

2018 GEO Award Winners





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The 2018 GEO Judges' Award
Edward D. Burmeister

Best in Financial Education

EASTMAN

Best Plan Communication

HSBC 

Bank of America 
Merrill Lynch

Lenovo


SOUTH32

Best Plan Effectiveness



BILFINGER

ESSILOR
SEEKING THE WORLD BETTER

CSL

Best Use of a Share Plan in a Private Company



BREWDOG

Best Use of a Share Plan in an Emerging Market

BAE SYSTEMS
INSPIRED WORK

Best Use of Share Plans in a Corporate Action



Janus Henderson
INVESTORS

Best Use of Technology

Walmart 



NOVARTIS



UBS

Best Use of Video Communication



Telefonica

Most Creative Solution



sage

Most Innovative and Creative Plan Design

SIEMENS



Standard Bank



cimpress

Welcome

Dear GEO Members and Honored Guests,

It is with great pleasure that we welcome you to Orlando and the 17th year of the GEO Awards. Home to twelve world-famous theme parks, Orlando, or 'The City Beautiful', is the perfect playground for this year's celebration of the industry's best and brightest; providing an opportunity to come together to network, learn and celebrate as a community.

Sponsored exclusively by Fidelity Stock Plan Services, the 2018 GEO Awards recognize and celebrate the commitment of organizations in achieving employee ownership and inclusive workplaces; rewarding the teams and individuals who are leading the way.

Excelling in categories that range from financial education and plan communications, to creativity and innovation, the 2018 winners represent 22 companies across 11 different industry sectors, that employ as few as 1,000 to more than 2.3 million employees and are headquartered in 12 countries.

The awards are pivotal to the promotion of share ownership around the globe; highlighting the positive impact that great plan execution can have on employee engagement, retention, productivity and corporate profitability. Each year, the award applications increase in quality as companies strive to find new ways to reward their employees. Each successful submission represents an answer to a common issue, uniting and aligning companies around the globe who are trying to overcome the same challenges. We would therefore like to sincerely thank all the organizations that applied for a GEO Award this year.

We also extend thanks to the industry specialists who have formed our independent panel of Judges, all of whom have sacrificed their time and gifted their vast experience and expertise to select this year's winners. As with previous years, the submissions were of a particularly high standard which made selecting each of the ten award categories by no means an easy feat. The judging panel discussed each and every application in detail before concluding the winning line-up.

As we are certain you have witnessed during your time with us in Orlando, GEO is committed to providing you with the right tools to recruit and retain the best employees in a competitive global market, and to further your own careers. Our vibrant and engaged community is ideally placed to become your primary resource for networking, strategy, implementation and innovation for global equity and executive compensation.

Each year, our key ambition for the GEO Awards is not only to inspire our members, but also to share first-class knowledge so that they can incorporate new, up-to-date ideas into their company's equity plans.

We offer our most heartfelt congratulations to each and every one of this year's winners and urge them to continue raising the bar and sharing their strategies and techniques so that others may follow in their footsteps.

We hope that you enjoy the evening's celebrations and the company of your industry peers and business partners, and ask that you join us in celebrating the very best in share plan excellence.

The Global Equity Organization





CONGRATULATIONS TO ALL GEO AWARD WINNERS!

To our clients, both nominees and winners, we are proud to call ourselves your partner and look forward to working with you for many years to come. And to all the nominees and winners, congratulations and thank you for doing the best work in developing, managing and communicating your employee equity plans.



computershare.com/employeeplans

The 2018 GEO Awards Judges

JUDGE SELECTION

The GEO Awards are judged by a panel of industry leaders, all of whom are considered experts in their respective fields. In addition to meeting stringent criteria related to their experience, expertise and achievements, 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.

THE PROCESS

Judging is a rigorous two-stage process. An independent assessment of all entries and pre-scoring of accompanying documents is carried out by each Judge to determine individual shortlists. A judging meeting is then held in the early part of the year where each entry is evaluated in detail in an open group discussion to decide the winning entries. Judges only take into consideration the information submitted on the GEO Award application and its supporting documentation.

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 outside the pool of applicants.

THE JUDGING CRITERIA

The Judges are asked to consider each award submission against a set of pre-defined criteria. To qualify for an award, plans must be effective at:

- Communicating the risks and rewards of the share plan in the overall context of financial planning;
- Communicating clearly;
- Endorsing the need to take appropriate independent financial advice;
- Using innovative methods of communication to ensure maximum take-up;
- Covering a broad and comprehensive range of financial education tools;
- Assisting employees in the awareness of diversifying risk;
- Providing employees access to independent and accredited specialists;
- Using innovative channels to provide financial education to employees (i.e. video/web/CD);
- Providing easy access to information after seminars, meetings, etc. (e.g. use of intranet, call centers);
- Collating employee feedback and evaluating the results.

If you would like to apply for a GEO Award, the submission period is typically open from October to January each year. Visit www.globalequity.org for further information.



THE PANEL



Dennis Paalman – Co-Lead Judge
Global Head of Reward
Philips Lighting, Netherlands

Based in the Netherlands, Dennis currently holds the position of Global Head of Reward at Philips Lighting and is Chairman of the Dutch Association for Compensation and Benefits Professionals.

Previously, Dennis was SVP, Global Head of Reward at Royal Ahold where he designed Royal Ahold's 'Global Reward Opportunity' ('GRO') program, a Long-Term Incentive Program that won GEO's 'Best Plan Effectiveness Award' in 2009. At Royal Ahold, Dennis' responsibilities also extended to HR Risk, HR Corporate Responsibility and the International Mobility Center. Dennis was also a HR Leadership team member and secretary to the Remuneration Committee.

Before moving to Royal Ahold, Dennis was Global Head of Performance and Reward at ING Group; Senior Consultant in the Executive Compensation Practice at Towers Watson in London and Amsterdam; and held various roles at IBM.

Dennis is currently a GEO Board Member and has chaired the GEO Awards Judging Panel since 2010.



Thomas J. Paleka – Co-Lead Judge
Vice President, Global Total Rewards
Arthur J. Gallagher & Co., United States

Tom Paleka joined Arthur J. Gallagher & Co. in September 2008 as Vice President of Global Compensation, a newly created role. Recently promoted in 2016 to lead Global Rewards, he now has overall responsibility for guiding

the company's compensation, benefit, and mobility programs, as well as payroll. He has been instrumental in consolidating and outsourcing the company's long-term incentive plans, launching several new plan designs, and securing shareholder approval of four of Gallagher's long-term incentive plans.

Tom joined Gallagher from Tellabs, a large telecommunications manufacturer of infrastructure equipment. While at Tellabs, he designed and managed sales compensation programs and was promoted to Director of Global Compensation and Benefits in 2005, with responsibility for all broad-based and executive programs. Prior to that role, he had twenty years of extensive background in the high-technology industry in sales compensation, direct sales, sales management, and sales operations.

He currently serves on the Global Equity Organization (GEO) Board of Directors as co-chair of the Issuer Advisory Council, and has served as a judge for the GEO Awards for the 2016, 2017, and 2018 GEO conferences. He has spoken at many conferences for such organizations as GEO, Certified Equity Professional Institute, Equilar, WorldatWork, Conference Board, and the National Association of Stock Plan Professionals. Tom has also served on the DuPage County Board of Directors for Junior Achievement from 1994 to 2000 and 2007 to present.



Dr. Joseph R. Blasi

Director of the Institute for the Study of Employee Ownership and Profit Sharing.
J. Robert Beyster Professor; School of Management and Labor Relations at Rutgers University, United States

Joseph Blasi is a distinguished professor and sociologist at the School of Management

and Labor Relations at Rutgers University where he teaches the undergraduate and graduate courses on corporate governance. He is a Research Associate at the National Bureau of Economic Research. His work includes economic sociology, the social and economic history of the corporation, and public policy, particularly broad-based employee stock ownership, profit sharing, gain sharing, and stock options in corporations, in countries, in industries, for example, with a study of Silicon Valley, and in different historical periods of American history.

He has written 13 books including Employee Ownership (Harper and Row, 1988), The New Owners with D. Kruse (HarperCollins, 1991), Kremlin Capitalism with M. Kroumova and D. Kruse (Cornell University Press, 1996), A Working Nation with various co-authors (Russell Sage Foundation, 2000), In The Company of Owners with D. Kruse and A. Bernstein (Basic Books, 2003), and Shared Capitalism at Work with D. Kruse and R. Freeman (University of Chicago Press, 2010). His articles have appeared in the British Journal of Industrial Relations, Industrial Relations, and the Industrial and Labor Relations Review, among others.



Paul Greene

Managing Director
Credit Suisse, Switzerland

Paul is a financial services industry reward professional with experience in business partnering, front office business management, and benefits.

