Award.

*KION Group wishes to recognize KPMG, Deutsche Bank Privat- und Geschäftskunden, Unequity GmbH and Equity Change Management for their professional contributions to this award winning share plan.*



## BEST PLAN EFFECTIVENESS

Share plans help companies achieve their corporate mission and goals. This award category is designed to highlight companies that have spent time and resources developing share plans that work well towards meeting key corporate objectives. The criteria for this category are based on the assessment of plan participation and other ways of involving employees in the successful operation of the company. An essential component of assessing effectiveness is a clear statement of the goals of the plan in addition to a demonstrated measurement technique to gauge progress in achieving those goals.

THE RECIPIENTS OF THE 2015 BEST PLAN EFFECTIVENESS AWARD ARE



VEOLIA ENVIRONNEMENT, FRANCE  
(Over 100,000 Employees)

Veolia's Management Incentive Plan marks an important step towards re-establishing a positive company-wide equity culture after the negative impact of the financial crisis destroyed employees' confidence in the company's share performance. For this reason, their brave foray back into share ownership has a focus on low financial risk for participants as well as providing exact performance incentives and alignment of management and shareholder interests.

The Judging Panel was impressed by Veolia's precise and well-articulated plan objectives and clearly defined metrics for short-, mid- and long-term success. Its measurement criteria included combining the company's financial results and share price performance as a single entity, and setting an ambitious goal for participant engagement to determine the plan's success.

Equally impressive was Veolia's mindfulness not to place undue financial burden on participants by introducing a fresh and innovative loss protection feature to further encourage employee commitment to the plan.

Veolia achieved 70% plan take-up, despite its historic non-performing share price—a critical indicator of the management team's commitment to the company's strategy. Its management team is leading by example and the success of the plan will pave the way for a wider pool of participants in future, including the introduction of an all-employee plan in 2015.

The Judges believe that Veolia's desire to rekindle their company's equity culture has been achieved through the introduction of the plan and admired the fact that it was designed not on market practice or precedents, but rather tailored to reflect the Company's employee shareholding history and goals. GEO is pleased to recognize Veolia as a winner of the 2015 Best Plan Effectiveness Award.

*Veolia Environment wishes to recognize Banque Transatlantique, Credit Agricole and Shearman & Sterling for their professional contributions to this award winning share plan.*



**DS SMITH, UNITED KINGDOM  
(Under 25,000 Employees)**

DS Smith's ambition to issue an incentive plan in an equitable and all inclusive manner to its workforce of 21,500 employees located in over 200 sites in 25 countries and across four continents was realized by the launch of its all-employee Sharesave Plan.

DS Smith was clear about what it needed its plan to achieve—a united global workforce, engaged in the company's strategic direction, sharing success and creating a stronger link between the company's performance and reward.

The Judges considered that the plan's high levels of engagement could be directly attributed to DS Smith's smooth and effective enrolment process and the considerable lengths taken to raise awareness and educate their staff about the benefits of participation.

Their thoughtful approach was exemplified by a personal and informal video featuring the CEO and CFO's endorsement of the plan; the ability to apply using paper, online and mobile application forms; the provision of onsite PCs for employees without internet access; and the easy accessibility and management of the plan's savings arrangements.

The effective multi-media communications plan included printed materials, presentations delivered by trained plan ambassadors, video and online content, all of which was launched simultaneously across all locations and provided the same message, appearance and consistent content, translated into more than 20 different languages.

Not only was the plan well executed, but the results speak for themselves—applications were received from 23 different countries, including a high take-up in countries which had no previous experience of a Sharesave Plan. GEO is pleased to recognize DS Smith as a winner of the 2015 Best Plan Effectiveness Award.

*DS Smith wishes to recognize Deloitte, Equiniti, Allen & Overy, Eversheds, JP Morgan Cazenove, Hewitt, EY and Lingo 24 for their professional contributions to this award winning share plan.*





## NEW BEST USE OF A SHARE PLAN IN AN EMERGING MARKET

The challenges of spreading share plan wealth globally can be particularly complex in emerging markets. Developing legislation, introducing share plans to an unfamiliar population and dealing with complex governance structures are a few among a myriad of challenges in a developing economy. This award category is designed to highlight companies that have developed and successfully deployed a global share plan program, including or focused on an emerging market. Successful candidates in this category will demonstrate the ability to address particular economic, social, political or even religious challenges faced in deploying in a developing economy. The winning company will address—and even incorporate—these aspects in their plan to be successful for their company and their employees.

### THE RECIPIENTS OF THE 2015 BEST USE OF A SHARE PLAN IN AN EMERGING MARKET AWARD ARE



One of the few large companies in Russia to offer employee share ownership schemes, EVRAZ is somewhat of a pioneer in this emerging market, leading by example despite the cultural and logistical barriers that limit the provision of equity plans for many of its peers.

As many would expect, the successful running of its Long-Term Incentive Plan has been faced with a number of ongoing challenges. Among these are delayed share sales due to paper-based application processes; careful navigation of local tax authorities' dividend statement and contract note requirements; strict currency regulations; due diligence of security instructions; limited infrastructure to hold and trade stock in a cost efficient way; and encouraging a cautious workforce to participate in the plan. In order to enhance their participants' experience and to attract further executive engagement to the plan, EVRAZ was forced to address these obstacles.

EVRAZ has adeptly responded to these challenges and managed to attract an increasing number of participants, year-on-year, to the plan. Just a few of the solutions they have implemented include introducing a paperless, consolidated online portfolio to access real-time information, trade and vote; redesigned statements to meet local regulatory requirements; and the development of learning tools to guide participants through each stage of the exercise process.

EVRAZ's dedication to continuously improving the shareholder experience for their participants and promoting share ownership among the executive population was highly commended by the Judges. They have visibly

grown the appeal of being an employee shareholder, not only in Russia but in the other countries in which its LTIP operates (namely, the Ukraine, the US, Canada, Czech Republic, Italy, Kazakhstan and South Africa), and are paving the way for other companies to follow suit.

For their great efforts in cultivating employee share ownership in Russia, GEO is pleased to recognize EVRAZ as a winner of the 2015 Best Use of a Share Plan in an Emerging Market Award.

*EVRAZ plc wishes to recognize Computershare for their professional contributions to this award winning share plan.*



### **INTERNATIONAL PERSONAL FINANCE PLC, UNITED KINGDOM (Under 25,000 Employees)**

International Personal Finance's 'Have Your Share™' all-employee plan is available to all eligible employees in Poland, Czech Republic, Slovakia, Romania, Hungary, Bulgaria, Lithuania and Mexico.

Each jurisdiction presented different challenges and the success of the plan depended heavily on adopting innovative communication techniques, especially considering that share ownership was a new concept to many of the plan's target audience.

International Personal Finance gave a great deal of thought to the plan's name and creative identity, taking care to ensure that the key messages transcended the various borders. The plan-compliant communication materials were produced centrally for consistency's sake, but were deliberately flexible to allow for cultural differences and issued to each market for local interpretation, translation and production to ensure they were appropriate for each locality; a process that demonstrated true collaboration with the local communication teams.

International Personal Finance also recognized the need to go beyond traditional promotional methods in order to gain traction in each market. The communication approach was appropriately adapted for each market with market specific videos, briefings and an official plan launch at each market's internal Annual Conference. The CEO also issued a personal message of endorsement and line managers received training and scripts in order to carry out face-to-face educational sessions. Post launch, detailed feedback was collated from local project coordinators regarding all aspects of the project, from due diligence to communication and administration.

The Judges were impressed by International Personal Finance's plan launch and how they considered the complex legal and tax requirements and differing levels of share ownership education requirements in each market. They felt that the company's intimate knowledge of each market and how tirelessly they had worked to gain support from local stakeholders was directly reflected in the positive results—96% campaign awareness; 94% campaign understanding; and 84% satisfaction with the plan communications. The participation rate was also healthy at 29%—a fantastic result for such a varied emerging market audience that had limited previous experience with share ownership. GEO is pleased to recognize International Personal Finance plc as a winner of the 2015 Best Use of a Share Plan in an Emerging Market Award.

*International Personal Finance plc wishes to recognize Capita Asset Services and Pinsent Masons for their professional contributions to this award winning share plan.*



## BEST USE OF EMPLOYEE SHARE PLANS IN A CORPORATE ACTION

Share plan programs are increasingly viewed as a strategic tool in preparing for and executing mergers, acquisitions, reorganization or divestitures. This award recognizes excellence in the use of share plans in support of specific objectives furthering a corporate action. Measurements include fair or enhanced treatment for impacted participants, effective communication of implications to share plan participants, and demonstrated commitment to share plans after the conclusion of the corporate action. Qualified corporate actions include mergers, acquisitions, restructuring, divestitures and similar actions.

### THE RECIPIENTS OF THE 2015 BEST USE OF EMPLOYEE SHARE PLANS IN A CORPORATE ACTION AWARD ARE



**VODAFONE, UNITED KINGDOM**  
**(Over 100,000 Employees)**

With a value of US \$100 million returned to 13,500 employees in 30 countries via the corporate action, the Verizon Wireless transaction was the third largest of its kind in history with the biggest ever return of value to shareholders.