He has a global perspective and exposure to diverse business practices via previously held roles in the United States, Hong Kong, Singapore, and Switzerland.

Paul also has experience of client interaction across a wide range of businesses including brokerage, private banking, investment banking, asset management, and logistics and control functions.

**Karen E. Needham**

Principal Consultant
Oyster Pond Associates, United States

Karen has over 35 years of dynamic experience and leadership in the equity compensation industry. In her most recent role, Karen was responsible for global equity administration and compliance for ARIAD

Pharmaceuticals as well as the multi-state, U.S. payroll.

Prior to joining ARIAD in 2013, she held management roles in client relations and education for three of the largest equity administration software providers. Karen began her career with Wang Laboratories where she was responsible for equity compensation in over 50 countries. She subsequently oversaw equity administration for Genzyme, including the administration of employee equity plans for its numerous tracking stocks.

Karen is a member of the Global Equity Organization ('GEO'), the National Association of Stock Plan Professionals ('NASPP'), previously was part of the Provider Council of the Certified Equity Professional Institute ('CEPI') and was a past member of the board of directors serving on the executive committee of the National Center for Employee Ownership. Karen holds the Certified Equity Professional ('CEP') certification and is a frequent speaker on employee equity administration matters at regional and national events.

**Tonya L. Roth**

Vice President, International Compensation,
Benefits & Mobility
Discovery, United States

Tonya Roth currently serves as Vice President of International Compensation, Benefits and Mobility, where she partners with key company leaders within the business units

in Poland, the United Kingdom, Singapore and Brazil to develop and set a total rewards strategy to support 2,200 international employees. She leads and manages the coordination of activities between internal stakeholders, HR Business Partners, HR Centers of Excellence, external vendors and contractors to ensure effective and integrated programs are designed and delivered to the international business units. Tonya brings over 25 years of experience developing compensation and benefits strategies to attract and retain top talent to meet company objectives.

Before joining SNI in 2013, Tonya worked at RESCARE in Louisville, Kentucky as the Vice President of Total Rewards. Her longest tenure was at Procter & Gamble ('P&G') where she spent 15 years developing compensation programs, serving as a leader of the compensation integration team that worked on the largest acquisition in P&G history. She also spent time cultivating leadership and employee engagement, as well as coaching managers on organizational design and team effectiveness.

**Pat Sims**

Global Employee Share Plans Consultant
PJS Consultancy Services, United Kingdom

Pat started her career in taxation, gravitating towards employment taxation. This experience proved useful following her move into the field of employee share plans when she joined Mercers.

For the past 18 years, Pat has focused on managing employee share plans in-house, and since 2015 has been an independent consultant.

Pat has worked with global companies such as Orange, France Telecom, Rio Tinto, Pearson, Vodafone and AstraZeneca. Pat has been involved in a number of corporate actions, has led successful launches of award-winning all-employee global share plans, and continues to deal with the daily demands of the ever-changing world of employee share plans.

Pat is a regular speaker at conferences and is currently a member of GEO's Issuer Advisory Council.



EQUITY PLAN ADMINISTRATION WITH GLOBAL REACH

Access to trade on markets
around the world

Advanced data security

Multiple languages

Multiple currencies

Mobile capabilities

In today's connected world, compensation plans need to engage employees effectively across borders. That means overcoming the complexities of multiple legislative and tax frameworks as well as languages, currencies and time zones.

Equatex provides solutions that cut through these headaches and free you to deliver engaging plans for your people, wherever they may be.



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LETTER FROM THE CO-LEAD JUDGES

As members of the GEO Awards Judges panel for multiple years we are once again honored to be part of such an important event. The GEO Awards program is the only platform that facilitates the celebration and recognition of creative and effective approaches towards the implementation of exclusively global equity-based remuneration plans around the world.

After independently and impartially assessing each submission before the meeting, the 2018 Judging Panel came together for a full day of discussion and debate at the Arthur J. Gallagher offices in central New York City. The panel of seven industry experts, with a collective wealth of experience across a range of industries, locations and workforce demographics and sizes, took the time to address each submission on its merits before mutually confirming the worthy winners. The judging process was described by a member of this year's panel as 'an MBA in a day'; such is the level of learning and insight gained from being part of the process.

Rightfully earning their place in the GEO Awards hall of fame, this year's winners have demonstrated innovation, quantifiable results, and alignment of their benefits and reward strategies with HR and business objectives.

The power of the GEO Awards should not be underestimated; they shine a spotlight on trends, best practices and the achievements of companies around the world. As the evening unfolds and the winners are revealed, please join us and our esteemed Judges in congratulating companies that have made a significant difference to their organizations through their reward strategies and that are encouraging others to follow suit.

Their great efforts to protect and improve employees' equity-based rewards have exceeded expectations and clearly demonstrates the high level of achievement across our industry.

Dennis Paalman
Co-Lead Judge

Thomas J. Paleka
Co-Lead Judge



THE AWARD WINNERS

THE 2018 GEO JUDGES' AWARD

In addition to the award categories, the GEO Award Judges may award a company, organization, or individual that has made an exceptional contribution towards the promotion of global employee share ownership. Judges may select the company or organization from the annual applicant pool; however, the Judges have the discretion to select any company, organization, or individual they believe warrants this award. Nominations are not solicited for the Judges' Award. This award is intended to be granted to a company, organization, or individual that needs no application – a winner that is recognized as a leader in the field. If the award is given to a company or organization, the Judges will evaluate the overall impact of the equity plan, or promotion of equity plans, has had on its employees, shareholders, community, and the business environment. Individual awards will be based on the personal contribution made to the equity compensation profession over their lifetime.

THE RECIPIENT OF THE 2018 GEO JUDGES' AWARD IS



EDWARD D. BURMEISTER

Many of us are acquainted with Ed Burmeister, either personally or professionally, and are aware of his significant contributions to our industry. Many global equity conference goers have attended one of his many presentations over the past 30+ years.

With 37 years of legal experience, Mr. Burmeister is a globally recognized leader in his field. He has advised multinational companies on the full array of global equity, tax, regulatory and design issues; been recognized by the Legal 500-United States 2011 as 'the world's leading expert on all law that affects equity compensation'; was listed in the Best Lawyers in America, Northern California Super Lawyers and Chambers America's Leading Lawyers for Business (#1 ranking); was named as Best Lawyers' San Francisco Employee Benefits Lawyer of the Year (2011); and won the 2008 Pioneer Award from the Global Equity Organization and the 2010 Achievement Award from the National Association of Stock Plan Professionals.

Mr. Burmeister has been key to many precedent-setting equity programs and strategies. A frequent lecturer on international equity issues, he has assisted over 300 multinational companies in extending their equity plans to employees outside the United States and has authored an article, published in the Spring 2001 edition of the WorldatWork Journal, entitled 'Top 10 Mistakes in Implementing a Global Stock Plan'.

He was an early member of National Association of Stock Plan Professionals (NASPP) and one of the first members of their Advisory Board, as well as a member of the Founding Steering Committee of GEO and a past Board member. He was a Board Member of the Certified Equity Professionals Institute and the past Chairman of the State Bar of California, Section of Taxation.

Throughout his career, Mr. Burmeister has provided representation, leadership and advice for a number of ground-breaking legal cases and plan designs that have changed the shape of employee equity plans across the world.

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 RECIPIENT OF THE 2018 BEST IN FINANCIAL EDUCATION AWARD IS

EASTMAN

EASTMAN CHEMICAL COMPANY, UNITED STATES
LONG TERM INCENTIVES (LTI) PROGRAM
(Up to 20,000 Employees)

Finding a work-life balance is a common issue for employees, no matter where they are based. For the majority, time is sparse and everyday demands can feel a little overwhelming. Carefully designed and comprehensive education programs can help employees that may not have the time to independently learn how their awards work; allowing them to both realize and appreciate the full value that they are receiving from their employer.

Eastman Chemical Company provided information for its Long-Term Incentives ('LTI') equity awards to employees on an ongoing basis and through various channels to help them to understand their awards and encourage financial fitness and retirement readiness. Their extensive educational program was fully aligned to its corporate 'Benefit Vision Statement' and included: 1:1 appointments in person with a dedicated advisor, via investor centers and over the phone; a personalized 'FitAge' tool that reviews employees' saving, investing and health behaviors to estimate their expected retirement age and how equity fits into their overall plan; and live and pre-recorded customized workshops.

The company used alternative strategies to encourage participation, including providing both internal and external channels for those employees who had questions but who preferred an element of privacy, advertising key messages in unique locations and incentivizing participation with a drawing for a quarterly cash pay-out.