In order to deliver a significant proportion of the value from the sale of the US business into the hands of shareholders, Vodafone made three equity plans available to employees: a ShareSave and Share Incentive Plan (SIP) for approximately 15,000 eligible employees; a Long-Term Incentive Plan for 3,000 senior employees; and a MyShareBank (MSB) plan, a nominee vehicle allowing around 6,000 employees to retain shares from share plan vesting events.

Vodafone offered an extensive 23 choice combinations to participants in the SIP or MSB to allow them to choose how to receive their return of value. This created the need for a carefully managed communications program that included providing content to enable local market reward teams to act as a point of reference for employees; creating a series of educational videos to explain both whether and how the transaction affected them—to clarify details of the transaction and to empower employees to make the right choices based on their own individual financial situation.

From an administrative perspective, 47,000 transaction lines were processed in total for SIP and MSB, with each participant receiving statements confirming how the transaction applied to them and what was being paid where and when. Funds for internationally mobile employees and leavers were delivered on time and tax information made available to support them in completing a tax return—a level of support that surpasses expectations.



The Judges concluded that the sheer scope and scale of the transaction and level of achievement in an impressive seven month timespan makes Vodafone's Verizon Wireless transaction deserving of an award. GEO is pleased to recognize Vodafone as a winner of the 2015 Best Use of Employee Share Plans in a Corporate Action Award.

*Vodafone wishes to recognize Equatex, Computershare, Slaughter and May, Stitch Communications and PwC for their professional contributions to this award winning share plan.*



**KIMBERLY-CLARK CORPORATION, UNITED STATES**  
**(Between 25,000 and 100,000 Employees)**

In October 2014, Kimberly-Clark completed a spin-off of its health care business to create a new standalone, publicly traded company called Halyard Health Inc., headquartered in Georgia with 16,500 employees worldwide. This corporate action enabled the health care business to improve shareholder value and Kimberly-Clark to sharpen its focus on its consumer and professional brands.

The spin-off brought about a review of all operational aspects of the Company that included the impact on participants in Kimberly-Clark's global Long-Term Incentive (LTI) program which affected 2,000 executive employees in 57 countries, all of whom were essential to the Company's future growth and important stakeholders in the spin-off effort.

Kimberly-Clark adopted its 'Think Customer' philosophy, one of its corporate values that guide employee behavior, when considering all aspects of the share plan participant experience. The participant was placed at the heart of the LTI's change process; their needs drove the reward team's approach and set the standard for both the delivery and communication of the change.

Not only did the Company receive positive feedback from participants and key internal stakeholders, it achieved a successful outcome for each of its key objectives. Quantifiable results included fair treatment of those affected by the spin-off, with participants receiving the equivalent value of their outstanding LTI awards after the event; full transparency across the LTI transition, including the provision of pre- and post-spin individual account statements; addressing all global issues, tax and compliance requirements; and effective communication to ensure participants knew exactly what to expect and delivery of confirmation of each individual's position after the change.

The Judges felt that the care and attention taken in following the 'Think Customer' principle directly resulted in an overwhelmingly positive participant experience. Implementing so many measures of success and taking the time to aid transparency and reinforce participants' feeling of equitable treatment was also commended and considered a remarkable achievement for what was an enormous transformation and change management undertaking for Kimberly-Clark. GEO is pleased to recognize Kimberly-Clark Corporation as a winner of the 2015 Best Use of Employee Share Plans in a Corporate Action Award.

*Kimberly-Clark Corporation wishes to recognize Bank of America Merrill Lynch for their professional contributions to this award winning share plan.*



## BEST USE OF TECHNOLOGY

The best designed and communicated global share plans can be prohibitively expensive and time consuming if not properly managed and operated. The use of paper/print confirmation, enrolment, account management forms and communication materials inherently slows the implementation and management of these plans. Corporate stock plan departments have thus found websites, intranets, and other electronic tools invaluable and cost effective in managing, communicating, and administering international share plans. The Best Use of Technology award is granted to companies that develop innovative, appropriate, and comprehensive technological solutions to share plan administration, communication, and internal project management.

**THE RECIPIENT OF THE 2015 BEST USE OF TECHNOLOGY IS**

**ELI LILLY & COMPANY, UNITED STATES  
(Between 25,000 and 100,000 Employees)**

Globally mobile employees are a valued resource for multinationals and play a critical role in supporting global business strategies. As companies rely more on these skilled professionals, it is becoming increasingly important to ensure that their benefits are not only comprehensive and compliant, but that any related cross-border tax liabilities are accurately reported.

Eli Lilly has invested considerable time and effort to move its mobile employees away from spreadsheets and onto a technology platform that simplifies and automates the collection of travel data. The technology is able to monitor all country-to-country movement across the 125 countries in which Eli Lilly operates, including longer-term international assignments and localizations, and all US state-to-state movement, including business travel across all 50 states in the US.

Their fully scalable platform has a simple user interface and is accessible via any Lilly computer or device with internet access. It brings together seven system interfaces, payroll systems for 75 countries, includes capabilities for tracking employee movement, and a complex tax calculation engine that pulls the information together, accurately handling the calculation of taxation and reporting for both its mobile and local national participants.

Eli Lilly offers its professional, middle and top management employees incentives that include cash, restricted stock units and performance awards. The platform calculates tax liabilities for these equity plans, as well as short-term incentives and salary, based on employee movement across country or state borders. It also proactively sources all compensation in the appropriate employee work location(s) for each business traveler, on a consistent and timely basis, each pay period.

The Judges consider Eli Lilly to have created a sophisticated solution that incorporates their mobile employee policies and practices into a suite of automated tools that has reduced manual mobility data processing by around 90% and simplified one of the most complex administrative tasks faced by employers. GEO is pleased to recognize Eli Lilly & Company as a winner of the 2015 Best Use of Technology Award.

*Eli Lilly & Company wishes to recognize Bank of America Merrill Lynch and KPMG for their professional contributions to this award winning share plan.*



## BEST USE OF VIDEO COMMUNICATION

In today's global workforce, plan participants are almost never in the same location—much less the same country. As such, audio visual communications have emerged as one of the most effective ways to educate plan participants who are located throughout the world. The immediacy and impact of in-person interactions can never be replaced, but with vast improvements in quality, availability and ease of use, and with the ability to interact and share content in high definition, today's video technology is as close to "being there" as one can get without actually making a trip. This award category is designed to highlight companies that have spent time and energy developing video technology as a way to educate participants about their share plans, and meet the needs of an "on demand" global workforce. The GEO Award for Best Use of Video Communication is granted to companies that use video technology specifically to increase communication effectiveness and reduce travel expenses related to participant training while also communicating an educational message.

### THE RECIPIENT OF THE 2015 BEST USE OF VIDEO COMMUNICATION IS



**FLETCHER BUILDING LIMITED, NEW ZEALAND**  
**(Under 25,000 Employees)**

Fletcher Building Limited is the largest listed company in New Zealand. Its workforce consists of more than 19,000 people in 50 businesses across 40 countries. The Company wanted to unite its employees under the parent company brand using an all-employee share plan, FBuShare, in order to establish a corporate identity. Fletcher Building is the first and to date, the only New Zealand-listed company to have launched a global share purchase plan on this scale. It is a significant undertaking for any company, but more challenging in a country such as New Zealand where there is no culture of employee ownership or ready access to share plan tax and legal specialists.

Assuming varying levels of education, financial literacy, access to online communications, and a mix of blue- and white-collar workers, Fletcher Building invested time and resources to create a comprehensive and tailored multilingual communication strategy to reach all 18,700 eligible employees online or through printed collateral for offline sites, regardless of country, occupation or business unit.



The communication campaign's standout piece was the welcome video. Available in seven languages, the video takes into account the varying requirements of its very broad audience and sets out the plan's objectives in a warm and friendly manner. It is short and succinct, uses language that is easy to understand and is delivered by a person dressed as a 'typical' blue-collar worker at a 'typical' Fletcher Building worksite.

The Judges thought that the format, language and easy to process information delivered by the video struck exactly the right tone and showed Fletcher Building's intimate understanding of its employee demographic.

Fletcher Building fulfilled its objectives of employee retention and has both maintained and exceeded its target employee participation rate. Using the video as one of their key communication channels, in a format that resonated so well with their audience, can only have impacted positively on these results. GEO is pleased to recognize Fletcher Building as a winner of the 2015 Best Use of Video Communication Award.

*Fletcher Building Limited wishes to recognize Computershare, EY and Studio Alexander for their professional contributions to this award winning share plan.*



## MOST CREATIVE SOLUTION

Stock plan professionals regularly face challenges—whether a result of complex plan design or extension of a plan internationally—in their share plans. This award allows applicants to demonstrate how creative they are in the design and administration of their share plans while still maintaining a high level of service to plan participants. The Most Creative Solution award is granted to companies who have implemented proven, effective, and innovative solutions that solve a company's needs and reduce workload and scale processes. Awards in this category are granted to companies who offer premier solutions to unique challenges and set new industry standards.