Clearly dedicated to ensuring participants had a full understanding of how their awards work, the Judges were impressed by Eastman Chemical's positioning of their employees' equity financial education, as part of a wider financial education and wellness planning program, and that they offered a number of dedicated private and internal channels via which to access advice.

GEO is pleased to recognize Eastman Chemical Company as the winner of the '2018 Best in Financial Education Award'.

Eastman Chemical Company employs approximately 14,500 employees in around 50 countries. Eastman Chemical Company 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 internationally 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 2018 BEST PLAN COMMUNICATION AWARD ARE

HSBC 

HSBC HOLDINGS PLC, UNITED KINGDOM
SHAREMATCH AND SHARESAVE
(Over 200,000 Employees)

HSBC has been offering all employee share plans since the 1980s. In 2015, the company undertook internal and external research to understand how best to reposition and relaunch their plans to increase participation. A new approach was agreed to deliver against their commitment to engage and attract employees into share ownership, on a global scale, by breathing new life into their communications and modernizing their all-employee share plan experience.



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It's time to expect truly global technology to manage global plans.

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solium.com/geo

HSBC set clear and measurable performance and communication objectives for the relaunch campaign, which was to be rolled out across all global locations over a two-year period. These focused on the look and feel of the materials; the clarity, readability and ease of use of the content; the ability to help employees understand the benefits and risks of participation and to make informed decisions at key events; and the ability to stand out and inspire action.

The multi-channel, multi-media campaign spanned a wide range of all employee communications, including interactive web-like brochures, emails, letters, internal magazine articles, guides, screensavers, HR slides, interactive calendars and animations. All content was presented in bite-sized chunks of information, making it easy to digest and understand with simple one-page summaries that feature relevant click-through buttons on every page.

The campaign increased engagement and employee take-up with 84% of participants electing to retain their ShareMatch shares after the vest. In addition, more than 3,500 signed up to Sharesave for the first time, totaling 62% UK participation in the plan, despite the highest offer price since 2007.

The Judging Panel agreed that the communications were clear, comprehensive and beautifully presented. They felt that HSBC had succeeded in putting their employees at the center of their communications, creating fresh, clear materials and a streamlined employee experience that had inspired employees from different cultures and countries to join the plan. The Judges also liked the campaign strapline, 'Today's savings, tomorrow's possibilities' which encompassed the company objectives, without promising returns. GEO is pleased to recognize HSBC Holdings plc as a winner of the '2018 Best Plan Communication Award'.

HSBC PLC employs more than 250,000 people in 87 countries. Employees speak 145 languages and serve around 46 million customers. HSBC PLC wishes to recognize Stitch Communications for their professional contributions to this award-winning share plan.



BANK OF AMERICA MERRILL LYNCH, UNITED STATES
LONG-TERM INCENTIVE AWARDS - RESTRICTED STOCK UNITS
(Between 100,000 and 200,000 Employees)

Bank of America Merrill Lynch recognizes that equity awards can be complex and difficult for employees to understand, even if they are employed in the financial services industry and are conversant in the language of numbers.

To centralize their share plan materials and provide an enhanced employee experience, Bank of America Merrill Lynch built an 'RSU Learning Center' to help key employees better understand and use their awards to build wealth.

The RSU Learning Center's homepage features a menu of available communication materials, presented in an interactive share plan lifecycle format that allows employees to access the information that they require, according to their current needs. All materials are available as a short video or in a printable PDF, and are just the right length, tone and pitch to inform whilst retaining the reader's interest. The overhauled and improved user interface makes navigation easy and the company's continuous improvement philosophy ensures participant feedback is taken onboard and content remains current and relevant.

The communications portal has proven a popular and valuable resource amongst employees, in particular with new award grantees. It has enjoyed positive results, including measurable improvement on video engagement, a rise in mobile usage from 3% in 2016 up to 14% in 2017, and visits from almost a third of eligible award recipients since launch. The company's call center has also reported a decrease in call volumes, leaving HR managers to focus on more complex or personal equity queries. In addition, the company's globally based employees have accessed the printable 'Quick Reference Guide for participants outside of the U.S.' document more than any other internal resource.

The Judges commended the ease with which participants could access the information they needed, with all materials centralized and in multi-media formats. They considered Bank of America Merrill Lynch's equity communications to be thoughtful and clear, jargon-free, succinct, relevant, fresh and attuned to employee needs; a huge step to helping employees achieve financial wellness. GEO is pleased to recognize Bank of America Merrill Lynch as a winner of the '2018 Best Plan Communication Award'.

Bank of America Merrill Lynch employs approximately 200,000 people in over 35 countries. Bank of America Merrill Lynch wishes to recognize the Bank of America Merrill Lynch Creative Team for their professional contributions to this award-winning share plan.



LENOVO GROUP LTD, HONG KONG
LENOVO SHARES - GLOBAL EMPLOYEE SHARE PURCHASE PLAN
(Between 20,000 and 100,000 Employees)

Lenovo became a leader among China-headquartered companies by offering broad-based company share ownership when they launched their Employee Share Purchase Plan ('ESPP') 'Lenovo Shares' in October 2016.

Amongst the 36 countries where Lenovo Shares is currently offered, 17 are classified as emerging markets, including Brazil, India, South Korea and Romania. As part of implementing Lenovo Shares in these countries, Lenovo created a remarkable package of communications to encourage participation.

Given that the emerging markets varied in numerous aspects, such as size, language, and culture, Lenovo went to great lengths to ensure that the benefits and details of the plan were accessible and communicated in a consistent manner. They employed a multi-lingual, multi-channel communication online and offline campaign that included: a web enrollment portal, a microsite for participants to share information, employee, HR and Payroll face-to-face and web-based training programs, and printed materials.

The success of the campaign was tangible and exemplified by take-up rates in the 17 emerging countries averaging 20% and achieving an even higher 22% in China, Philippines, South Korea, Taiwan and UAE, compared to the market average of 10%.

The Judging Panel felt that Lenovo's appealing and well-designed communications materials and thoughtfully executed plan ensured that employees in participating emerging countries were equally supported and communicated to as effectively as employees in their China and USA head offices. Lenovo gave every employee an equal and fair opportunity to find out more information about the plan, thoroughly understand the benefits of participation of the plan, and to make it easy for everyone to enroll.

GEO is pleased to recognize Lenovo Group Ltd as a winner of the '2018 Best Plan Communication Award'.

Lenovo Group Ltd employs approximately 52,000 people and serves customers in over 160 countries. Lenovo wishes to recognize Baker McKenzie, Cleary Gottlieb Steen & Hamilton, Computershare, EY, Workday and Stitch Communications for their professional contributions to this award-winning share plan.



SOUTH32 LIMITED, AUSTRALIA
ALLSHARE
(Up to 20,000 Employees)

South32 had to work hard to overcome the limited financial understanding, remote mine site locations, varying levels of education, distribution challenges and language barriers of its employees when considering how best to effectively extend its AllShare plan to its mining employees across seven global locations.

South32 responded by developing a simple, effective and multi-lingual communications campaign that engendered a collective sense of participation and ownership, and fostered their core values of 'Trust, Care, Togetherness and Excellence'.

The campaign included a suite of tax, offer and vesting summaries that met local requirements but were clear enough to explain what participating in AllShare meant. These and their subsequent versions were all regularly translated into local languages.

South32 chose delivery channels appropriate to each country, including email, hard copy print and PDF packs. The content was concise with hyperlinks available for readers to access more technical information, including the offer portal and offer booklet.

Posters and other communication materials featured real mine-based employees and clear messaging. Digital platforms, such as an intranet site, email and an online forum, were provided to share information and field plan-related questions. TV screens displayed the key components of the plan, the required call to actions by employees, where they could go for more information or help and the offer open period.

Call centers were also made available to all participants as well as a walk-in service for eligible employees in South Africa to assist with questions around the offer, communications and web-based tools.

South32 then went above and beyond to roll out a parallel communications program for their HR business partners which directly mirrored the employee campaign messaging and ensured they were fully equipped and able to champion the plan's objectives.

The Judging Panel applauded South32's country-specific and accessible communications that enabled them to promote participation to all employees, including mining workers across Africa; an undeniably difficult task. They particularly liked the personal design, simple content and accompanying internal communication effort that made it easy for employees to ask questions about the plan and find out more information.

GEO is pleased to recognize South32 Limited as a winner of the '2018 Best Plan Communication Award'.

South32 Limited employs over 14,000 people in seven countries. South32 Limited wishes to recognize Computershare and PwC 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 deliver against key corporate objectives. The criteria for this category is 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 2018 BEST PLAN COMMUNICATION AWARD ARE



BILFINGER SE, GERMANY
BILFINGER 2020 EXECUTIVE SHARE PLAN
(Between 20,000 and 100,000 Employees)

At Bilfinger, simplicity is king when it comes to performance-based executive compensation. To align the actions taken by key employees with the corporate ambition to turn the company into a world-class contender and ensure profitable growth, Bilfinger granted a one-off, long-term share incentive plan to selected top and second-tier executives.