**THE RECIPIENTS OF THE 2015 MOST CREATIVE SOLUTION AWARD ARE**



**STANDARD BANK, SOUTH AFRICA  
(Between 25,000 and 100,000 Employees)**

In 2004, Standard Bank designed an equity plan to directly compensate previously disadvantaged individuals in South Africa, stemming from the events of apartheid: the Tutuwa Plan, a politically and economically significant South African Black Empowerment Plan aimed to promote the economic unity of the nation. The plan matured in January 2015 and is one of the best performing Black Empowerment Plans due to Standard Bank's strong share price.

Undeterred by the absence of a postal system, cultural and ethnic differences and the fact that with over 11 languages in South Africa they had to ensure they could communicate to everyone effectively, Standard Bank

launched an extensive communication strategy to reach plan participants to explain and demonstrate the plan's specific maturity process and taxation requirements.

They targeted all participants in the plan with online information, specific emails, targeted telephone calls and SMS messages. In addition, the team travelled all around South Africa, navigating the limited and challenging infrastructure, and without the use of the internet to reach participants in large cities and smaller villages. They visited participants several times leading up to the maturity date to ensure that every person in the plan had the opportunity to meet them in person, receive demonstrations and pre-printed handouts and ask questions. They actively monitored all participant election choices online and targeted additional communications to those participants who were non responsive. Due to the team's resourcefulness, they achieved an outstanding 75% active participant response rate.

The Judges felt that, due to the importance of this plan in South Africa, the hard work and dedication of the communications team and the extremely successful planning, execution and results of the communication plan, Standard Bank is an outstanding award applicant. GEO is pleased to recognize Standard Bank as a winner of the 2015 Most Creative Solution Award.

*Standard Bank wishes to recognize SBG Securities, Solium, Bowman Gilfillan, Deloitte, KPMG and PwC for their professional contributions to this award winning share plan.*



Following the success of its IPO in 2013, Criteo was keen to deliver upon its promise of sharing the success with all of its employees.

Listing on the NASDAQ was a celebrated recognition of Criteo's spectacular growth but brought considerable challenges in terms of employees' equity compensation as the IPO was completed in the form of American Depositary Shares (ADSs), whilst the many pre-existing equity plans had been granted in ordinary shares denominated in Euros.

The two-strong Criteo Equity Plans team was given just six months to find an equity administration platform, broker, and tax advisers, and to implement an all-inclusive and scalable solution that offered employees seamless access to their portfolios with the ability to make all possible transaction types in the right currency, across the wide and diverse range of equity plans that they had in place. In addition, as Criteo's financial accounting remained in Euros, the solution had to allow for all strike payments to be delivered in Euros with no applied FX.

To achieve these objectives, Criteo introduced a new flexible online platform, EquatePlus, to provide employees with a self-serve, user-friendly interface to easily access their plan information and set out all existing options with regard to the exercise and sale of their equity instruments.

The portal made it easy for participants to view plans in any currency, fund an exercise in their currency of choice, and, importantly, understand why a EUR-option is exercised in a USD-ADS. A global nominee service was arranged to hold ADSs electronically, no matter where they were based, and Criteo's back-office processes were redesigned to allow for the receipt of exercise costs and taxes in either US dollars or Euros.

Since launch, 96% of participants have logged onto the system and Criteo has created a mobile app version with the same transactional functionalities to further increase accessibility of the service for its global employees.

The Judges were impressed that Criteo made what could have been a confusing and labor intensive process easy to understand and manage. For their ability to keep the employee experience simple and user-friendly, whilst addressing complex challenges relating to currency and tax accounting across so many different equity plan structures, GEO is pleased to recognize Criteo as a winner of the 2015 Most Creative Solution Award.

*Criteo SA wishes to recognize Equatex, PwC and Landwell for their professional contributions to this award winning share plan.*



## MOST INNOVATIVE AND CREATIVE PLAN DESIGN

Share plans can be created to meet a multitude of corporate objectives which must be balanced with the legal, regulatory, and tax issues, both in the headquarters country as well as in other jurisdictions. An equally important challenge is to create a global plan that maintains the core corporate philosophy while adapting to local cultural concerns. This award category allows applicants to demonstrate how creative they are in working around potential stumbling blocks in developing and implementing global share plans. Measurements in this category include how well the plan was creatively adapted to local tax and regulatory laws, innovative ways to increase employee participation and excitement and how the plan differs from competitors or industry norms.

**THE RECIPIENT OF THE 2015 MOST INNOVATIVE AND CREATIVE PLAN DESIGN AWARD IS**



Prudential plc has operations in Asia, the US and the UK. Listed across four stock exchanges, the Prudential Group is divided into four business units, one of these is Prudential Corporate Asia (PCA). PCA has over 11,000 employees spread across 11 countries and provides health and protection insurance products across Asia. A recent compensation review revealed that their employees wanted to be able to access their money quickly and that PCA's major competitors offered shares rather than options. In response to this research, PCA created PRUshareplus, a share matching plan for all employees.

When assessing how the plan should be adapted to fit the local needs of each country, a requirement for a Sharia specific plan for a group of around 400 practicing Muslims in Malaysia was identified. Practitioners of Sharia law cannot profit from money and as Prudential plc is a financial services company, the stock was not Sharia compliant. This led to PCA developing an alternative to PRUshareplus—PRUempire, a Sharia compliant



plan that operates in the same way as the main plan but with investment in a Sharia compliant investment fund rather than purchasing shares.

PRUempire was given a separate microsite and promotional communications to ensure there was no crossover with PRUshareplus. Any reference to 'shares' was removed and communications were specifically tailored for the employees. PCA provided specific plan content, including key features, fund management, a PRUempire unit calculator, and specific PRUempire posters and contact information. PCA even developed a tracking facility for employees to benchmark PRUempire units against the performance of the PRUshareplus shares to show employees their rate of return.

The innovation demonstrated through the creation of a Sharia law compliant plan and its tailored communications clearly shows the determination to cater for all PCA employees. The first plan of its kind that the Judging Panel has encountered, they considered the adaption of a standard equity plan to a specific target audience without compromising the standard of participant communications to be quite unique and worthy of recognition. GEO is pleased to recognize Prudential plc as a winner of the 2015 Most Innovative and Creative Plan Design Award.

*Prudential plc wishes to recognize Solium, Stitch Communications and Tapestry Compliance for their professional contributions to this award winning share plan.*



## THE 2015 PIONEER AWARD



**2015 GEO Pioneer Award**  
Nicholas Greenacre  
White & Case

Nicholas Greenacre is one of GEO's longest standing members, creating a legacy of consistent, strong support of GEO for more than 13 years. His contributions during this time include serving as a GEO board member from 2006 to 2009, active member— followed by lead coordinator of the very successful, and award-winning, UK chapter, and regular go-to person for assistance in whatever GEO's current needs are. Over the years, Nicholas has been ever-present and willing to happily provide his support. His most recent contributions to the organization include significant help with GEO's Pan European One Day events, both as an instrumental contributor to the planning and execution of the events, but also by supporting as the host location for several events. Additionally, Nicholas has made a very important contribution of time and effort to assist GEO with various tax matters, most recently handling multiple and complex VAT registrations, saving the organization significant resources in all cases. We thank Nicholas and White & Case for their generous contributions to GEO, both in terms of time and financial resources and we look forward to working together in the future.

# THE 2015 GEO STAR AWARDS

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## 2015 GEO Star

**Sophie Altaf**

### **Computershare**

Sophie Altaf has been an enthusiastic supporter of GEO for more than 11 years now. Recognized for her significant contributions to GEO most recently in 2013, the line-up of stars this year would not be complete without once again recognizing Sophie for her continued dedication to GEO. Without question, Sophie is a star among our stars. She continues her enthusiastic support of our organization year after year with past accomplishments including support of GEO Awards Galas, One-Day Events, Networking Receptions and Chapter Meetings around the world. Most recently, however, Sophie shared her time as a member of our Annual Conference volunteer team, graciously giving more than 45 hours of her time (at all times of the day and night!) for the three day event. In addition, she has very recently increased her involvement and support of the UK Chapter, and was the primary driver behind the very successful UK Chapter London Countdown event, which was run with the efficiency and forward planning characteristic of everything she does. Sophie is the model GEO volunteer and we are pleased to once again recognize her for her dedication and standard-setting leadership for all GEO volunteers.

## 2015 GEO Star

**Hannah Cahill**

### **White & Case**

Hannah Cahill from White & Case was a significant asset to GEO in helping plan the 2014 Pan European Regional Event opening reception that was hosted in Paris. She spent countless hours assisting with coordinating all of the details—including running name badges, arranging for food and beverage, selecting entertainment and securing some exciting raffle prizes. In addition to assisting with planning the reception, she agreed to locally consolidate all of the GEO meeting and sponsor collateral items required for the Pan European Regional Event. Hannah went above and beyond and even offered her time to volunteer for the event itself when GEO required assistance on short notice. GEO is grateful to have had her resourcefulness and energy at our disposal during this event. Hannah was a true “star” to work with and GEO is pleased to recognize her for her major contribution to the success of the GEO 2014 Pan European Regional Event.