The plan's four-year performance period was strongly linked to Bilfinger's key financial targets by specifically rewarding continuous adjusted earnings before interest, taxes and amortization ('EBITA') margin until 2020, with rewards realized on an 'all or nothing' basis: a clear and measurable objective.

Each participant has been granted a defined percentage of an overall target amount equaling one year's base salary (20% increasing to 40% in 2020 to promote the final spurt), which converts into shares subject to performance in the respective year. The number of shares which are allocated at the end of the respective year depends on the achieved EBITA margin. If the annual target set by Bilfinger's Executive Board is met or exceeded, all of the shares are finally allocated. No shares will vest, if the achieved EBITA margin falls below the target. After the end of the four-year vesting period, all finally allocated shares are transferred into the participant's deposit account.

The Judges were impressed by the plan's uncomplicated message and clearly defined objectives, which were communicated to the entire company and to the public in order to provide focus and to drive a communal ambition to achieve profitable growth. The common goal encourages teamwork and total alignment to the company's key strategic goal. The Panel found the 'we are in it together, let's make it work' approach refreshing and effective.

GEO is pleased to recognize Bilfinger SE as a winner of the '2018 Best Plan Effectiveness Award'.

Bilfinger SE employs approximately 37,000 people in 18 countries.



ESSILOR INTERNATIONAL S.A., FRANCE
BOOST 2017
(Between 20,000 and 100,000 Employees)

Even though Essilor International has a long-standing commitment to employee ownership. Until 2016, Essilor primarily offered plans to their employees inside of France with only select executives receiving equity outside of France. This changed with 'Boost 2017', the Group's first international, all-employee plan, which was rolled out in fourteen countries with the strategic objective to boost employee shareholding to 50% by 2020 with the ultimate goal of a 100% plan participation.

To ensure maximum participation, the needs of countries such as Brazil, Chile, China, Colombia, Costa Rica and India that did not already have a broad shareholding base, as well as plant operators in the United States with low purchasing power, were put at the heart of the plan's design.

The plan was simple from a legal standpoint, easy to explain and appealing, with a matching employer top-up contribution. The subscription choice and payment options for the shares were limited in order to make the process even easier for employees. Essilor advanced their employees the funds to buy between ½ and 4 shares over twelve months; the advance on their salaries was to be reimbursed in agreed installments. This meant that employees had no financial effort to make upfront and that the corresponding funds could be collected quickly and securely by the local payroll departments.

Essilor aligned the compensation objectives of appropriate HR and senior managers and launched a global educational roadshow that visited all countries to support participation. The country project teams were trained in the basic communication requirements and then given full control over the communications kit, enabling them to adapt the tools to local constraints and cultures.

Boost 2017 reaped truly exceptional results with 69% of its eligible employees participating in the plan. On a country-by-country basis, the results were particularly impressive with participation rates of 67% in China, 69% in Thailand, 77% in Colombia, 82% in India and 90% in the Philippines.

Morgan Stanley

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Superior Solution.

As it is not common practice for companies to show such a high level of generosity; Essilor was commended for volunteering a substantial financial contribution so that all of its employees were able to participate. The plan design was simple, appealing and user-friendly and the positive metrics speak to its success.

GEO is pleased to recognize Essilor International S.A. as a winner of the '2018 Best Plan Effectiveness Award'.

Essilor International S.A. employs approximately 64,000 people in 69 countries. Essilor wishes to recognize Amundi, Assembly Conseil, Butterfly, ESAShare, SGSS and Shearman & Sterling LLP for their professional contributions to this award-winning share plan.



CSL LIMITED, AUSTRALIA
RETAIN AND GROW PLAN (RSU) AND EXECUTIVE PERFORMANCE AND ALIGNMENT PLAN (PSU)
(Up to 20,000 Employees)

After receiving an 'against' vote on its 2016 Remuneration Report CSL was challenged to provide a plan that better delivered against corporate strategic objectives. CSL undertook a thoughtful and reflective 360-degree review, recognizing that its remuneration system had not kept pace with the growth of the company into a global enterprise. CSL devoted internal and external time and resources to the design of the new plans to ensure they had the features needed to address shareholder concerns, be understood by employees, be as tax efficient as possible and be offered in compliance with applicable laws.

One of CSL's biggest challenges came from a shift from the notional share program to an actual share program which triggered numerous compliance requirements that had not been present for the cash-settled program, but CSL was committed to allowing employees, regardless of location, to participate.

CSL worked hard to provide a more equitable distribution of equity through CSL's countries and invested in communications and targeted presentations to impacted employees to help them understand the new plans. The 'Executive Performance & Alignment Plan' and the 'Retain & Grow Plan' have enabled CSL to attract, retain and motivate key talent within the organization and provide a more competitive total rewards package and resulted in a higher level of engagement and a 'for' vote for the company's 2017 Remuneration Report.

The Judges considered CSL to be deserving of an award for producing a plan that fits business needs and for creatively responding to their shareholders' voice to receive positive support after a 'no' vote. Their plan represented a significant cultural shift; a brave and effective response that met both the needs of the company and their eligible population.

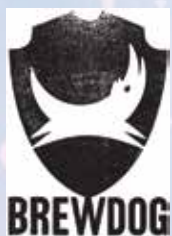
GEO is pleased to recognize CSL Limited as a winner of the '2018 Best Plan Effectiveness Award'.

CSL Limited employs approximately 20,000 people in 36 countries. CSL wishes to recognize Aon Hewitt, Baker McKenzie, Computershare, EY and Minter Ellison for their professional contributions to this award-winning share plan.

BEST USE OF A SHARE PLAN IN A PRIVATE COMPANY

Share plans help companies achieve their corporate mission and goals. This award category highlights private companies that have spent time and energy developing share plans that support the achievement of key corporate objectives while remaining a privately-held company. The criteria for this category is based on the assessment of effective private company plan design, overall participation and other unique ways of involving employees in the successful operation of the company. An essential component of assessing share plan excellence in the private company environment 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 RECIPIENT OF THE 2018 BEST USE OF A SHARE PLAN IN A PRIVATE COMPANY AWARD IS



BREWDog, UNITED KINGDOM HOP STOCK

(Up to 20,000 Employees)

BrewDog is dedicated to sharing the success of its business and rewarding their employees ('Crew Members'). They launched the Hop Stock Share Plan ('Hop Stock') to give Crew Members a share in the future growth and success of the company.

All permanent UK Crew Members, as well as a small number in Germany and the USA, were offered the chance to use some or all of their 'Unicorn Fund' (an annual bonus directly linked to company profits) to purchase a set number of shares at a 20% discount to BrewDog's current private company share valuation. Such is the plan's inclusivity that anyone who worked for the company before 2nd October 2017 was eligible and 'Good' or 'Bad' leavers get their money back which they can use to buy shares. Shares bought have a 3-year lock in period and the plan is offered to employees twice a year.

Crew Members were able to login to enroll in the plan and enter the number of shares they wanted to buy online. They are provided with locally compliant award documentation, including the plan rules, country guides and tax guides with a look and feel that reflected the company's branding and culture.

A full communications plan was developed for the launch, including webinars, a roadshow rollout, one-pagers on how the plan works and where and how to apply, as well as internal marketing on BrewDog's intranet to get Crew Members excited about the plan and encourage take-up.

The online share portal is seamlessly integrated into BrewDog's Reward Gateway, 'Crew Treats', with a single sign-on to offer Crew Members a great user experience.

The Judges believe BrewDog is deserving of an award in recognition of its commitment to offering a unique plan for its employees that, in conjunction with their Unicorn Fund, not only allows them to share in the company's future success but also encourages financial understanding. They also liked that the plan materials encapsulated BrewDog's fun and relaxed corporate spirit.

GEO is pleased to recognize BrewDog as the winner of the '2018 Best Use of a Share Plan in a Private Company Award'.

BrewDog employs approximately 1,000 people across 46 bars on 3 continents. BrewDog wishes to recognize Solium for their professional contributions to this award-winning share plan.

BEST USE OF EMPLOYEE SHARE PLANS 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/or 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. We recognize that measuring success may be different to how we have defined it historically.

THE RECIPIENTS OF THE 2018 BEST USE OF EMPLOYEE SHARE PLANS IN AN EMERGING MARKET AWARD ARE



BAE SYSTEMS PLC, UNITED KINGDOM
BAE SYSTEMS INTERNATIONAL SHARE INCENTIVE PLAN
(Between 20,000 and 100,000 Employees)

For over 50 years, BAE Systems has worked closely with the Royal Saudi Air Force and is committed to the future development of Saudi Arabia's local aerospace and defense market. In past years, the local operations were supported largely by an expat workforce drawn from the company's UK operations. However, today over 65% of the 6,000-strong local workforce are Saudi nationals, and the company expects this figure to increase.