## 2015 GEO Star

**Victoria Gan**

### **NASDAQ OMX**

Victoria Gan from NASDAQ OMX had likely never even heard of the Global Equity Organization when her employer, NASDAQ MarketSite in Times Square NYC, agreed to sponsor and host GEO’s 2014 NECF East this past September. GEO was thrilled at the opportunity to host NECF East at NASDAQ, but when we visited the space for the first time we discovered that it was undergoing a complete renovation and we were required to wear hardhats during our visit! Victoria gave us a tour and put us completely at ease as she provided descriptive detail of how our meeting would flow in the newly designed building. Over the course of the next three months, she kept us up-to-date with the renovation progress and changes and due to her exceptional attention to detail and willingness to assist GEO with every aspect of our event, the NECF East attendees experienced an amazing event in a very special venue. She even gets extra kudos for arranging for our attendees to attend the opening and closing market bell ceremonies on the day of our meeting. Thanks to Victoria, GEO was able to host an event that will be remembered for a very long time!

## 2015 GEO Star

**Stephanie Greenwald**

### **QUALCOMM**

From contributing to the success of GEO’s newest member benefit, GEOconnect, to helping support GEO’s 2014 NECF regional event in San Diego, Stephanie Greenwald is one amazing GEO volunteer! Her willingness to participate in the implementation and ongoing support of GEOconnect, including quickly and frequently responding to postings, has not gone unnoticed. We thank her for her many contributions to this invaluable new member benefit and for being a model GEOconnect community member. Further, the time she dedicated to the success of the NECF regional event in San Diego last year was an incredibly generous gift to GEO and our attendees. Stephanie is a true example of the spirit of volunteering and we thank her for sharing her kind spirit, energy, knowledge and most of all—time—with us.

**2015 GEO Star**  
**Nathalie Hellio**  
**Accenture**

Nathalie Hellio has quickly become one of GEO's go-to people in France. What sets her apart is her cheerful demeanor, her willingness to support GEO at the regional level and her ability to make things happen. Nathalie was an invaluable local resource and enthusiastic participant at GEO's Pan European Regional Event in Paris last fall, making herself available on many an occasion to provide education to the GEO team regarding local market affairs, facilitating introductions and providing invaluable guidance which directly enhanced the success of GEO's Pan European Event. Nathalie is a strong contributor of intellectual capital to GEO from the very important French region, and is terrific at follow through. GEO is so very fortunate to have Nathalie as a member and we look forward to working with her more in the future.

**2015 GEO Star**  
**Marc Muntermann**  
**Siemens AG**

Marc is a distinguished contributor to the GEO organization. From the start of his involvement with GEO more than six years ago, Marc has been a visionary and a leader with his contributions to our organization. Marc has served as a member of the leadership of the award-winning GEO DACH chapter, and is an active speaker at GEO events, generously sharing the vast knowledge and experiences he has obtained in his role as the Head of Global Share Plans with Siemens with our members, but it is his special contributions of time and energy that go above and beyond and set him apart from his peers. Previously recognized for his exceptional contributions to GEO's Munich event in 2013, Marc's enthusiasm and support of GEO did not end there. Marc was instrumental in the creation and execution of GEO's inaugural Global Equity Insights Survey, and has been the primary driver of the continuation of that project, providing GEO a very valuable membership benefit as well as encouraging the support of the industry-leading line up of survey sponsors. When one considers the regularity with which the GEO team receives an outreach from Marc with a new "idea," it becomes quite clear that he keeps the GEO organization in the forefront of his day to day work, always looking for an opportunity to support the organization to its fullest. GEO wishes to express our gratitude to Marc for his continued guidance and support and for his help in enhancing our organization's benefits for all of our members.

**2015 GEO Star**  
**Pat Sims**  
**Pearson plc**

Characteristics of our GEO stars include a "can do" attitude and willingness to help with no hesitation, and GEO Star Pat Sims embodies these attributes. As a long-term member of our organization, Pat very recently distinguished herself by volunteering to single handedly coordinate a UK-issuer breakfast event despite starting a new job at the very same time. Disregarding the stress associated with starting a new position, Pat willingly undertook the task and rallied her share plan industry colleagues and in ten short days, brought together a very accomplished, diverse group of issuer representatives to dialogue with GEO and provide the organization valuable feedback. Pat's efforts directly resulted in the addition of new GEO members and many valuable suggested enhancements to our service offerings. Because of the success of this event, two additional issuer-only events were scheduled and executed with similar valuable results and we are grateful to Pat supporting our first event and for her hard work to ensure its success.

**2015 GEO Star**  
**Sami Toutounji**  
**Shearman & Sterling**

Sami Toutounji has expended a great deal of personal effort in supporting GEO during the past year, particularly around the planning and programming for GEO's Pan European Regional Event in Paris last fall. To thank him adequately is impossible. He spent long after-business hours on various projects related to the event, sacrificing his personal time to help garner greater local support for the event. His presence on our planning committee brought pivotal new contacts into our network. This effort, combined with the time he spent developing and moderating the very insightful keynote with the powerhouse companies L'Oréal and Siemens, directly contributed to the success of the 2014 Pan European Regional Event.



# THE 2015 GEO CHAPTER AWARDS

## 2015 Re-emerging Chapter

### Toronto

With nearly a year's time elapsing between the very successful launch of the GEO Toronto Chapter and facing a change in Chapter leadership with no obvious volunteers to take the helm, the continuation of the GEO Toronto Chapter was at risk. In one of its most important times of need, Candace Moore and Ritu Gupta of Computershare refused to let the chapter fail. Stepping up to the leadership role, these two supporters, backed by the strength of a nearly 15 member deep chapter coordinator team, brought the Toronto Chapter back on line and re-established GEO's presence in the Canadian market. Following a successful first meeting, the team marched on with the scheduling of a second, both meetings resulting in excellent content and good local participation. GEO would like to recognize the entire Toronto Chapter leadership for overcoming a difficult transition and we look forward to watching support in this region build.

## 2015 Developing Chapter

### Spain

The recently formed GEO Spain Chapter, under the leadership of Marcus McEvoy and Marta Gómez, re-launched in February and hosted a meeting in Madrid at the offices of Telefónica. The leadership team took a great deal of effort in planning the logistical details and selecting topics and speakers of interest to the local community. The team made considerable efforts by personally reaching out to invite their colleagues and contacts to attend the event, which resulted in a high proportion of issuer non-member attendees who had never before heard of GEO or participated in a GEO event. In an effort to engage both the Madrid and Barcelona regions of Spain, the chapter plans to alternate meetings in both cities to ensure they include all interested participants and maximize exposure for the chapter. We congratulate Marcus and Marta on their time and tremendous effort and look forward to seeing continued momentum in the Spain region.

## 2015 Outstanding Chapter Leader

### Sheila Frierson, Southern California

Volunteering and time go hand in hand; however, time is not something we can buy or borrow, and is a very precious commodity. Sheila Frierson is someone who has generously chosen to give up her personal time and energy to support GEO and our Southern California Chapter. Sheila has devoted countless hours to the coordination of events throughout the entire Southern California area. She attends and encourages her clients and colleagues to attend the

Southern California Chapter meetings and other GEO events and is always positive and quick to respond to any requests for assistance from GEO. Her contributions have resulted in tremendous success for the chapter. In a short time—under Sheila's leadership, the Southern California Chapter has evolved into one of GEO's strongest and most active chapters. Sheila is an outstanding chapter leader and we are most grateful for the time she has given to GEO and the Chapter.

## 2015 Chapter Leadership Team

### Northern California

In addition to hosting their quarterly local chapter events, the well-established Northern California leadership team organized a very successful Annual Northern California Forum for the 6th year in a row. Thanks to this action-oriented team, the 2015 forum was executed flawlessly with lots of great sponsors, an expert list of speakers, and many fabulous prizes at a day filled with endless networking opportunities for all who attended. In addition, this team once again sold-out their heavily supported annual regional sponsorship program which continues to generate income to further enhance offerings for their area chapters, as well as for GEO. The expanding Northern California team currently supports chapter events in San Francisco, Silicon Valley, the East Bay and most recently added Sacramento to their growing list of Northern California regions. GEO is very pleased with the time and dedication put forth by the Northern California team and offers a well-deserved congratulations for being named as the 2015 Chapter Leadership Team.

## 2015 Chapter of the Year

### Netherlands

GEO's thriving Netherlands Chapter continues to be at the forefront in offering quality networking and education opportunities to GEO members and prospects throughout the Netherlands. Under the leadership of Don-Tobias Jol from Deloitte, Pim van dem Boom from Project and Interim Management and Navjeet Rosenthal-Gill from PwC, the Netherlands Chapter recently created a successful pattern of alternating educational meetings and social networking events and put on four very-popular events this past year. Attendance for the Netherlands Chapter events continues to be very strong due to the personal outreach by the leadership team and their commitment to introducing new prospects to GEO and the local chapter. GEO is very pleased to honor the Netherlands Chapter as the 2015 Chapter of the Year and anticipates continued growth and development in this very important region.



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# GEO TEAM & BOARD OF DIRECTORS

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*Operations Director*  
Robyn Shutak, CEP,  
*Sr. Director, Programs and Member Services*  
Pam Stetson, CMP,  
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-  June Davenport, Solium
-  Jay Foley, Computershare
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