In order to create an inclusive plan for all its employees, BAE Systems was challenged to be one of the first companies to launch a share plan in Saudi Arabia. The share plan had to replicate the benefit offered by its UK SIP and could be offered to employees in Saudi Arabia and other overseas jurisdictions, as well as any employees it transfers to its joint-venture companies. The solution was the International Share Incentive Plan (IntSIP). Launched in 2015, IntSIP was made available to employees in the UK and Saudi Arabia, and in 2017 it was extended to employees in Oman.

IntSIP featured a mix of Matching Shares, Dividend Shares and Free Shares. Contributions were deducted from salaries and converted to GBP, and employees were able to join the plan whenever they wished and change, stop, or re-start their contributions at any time.

Offering share plans in the Kingdom presented a number of challenges: the Saudi Capital Markets Authority ('CMA') had to provide approval that the IntSIP was Sharia law compliant and reviewed the content of all participant communications. BAE Systems also had to overcome cultural barriers; share plans are not common in the region and there is a culture of selling rather than holding shares.

BAE Systems launched an educational push to reinforce how share plans worked. They met the HR President in Saudi to explain about holding periods and what they meant for employees, filtering this information to all Saudi nationals using emails, letters and presentations. Local HR champions held workshops and hosted regular Q&A sessions around the launch and employees could access innovative, multi-lingual communications that addressed their limited knowledge of share plans. A dedicated website made enrollment and locating plan documentation easy.

The Judges recognized BAE System's response to their changing business model and their dedication to giving all their employees the chance to invest in their company by creating a successful model via which they are able to expand the plan to other emerging markets easily. They considered the plan to be cutting edge in one of the world's important industrial regions.

GEO is delighted to recognize BAE Systems plc as a winner of the '2018 Best Use of Employee Share Plans in an Emerging Market Award'.

BAE Systems plc employs approximately 83,000 people in 46 countries. BAE Systems wishes to recognize Computershare for their professional contributions to this award-winning share plan.



BEST USE OF A SHARE PLAN 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 2018 BEST USE OF A SHARE PLAN IN A CORPORATE ACTION AWARD ARE



**TUI GROUP, GERMANY
ONESHARE**

(Between 20,000 and 100,000 Employees)

Following the merger of TUI AG and TUI Travel PLC, TUI Group cemented its position as the world's number one integrated tourism business. Post-merger, the TUI Group Executive Board invited employees worldwide to take part in the company's financial success by creating an equity plan designed to strengthen employees' sense of team spirit across all TUI brands and encourage identification with the company's strategic goals. 'oneShare' simultaneously launched in 18 countries with the strapline: 'As easy as 1, 2, 3'.

Thoughtfully designed to support the needs of the newly combined Company, oneShare is a share matching scheme that provides a discount on share price during a one-year share investment phase, a holding period of two years and a free matching at the end of the holding period.

The plan's success hinged on its simple communication strategy, which was underpinned by employee testimonials. Hand signs, commonly used in the tourism industry, were posed by real employees and used consistently across all materials as a visual testimonial. These were later accompanied by photo and film testimonials gathered after the plan had been launched.

Communication materials were created and delivered in 14 languages, CEO-endorsed video footage, and roadshows in five key destinations were used to inform the employees personally, supported by an email and online campaign offering unusual giveaways, like oneShare branded apples. The TUI Smile intranet site hosted a comprehensive online communications campaign.

TUI involved country representatives at an early stage of the stakeholder communication process to build an international network of oneShare experts and ensure that all centralized messages worked in local markets.

The Judges thought that the communication materials were well presented and strongly conveyed how easy it was to participate and be part of the company's team spirit and commend their design, message and comprehensive approach. That TUI employed such special measures, careful consideration and planning to launch the plan after the merger showed a real commitment to share ownership.

GEO is pleased to recognize TUI AG as a winner of the '2018 Best Use of Employee Share Plans in a Corporate Action Award'.

TUI AG employs approximately 67,000 people in 130 countries. TUI AG wishes to recognize Equatex AG and Unequity GmbH for their professional contributions to this award-winning share plan.

In October 2016, Henderson Global Investors and Janus Capital Group announced a merger of equals to become Janus Henderson Investors. The merger of the British asset manager and the US fund firm was approved by shareholders in April 2017.

To celebrate the merger, it was agreed that every employee should receive a stock award in the newly formed company with a face value of \$1,000 ('the Merger Award'). The Merger Award reinforced the Company's commitment to employee share ownership and reflected the Company's values statement that employees should 'act like owners'.

In order to award the shares on day one of the merger, the joint share plan teams (Henderson in the UK and Janus in the US) focused on optimizing delivery mechanisms, utilizing existing share plan structures, and maximizing tax efficiency where possible. It was decided to award the shares via three separate mechanisms: via the 401K plan for US employees; and via BAYE Free Shares for UK employees for individuals who had sufficient 'headroom' so to enable employees to receive the shares completely tax free if they remained in employment with Janus Henderson and retained the shares for 5 years. For UK employees without sufficient free share headroom, and for all other non-US employees, the awards were made under the existing Henderson Restricted Share Plan.

The Merger Award resulted in 2,000 employees receiving a total value of shares in the region of \$2m and provided each employee an immediate and tangible link to their employment with the newly merged entity. The award also reinforced Janus Henderson's corporate belief of employee share ownership across the whole business from the top down.

The Judging Panel recognizes Janus Henderson's absolute commitment to employee share ownership by ensuring that all employees became shareholders in the combined company on day one, post-merger. Through the flawless execution of a complex and material transaction of the two global companies, the generous and inclusive plan helped to ensure the smooth transition and maintenance of motivation for new Janus Henderson colleagues.

GEO is pleased to recognize Janus Henderson as a winner of the '2018 Best Use of Employee Share Plans in a Corporate Action Award'.

Janus Henderson employs approximately 2,000 people in 27 countries.



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, enrollment, 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 and/or implement innovative, appropriate, and comprehensive technological solutions to share plan administration, communication, and internal project management.

THE RECIPIENTS OF THE 2018 BEST USE OF TECHNOLOGY AWARD ARE



WALMART INC., UNITED STATES
PERFORMANCE EQUITY AWARDS
(Over 200,000 Employees)

Process inefficiency can be an issue in any industry, jurisdiction or department, and can lead to the failure of initiatives or even businesses. Historically, Walmart relied on Excel spreadsheets to manage their employees' business area or country-specific performance awards in the US and ten other countries, tracking their employees' international movements and calculating pro-rated payouts.

After a significant change to the performance program in 2017, different calculation methods were undertaken, including three different calculation scenarios based on performance award length, leading to a total of six calculation scenarios to account for. To track their employees' movements and performance metrics, Walmart used several different spreadsheets to determine the payout; an inefficient approach that was difficult to audit.

In search of a solution, Walmart employed a self-service data analytics tool to combine these processes in one tool to prevent incorrect movement tracking and ensure consistent calculation logic for accurate payouts.

The newly employed technology gives users the ability to prepare, blend and analyze their data in a workflow. Data from multiple sources (i.e. spreadsheets) can be combined and large volumes of data can be processed in significantly less time than the legacy Excel approach. Additionally, the workflow user interface format allows for better documentation of the processes, which made reviewing easy and produced a better audit trail.

Taking Walmart's annual grant process as an example, the new flow combined grant calculations for over 3,000 internationally-based employees held in 17 spreadsheets (3,000+ associates) into one document and performed all the calculations. This significantly improved the accuracy and consistency of the employees' calculations.

The solution has freed up team resources, given the team peace of mind that there is a sound audit trail, minimized the risk of human error, and provided flexibility to implement future HR system solutions.

Recognizing that inefficient manual processes are a common issue, the Judges applaud Walmart for challenging their old processes and for using creative solutions to make improvements. Automation and process streamlining is the key to enabling share ownership across companies around the world.

GEO is pleased to recognize Walmart Inc. as a winner of the '2018 Best Use of Technology Award'.

Walmart Inc. employs approximately 2.3 million people in 28 countries. Walmart wishes to recognize Bank of America Merrill Lynch, Computershare and Alteryx SMEs from Total R for their professional contributions to this award-winning share plan.



NOVARTIS INTERNATIONAL AG, SWITZERLAND
SELECT PLAN, EMPLOYEE SHARE OWNERSHIP PLAN, LONG TERM (RELATIVE)
PERFORMANCE PLAN, DEFERRED COMPENSATION PLAN
(Between 100,000 and 200,000 Employees)

The impact of employee mobility on the equity compensation process continues to demand significant attention and many companies have implemented processes to manage their multi-country reporting and withholding obligations for their mobile employees. However, the issues caused by mobility are complex and because of this, most companies have taken a practical approach to this issue by implementing transactional processes that start and end at vest or exercise and focus solely on settlement. This approach has proven to be reasonably effective at managing risks, but mobility impacts much more than settlement, and a practical approach inevitably results in negative, downstream issues. This is especially true for companies with large global footprints and significant mobile employee population.

After embarking upon an internal investigation to identify and address the pain points with finance, tax, payroll, line management and LTI participants, Novartis designed and implemented a comprehensive solution that deals with mobility issues before, during and after an employee's move, turning what historically was a transactional process into total mobility lifecycle support.

The new technology tackles the following aspects: modelling the expected future tax obligations for all outstanding awards prior to an employee move; refreshing the data annually to consider new awards and fluctuations in share price and exchange rates; providing annual accruals of future costs to finance and line management to combat the issue of assignment-related cost charges; and ensuring proper execution of payroll instructions by the reconciliation of 100% of multi-country payroll instructions on an automated basis. All of these enhancements give Novartis the opportunity to address concerns proactively, prior to a move; eliminate the largest mobility risks; create a more robust budgeting process and greater understanding and trust in the numbers and, above all else, provide clarity for participants.

The Judges concurred that the comprehensive mobility life cycle solution implemented by Novartis is truly award-winning due to its uniqueness and the immediate, positive impact it has demonstrated in the area of employee mobility.

GEO is pleased to recognize Novartis International AG as a winner of the '2018 Best Use of Technology Award'.

Novartis International AG employs approximately 120,000 people in 155 countries. Novartis wishes to recognize Equatex AG, Fidelity Stock Plan Services and KPMG for their professional contributions to this award-winning share plan.



UBS AG, SWITZERLAND
2016 EMPLOYEE SHARE PLAN (ESP)
(Between 20,000 and 100,000 Employees)

Today's workforce is increasingly mobile, either through country relocation, specific assignment or cross-state travel. This brings significant challenges especially in the world of deferred compensation, share, cash and fund plans. In particular, the tracking of international assignees and mobile employees at participant level presents reconciliation and administrative challenges that affect all of UBS' 60 plans across 47 countries.

To solve the problem of tracking international assignees and mobile employees, UBS designed a 'Rule Engine' that was built into the company's administration system to identify international assignees and cross border movers at award rather than at participant level.

Driven by UBS data, the fully integrated technology determines which rule is applied at award level and features a granular flagging capability that enables efficient tracking and processing at award level. This ensures an enhanced employee experience, transparent communication and a streamlined process for all stakeholders. The result is a significant reduction of effort in the areas of reconciliation, workload, complaints, cost accuracy and payment times.

One of the implementation challenges was that the Rule Engine development when implemented would only look forward, so a large piece of work was also completed to analyze and report on historical awards to enable the technology to also capture legacy positions for future vests, reinforcing the company's commitment to a fully automated system.

The Judges concurred that the innovative solution, designed and implemented by UBS, succeeded in addressing an extremely challenging industry issue and recognizes UBS for their relentless and passionate drive to deliver process excellence through the automation of technology solutions that the wider industry can benefit from.

GEO is pleased to recognize UBS AG as a winner of the '2018 Best Use of Technology Award'.

UBS AG employs approximately 60,000 people in 52 countries. UBS wishes to recognize Equatex AG, KPMG and PwC for their professional contributions to this award-winning share plan.

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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 face-to-face 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 which meets 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 RECIPIENTS OF THE 2018 BEST USE OF VIDEO COMMUNICATION ARE



STARBUCKS COFFEE COMPANY, UNITED STATES **BEAN STOCK**

(Over 200,000 Employees)

Starbucks call their employees ‘Partners’ and consider them the heart of the Starbucks experience. They are proud to offer employees equity in the company through their ‘Bean Stock’ broad-based share plan: Restricted Stock Units (‘RSU’s) which turn into shares of Starbucks stock over a two-year period.

In 2017, Starbucks created a new set of educational videos to explain how Bean Stock works. With the use of animated barista bean characters, the series of five videos focused on educating Starbucks store partners on the basics of share ownership in short, fun segments of around two minutes.

Designed to complement their Bean Stock website, the series covers ‘About Bean Stock’, ‘Your First Grant’, ‘Your Grant Vested’, ‘What to Do with Your Shares’ and ‘Your Fidelity Account’. For use globally, each of the videos were localized in English, French, French Canadian, German, Italian, Japanese, Mandarin, Portuguese, Spanish and Thai.

With over 13,000 company-owned Starbucks stores globally and approximately 175,000 grantees in 2017, it's impossible to reach all employees personally. Last year, the site that hosts the videos, starbucksbeanstock.com, had over 100,000 visits. The site enjoyed increases of 25% for site visits, 29% for user visits and 16% for page views in 2017, compared with 2016.

The Starbucks videos embody the spirit of this award category. They were designed to bring education and awareness about the Starbucks global equity benefit, Bean Stock, to their global partner base in their native languages. The videos use plain language and effectively simplify the complex topics and present them in a succinct and fun way.

The Judges loved the coffee bean theme and Starbucks’ amiable bean characters that squeaked rather than spoke so as to be fluent in every language. The messages were simple and repetitive to ensure they could be easily understood by all levels of employee; particularly appropriate for younger baristas that may not have any prior understanding of the mechanics of share ownership.

GEO is pleased to recognize Starbucks Coffee Company as a winner of the ‘2018 Best Use of Video Communication Award’.

Starbucks Coffee Company employs approximately 204,000 people in 67 countries. Starbucks wishes to recognize Fidelity Stock Plan Services for their professional contributions to this award-winning share plan.



TELEFÓNICA, SPAIN **GESP 2015 – MATURITY COMMUNICATIONS** (Between 100,000 and 200,000 Employees)

People, not product, can be the key to real emotional engagement for companies trying to attract participants to their share plans. Telefónica has demonstrated this with their high octane, motivational GESP 2015 plan video.

The promotional testimonial video that could equally be used for awareness and engagement purposes, or for shareholder engagement, stars their CEO and real Telefónica employees as plan advocates. The video perfectly mirrors the company's culture and features their key sponsorship asset, Rafael Nadal, with a ‘winning’ theme and impactful music. The video is also informative with subtitled headline information and a strong connection with previous plan communications, continuing the campaign theme of ‘every effort deserves its rewards’.

As with their GESP communications, Telefónica made sure that employees in emerging countries were catered for just as effectively as employees in their head office in Madrid by pitching the content at a level that transcended geographical barriers.

With over 33,000 participants in 22 countries, the cost of travel to communicate the message would have been vast and may have been inconsistent as the message was passed through the different countries and cultures. The video allowed Telefónica to virtually communicate with their employees in a way that simply wouldn't have been possible to do in person.

The Judges agreed that Telefónica's video was persuasive, engaging and inclusive. Its dramatic and upbeat messaging shouted, 'don't miss out, be part of something special!'

GEO is pleased to recognize Telefónica as a winner of the '2018 Best Use of Video Communication Award'.

Telefónica employs approximately 120,000 people in 22 countries. Telefónica wishes to recognize Computershare 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 2018 MOST CREATIVE SOLUTION AWARD ARE



SAP, GERMANY OWN SAP

(Between 20,000 and 100,000 Employees)

As a technology company, it might not come as a surprise that SAP would pursue a technological solution to the problems that exist around eligibility and payroll processes; a common pain point and a known source of risk and time wastage for many issuing companies.

Under the traditional model for eligibility, enrollment and payroll deductions, the employer produces eligibility data files and provides them to a plan administrator who then sends invitations and manages enrollments. Extracting eligibility data from a HR system is typically a manual process; the larger the company, the more data is involved and the greater risk of error, both in terms of data hygiene and data selection. Once the plan administration provider has received contribution data from enrolled participants, it is sent to payroll teams who apply the relevant deductions.

It was clear to SAP that a new solution was needed in order to enroll its 70,000 eligible employees in its new employee share purchase plan, 'Own SAP', to avoid the inefficiency and the risk encountered in the usual process.

SAP diverted internal resources to create an innovative web-based application that is fully integrated with their internal HR and payroll systems. Via the app, participants are able to start, stop and change contributions from any device, any location and at any time. Eligibility is queried, and participation granted or denied automatically. Employees can enter the percentage of their salary they would like to contribute and are prompted to acknowledge terms and conditions of participation prior to enrollment; all deductions are then automatically applied against the payroll system. Participants only need to be aware of monthly cut-off dates that determine when the submitted data takes effect.

At launch, more than 10,000 employees enrolled via the app within the first four hours alone, showing how popular, robust and scalable the solution is. Via the app, the whole process happens in real-time, so enrollment can be completed by participants in seconds.

The Judges were impressed by the conviction and dedication shown by the SAP team to pursue this industry-first solution which sets a new standard for managing share plan enrollment and payroll deductions in a global organization. The Panel agreed that SAP has succeeded in making the Own SAP enrollment process effortless, breaking down barriers preventing employees from joining the plan and encouraging more employees to become shareholders; a truly creative solution that the entire industry can benefit from.

GEO is pleased to recognize SAP as a winner of the '2018 Most Creative Solution Award'.

SAP employs approximately 84,000 people in 130 countries. SAP wishes to recognize Computershare, Deloitte, Hoyck Consultants and Willis Towers Watson for their professional contributions to this award-winning share plan.



THE SAGE GROUP PLC, UNITED KINGDOM
THE SAGE GROUP PLC 2017 SHARE OPTION PLAN
(Up to 20,000 Employees)

The technology market is becoming more and more competitive, and companies are on the hunt for employees with a specific set of skills. Silicon Valley continues to be one of the brightest spots in the economy, transforming whole industries and responsible for large shares of the best paying jobs.

When the Sage Group acquired Silicon Valley's Intacct Corporation, a privately-held venture capital-backed company, its focus was on finding a hook to retain its new employees and maintaining the success of its acquired investment, before they were poached by neighboring technology giants.

Rather than trigger the clause in the plan rules that permitted exercise of Intacct's unvested options, Sage rolled them into Sage options, giving their newly-acquired workforce a reason to stay. Careful structuring of the new plan terms enabled Sage to preserve the material terms and conditions of the existing Intacct plan, reassuring colleagues that they were not going to lose out. The inherent gain of the unvested options at the point they were rolled over was reflected in the option price on completion of the new grant.

Sage undertook a significant communications effort to ensure that their Intacct employees understood the true value of their equity options. Plan related materials explained the transaction in simple terms, helping colleagues understand and appreciate the differences and benefits of holding options in a FTSE 100 company, despite it being halfway across the world. Using an online portal, participants could receive and hold shares from their option exercises and realize the value of their shares in real terms for the first time.

Sage's attrition rates have remained stable at the same level as pre-acquisition and employees are regularly exercising their options as and when they vest. The new plan also creates an opportunity to achieve an important additional outcome, reducing the company's future cash outlay for share satisfaction of option exercises. Subject to shareholder approval, the plan is structured to give the flexibility to use an alternative of newly issued or treasury shares within current dilution limits.

For their endeavors to retain their new workforce despite the threat of local competition, GEO is pleased to recognize the Sage Group plc as a winner of the '2018 Most Creative Solution Award'.

The Sage Group plc employs approximately 13,300 people in 17 countries. Sage wishes to recognize Deloitte, Global Shares, Skadden, Arps, Slate, Meagher & Flom and Tapestry Compliance 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 competitor or industry norms.

THE RECIPIENTS OF THE 2018 MOST INNOVATIVE AND CREATIVE PLAN DESIGN AWARD ARE



SIEMENS AG, GERMANY
ALL SIEMENS SHARE PLANS
(Over 200,000 Employees)

Rewarding employee engagement with a participating interest in Siemens is at the very heart of the company culture. With that in mind, Siemens is working towards a specific, measurable goal: by 2020 it wants to increase the number of its employee shareholders to over 200,000. Currently already 186,000 of Siemens' employees are shareholders through an impressive, innovative and creative combination of equity plans and related communications materials.

'Know, Understand, Live' is the philosophy that underpins Siemens' ambition of internalizing their equity culture. By adopting a targeted plan communications strategy that ensures all 377,000 employees are targeted with a balanced mix of communication mediums and channels, according to their current plan participation phase, Siemens continues to remarkably increase its employee ownership base. All plan communications have one objective; to make employees feel and act like a real company owner, no matter their job or level, and communication activities based upon the three defined phases enhance knowledge, foster participation, promote commitment and promotion, encourage entrepreneurship and anchor ownership.

Siemens provides a wide range of communications materials in a host of different formats, designed for employees at each and every stage of the share plan lifecycle. Managers were entrusted with providing their teams with plan communications in order to ensure that relevant shares-related information is personalized and made accessible to every employee in a way that they can understand and most relate to.

To support financial education to encourage employees to be responsible shareholders, Siemens developed offline materials; digital solutions, such as the share portal and the mobile App; and videos in eight languages with content ranging from an informational to an emotional tone of voice to simplify plan participation and provide employees with the information they needed in their preferred format.

The Judges loved how Siemens empowered their managers to act as equity ambassadors, equipping them with communication material adapted to their team's specific requirements and level of knowledge. Their tenacity to achieve their 'Vision 2020' goal is a demonstration of their commitment to share ownership and belief in the benefits that can be gleaned from offering broad-based equity plans.

GEO is pleased to recognize Siemens AG as a winner of the '2018 Most Innovative and Creative Plan Design' Award.

Siemens AG employs approximately 377,000 people in 106 countries. Siemens wishes to recognize Equatex AG and Fluid for their professional contributions to this award-winning share plan.



STANDARD BANK, SOUTH AFRICA
CASH SETTLED DEFERRED BONUS SCHEME
(Between 20,000 and 100,000 Employees)

With a lofty goal of using the power of financial services to make a better life for fellow Africans, Standard Bank places significant importance on its long-term incentive plans to drive company and individual performance.

However, like many multinational companies with awards across multiple jurisdictions they are challenged with making it easy for each employee to link the company's performance to their own personal share awards in a meaningful way.

With listings on two African exchanges and stock valued in South African ZAR (a currency that has a history of high volatility), participants' awards can vary in value on conversion of currency far beyond the performance of the share price.

In response to this issue, and in an attempt to realize maximum value for its participants, Standard Bank introduced its Deferred Bonus Scheme, a deferred compensation plan to encourage a longer-term outlook in business decision making and closer alignment of performance with long-term value creation.

This creative plan is linked to the group's Rand-based share price but provides built-in currency protection in a participant's relevant remuneration currency. Designed to protect participants from exchange rate fluctuations between the ZAR and a participant's relevant remuneration currency until the vesting date, participants receive units denominated in their local currency with a value linked to the group share price. The award is then able to track the share price in the employee's local currency. At vesting, participants are entitled to a cash payment calculated on the vesting date and paid in the participants' remuneration currency.

The Judges considered that Standard Bank had succeeded in identifying an issue that was negatively affecting participation and finding a creative workaround that enabled participants to maximize both the real and perceived value of their incentive plan. The solution is innovative and supports the company's commitment to using share plans as a key vehicle to ensure alignment of its employees' objectives to that of the long-term interests of the organization.

GEO is pleased to recognize Standard Bank as a winner of the '2018 Most Innovative and Creative Plan Design' Award.

Standard Bank employs approximately 48,600 people in 106 countries. Standard Bank wishes to recognize Bowman Gilfillan and Solium for their professional contributions to this award-winning share plan.



CIMPRESS, N.V., THE NETHERLANDS
2016 PERFORMANCE EQUITY PLAN
(Up to 20,000 Employees)

In 2016, Cimpress decided to redesign their long-term compensation strategy. As part of this effort, the company decided to incorporate annual bonuses into their employees' base salary and replace their legacy Long Term Incentive ('LTI') plan with the Cimpress' 2016 Performance Equity Plan, a cash and performance-based LTI equity program that focuses on shared goals and financial success across the entire organization.

The plan, developed by Cimpress' compensation committee and management team, provided its broad-based, international employee population with a combination of Performance Share Units ('PSU') and a cash retention bonus as part of their annual LTI award. Employees can allocate a percentage of their annual award between PSUs and a cash retention bonus, subject to certain minimum thresholds by job level. For example, executives are required to take a higher minimum percentage of their LTI award in PSUs rather than cash. By directly linking all incentives with the company's long-term performance goals, team members and executives are incentivized to make decisions with a long-term view in mind.

Among the plan's creative features is its forward-thinking self-regulating, anti-dilutive aspects, designed to decrease stock volatility and increase shareholder value. Also, the plan is measured over a 6 to 10-year performance period, intentionally lengthy to help ensure decisions are made to enhance the long-term intrinsic value of the company. Participants who have satisfied service-based eligibility requirements are eligible for payouts even post-termination.

Success is measured using a three-year moving average ('3YMA') compound annual growth rate ('CAGR') performance metric. Cimpress researched various performance metrics and came to the conclusion that 3YMA CAGR over a six- to ten-year period provides the least-flawed proxy for change in the intrinsic value per share ('IVPS') - Cimpress' uppermost financial objective as a company.

The Judges agreed that Cimpress had demonstrated logical problem solving by creating a one-of-a-kind LTI with a long measurement period. The compensation plan reinforces a long-term 'ownership' mentality and culture by eradicating short-term incentives and that the results speak to the plan's success.

GEO is pleased to recognize Cimpress N.V. as a winner of the '2018 Most Innovative and Creative Plan Design' Award.

*Cimpress N.V. employs approximately 11,300 people in 18 countries. Cimpress wishes to recognize Baker McKenzie and E*TRADE Financial Corporate Services for their professional contributions to this award-winning share plan.*

THE 2018 GEO PIONEER AWARD



PHIL AINSLEY
Equiniti

Phil Ainsley is widely recognized within the share plan industry for his extensive knowledge and expertise in reward and benefits. Currently Managing Director of Employee Services for Equiniti, Phil has been an integral part of GEO for more than 12 years, serving as a GEO Board Member from 2006 to 2017. During this time, Phil served as Chair of GEO's Chapter Development Committee for many years and continues to be an active speaker, expert panel member, and valuable event and conference delegate.

Aside from his significant contribution to GEO, Phil has been involved with employee reward and benefits administration for the last 20 years and is well known for sharing his experience through a variety of industry forums. Phil sits on the ProShare Advisory Panel, is a founder member of the Share Schemes Advanced Studies Group and President of the WECC. Phil joined the Lloyds Banking Group in 1979 and worked in a number of areas including the branch network, finance, electronic banking and personnel & training departments before transferring to Equiniti.

Ever willing to share his expertise in support of the advancement of global share ownership, Phil is a highly regarded strategist, bringing a dose of warmth, passion, commitment and humor to each and every interaction. Phil truly is an individual who has made their mark on the industry.

THE 2018 GEO STAR AWARDS

IPSA ESOD17 Team

In June of 2017, the Irish ProShare Association (IPSA), in collaboration with Google and GEO, hosted Ireland's first Employee Share Ownership Day at Google's European Headquarters in Dublin. Attracting more than 150 delegates, the event featured global experts conducting workshops on legal, tax, communications, and the strategic application of employee ownership for Irish businesses of all sizes. IPSA used the event as a platform to encourage local Government to implement proposals to broaden the range of employee share-based remuneration schemes available to companies in Ireland, in particular for smaller businesses. GEO thanks IPSA and Google for their partnership on this event and wishes to thank IPSA for their tireless promotion of the benefits of share ownership in Ireland. Congratulations to the entire team on running such a successful inaugural event.

Tag der Teilhabe Team

In the fall of 2017, a coalition of GEO supporters came together to organize and host the second German-specific share ownership event, the Tag der Teilhabe. This special program, designed to encourage employee share participation in German start-ups, medium sized and stock listed companies, featured speakers and participants from the highest levels of prominent German companies. The event helped to raise awareness of the benefits of employee share ownership in the local region and attracted a significant number of political and economic decision makers. In addition to planning and executing an excellent event, the Tag der Teilhabe Team thoughtfully and inclusively partnered with GEO to combine this event with GEO's Pan European Regional Event, providing GEO members with the option for an expanded two-day event. The collaboration permeated all aspects of the event preparation, from securing the event venue, selecting keynote speakers, executing shared marketing and event registration and included on-site support to the GEO team. GEO thanks the Tag der Teilhabe team for joining forces to ensure that both events were a success and for their contribution to supporting share ownership in Germany.

Sophie Kontny

A key member of the local leadership team, Sophie has worked directly with the UK Chapter Board liaison to help transform the face of the GEO UK Chapter. Sophie developed an effective communications campaign to drive engagement and to help attract an unprecedented number of issuer attendees to GEO's local UK events. The latest UK Chapter event saw almost 100 registrants due to Sophie's promotional contact strategy via LinkedIn and direct emails to local GEO members. The event was immediately followed with key actions and a 'save the date' for the next meeting in order to keep momentum. GEO would like to thank Sophie for her fresh ideas and consistent efforts to drive GEO participation at a local level.

Jim Haslam

Jim has been a key member of GEO's volunteer team since 2015. Known for his dependability and calm demeanor, Jim was put to the test when asked to step into a core leadership role at GEO's 17th Annual Conference in Boston. Jim exceeded expectations and proved to be a reliable and confidential resource, effortlessly assisting the GEO team at a very critical time. We are very grateful for the long volunteer hours Jim has contributed over the years and his willingness to always step up and offer his assistance. GEO thanks Jim for his dedication and commitment to the organization.

THE 2018 GEO CHAPTER AWARDS

Chapter of the Year **Australia**

GEO's Australia Chapter has hosted regional half-day events in Melbourne and Sydney for the past four years. The events enjoy high attendance rates, with 50% of attendees representing issuing companies. In 2017, the Chapter saw a significant response to its call for proposals for its two-center events, culminating in a truly fantastic agenda that had an issuer speaker on virtually every panel and featured speakers from outside of Australia. The speakers included a representative from the Australian Tax Office, the Australian CEO of one of the world's leading advisory groups, and the Head of Governance from Australian Super, one of the country's largest institutional investors. This not only signifies how important sharing best practices from outside Australia is to the Chapter's local share plan community, but also how the event has become a regular slot on their event calendars. We would like to recognize the Chapter for inspiring such high levels of participation, for attracting high profile influencers to address delegates and for successfully running an event that made a positive financial contribution to GEO's bottom line.

Chapter Leadership Team of the Year **Texas**

GEO's only all-issuer Leadership Team, Texas continues to achieve high levels of engagement for its events. Launched in 2014 as the Houston Chapter, the network quickly grew into 'Texas', winning GEO's 'New Chapter of the Year' award in 2016. The unstoppable team continues to lead the Chapter from strength-to-strength and now holds events in Austin as well as Houston and Dallas. The Texas Leadership Team is setting records in terms of meeting attendance and percentage of issuer delegates by hosting meetings frequently and using catchy phrases for session titles. With organization and planning clearly a strong suit, the team is highly effective and well deserving of this award. We hugely appreciate the team's significant contribution. They are an inspiring example of how to make an extraordinary impact on a region's equity compensation community.

New Chapter of the Year **Greater China**

Challenged with launching a GEO Chapter in the most geographically remote location, the newly formed ambitious team worked tirelessly to garner support from local provider companies to host its first event in Hong Kong. The initial meeting attracted 35 attendees with content that focused on educating attendees on GEO and its member benefits, and the team executed two additional meetings focused on key equity compensation trends in the region. We are pleased to recognize the great work this China-based team has done in support of GEO's success and thank them for their time and tremendous efforts in this previously untouched area. We will be watching with anticipation as they grow the Chapter in the region.

Outstanding Achievement for Chapter Financial Contribution **Northern California Region**

Comprised of several of GEO's most active Chapters, the popularity of Northern California Region Chapter's events enables them to run tiered annual sponsorship opportunities for GEO member companies. Sponsorship slots are in great demand, exemplified by the lengthy waiting list as companies compete for involvement. Sponsors receive a branded presence at events as well as logos on event-related emails and the GEO website. The Chapter generates enough to cover the cost of each event and to make a contribution to GEO's bottom line, which in turn helps investment in the value-added services that GEO is able to offer its members all year long as well as access to special opportunities for the region's annual forum event.

About GEO

GEO Membership is open to companies, organizations and individuals representing professionals ranging from accountants and brokers to HR practitioners and consultants, lawyers, individuals from academic institutions and government agencies, stock plan designers, administrators and trustees of all levels of seniority.

GEO's members:

LEARN about crucial information, news and developments that affect their company, clients and employees and can help them succeed and advance in their careers. GEO provides:

- Access to industry experts in a wide variety of disciplines;
- Breaking industry news and developments;
- Global resources and information (events, webcasts, audio recordings, articles, etc.);
- Practical tools (templates, best practices, etc.); and
- Ability to earn continuing education credits.

CONNECT with experts, and peers to share best practices and establish valuable relationships, both around the world and in their locality, that endure.

- Strong global network where members can develop lasting strategic relationships with senior level practitioners (18 local chapters in 9 countries); and
- Access to the GEO Membership Directory, online GEOconnect community and Mentor Matching Program.

EXPERIENCE a welcoming atmosphere that fosters meaningful dialogue and relationships.

- Active participation in industry leadership, discussions and GEO governance;
- Non-profit, member driven organization that operates entirely for the benefit of its membership;
- An extremely respectful and welcoming environment; and
- Value of high quality programming with low financial investment.

GEO Team

Danyle Anderson, CPA, CEP, CGMA, Executive Director

Michele Holly, Operations Director

Pam Stetson, CMP, Managing Director, Events

Debbie Tsoi-A-Sue, CEP, Interim Sr. Director, Programs and Member Services



