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# **SIEMENS**



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THE JUDGES' AWARD



BEST PLAN EFFECTIVENESS

COMMENDATION:







BEST USE OF TECHNOLOGY





MOST INNOVATIVE AND CREATIVE PLAN DESIGN



BEST PLAN COMMUNICATION







BEST IN FINANCIAL EDUCATION



BEST USE OF VIDEO COMMUNICATIONS



COMMENDATION:



MOST CREATIVE SOLUTIONS







Dear GEO Members and Honored Guests,

Welcome to Munich and the 2013 GEO Awards. Each year the GEO Awards recognize companies for excellence in share plans by acknowledging achievements in Award categories such as best communications, best use of technology, innovative and creative plan design, plan effectiveness, and financial education. In 2013, we are pleased to have added two new Award categories—Best Use of Video Communications and Most Creative Solutions. Companies embracing technology in their communication strategies as well as those who leverage ingenuity and prowess to solve their most challenging issues can now be recognized for their achievements. In addition to these award categories, GEO Award Judges may also select a company, organization, or individual that has made an exceptional contribution or achievement in global employee share ownership to receive the prestigious Judges' Award.

This year's distinguished panel of four judges represents a cumulative *100 years' experience* in business and employee share plans. Each panelist brings different experiences from within our industry to ensure that each award submission is evaluated with consideration of all appropriate elements. We sincerely thank them for their time.

The 2013 GEO Award winners were selected from a record number of applicants representing companies headquartered in nine different countries and employing as few as 1,000 employees to more than 150,000 employees. This year's winners truly show, regardless of size or budget, every company can excel in the design and administration of their employee share plans. While not every applicant has been selected to receive an award, we are pleased to recognize the tremendous achievement represented by all of this year's submissions. We would like to thank all of the companies and their providers and advisors for the time they took to prepare their submission and also for their willingness to share with us the details of their accomplishments.

This year's event is not possible without the help and support of many; however, we would like to take the time to specifically recognize Siemens AG. Without their generous support of this year's GEO Awards, this event would not have been possible.

We warmly congratulate this year's winners and thank all of you who make major contributions to the lives of employees around the world.

# The Hamball JUDGES

The GEO Award Judges selected each year are amongst the best and brightest and are chosen based upon demonstrated performance in their field. To minimize any conflict of interest between a Judge's prior work or involvement with applicant companies, we choose Judges that 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.

GEO Award Judges meet in the early part of each year to review all submitted GEO Award applications and make their determinations for each category and division. Judges consider each application separately, individually rank each application and then review the entire applicant pool. Judges only take into consideration the information submitted on the GEO Award application and supporting documentation submitted with the application. Judges are not aware of the service providers who have helped assist, develop, or implement these plans.

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

# LETTER FROM THE CHAIR OF THE JUDGES

Winning a GEO Award is a big event as it is a prestigious price. However, as a past winner of the 'best plan effectiveness' award (Royal Ahold won that award in 2009) it took me at least a year to fully understand and appreciate the award.

After winning the award in 2009, I was asked to join as a judge in 2010. Going through all the submissions and being part of the Judging panel was an eye-opener. I was impressed by the quality of the submissions, the variety and the sheer number of submissions. Furthermore, I was impressed by the professionalism of the judges and the respect they had for all submissions; whether they were submitted by huge multinational companies, or smaller niche players, all plans were carefully studied, evaluated and considered on their merits.

After 2010, I had the privilege to participate as a judge each year, either as facilitator or as Chair of the Judges. Every year the panel represents a true global and interesting mix of backgrounds. Some judges work for well-known global companies like Royal Shell or Siemens. Others bring a more academic, administrative or legal perspective to the process. All these different views have always resulted in very solid conclusions and well defendable choices.

This year I had the privilege to have several very experienced equity plan evaluators as members of the panel from the US, the UK and the EU continent. With a record number of submissions, the task was challenging but with the availability of new technology, multiple disciplines and the right dose of experience, the process of evaluating the submissions went impressively smooth.

During the 2013 GEO Awards dinner, the award winners will be presented to you. I would like to ask all of you to join me in congratulating these winners. The real winners, however, are all the employees worldwide, participating in these high quality equity programs which enable them to reap the benefits of being a shareholder.

Dennis Paalman, Chair of the Judges

## THE 2013 GEO AWARDS JUDGES

## CHAIR OF THE JUDGES DENNIS PAALMAN



Having worked on all continents but Africa on both the issuer as well as the consultancy side, Dennis has many years of experience in the design, roll out, administration of and communication around employee share ownership plans.

Dennis currently holds the SVP of Compensation & Benefits position at Royal Ahold, with additional responsibility for HR Risk, HR Corporate Responsibility and the International Mobility Center.

Dennis designed the Global Reward Opportunity (GRO) program, the award winning (best plan effectiveness award) Long-Term Incentive program for Royal Ahold and The Long-Term Equity Ownership (LEO) program for ING. Dennis was a judge for the 2010 GEO awards, chaired the judges in 2011, 2012 and 2013, is a GEO Board Member and is Chairman of the Dutch Association for Compensation and Benefits Professionals (Top AEX companies).

Prior to joining Royal Ahold, Dennis was the Global Head of Performance and Reward at ING Group, and was a senior consultant in the Executive Compensation Practice at Towers Watson in London and Amsterdam. He started his career at IBM.

Dennis holds a Master of Science degree in Mechanical Engineering and Business Administration and completed several executive programs at Harvard, Oxford and the University of Michigan.

## HELEN JACKSON



Helen is the Executive Reward Director at Diageo, the world's leading premium drinks business with a wide collection of beverage alcohol brands across spirits, beer and wine categories. Diageo is a global company, with its products sold in more than 180 countries around the world. Helen has been with Diageo for three years and has responsibility for executive pay across the organization and for the global mobility function.

Before joining Diageo, Helen spent the majority of her career in the financial services sector including three years as Reward Director at Aviva

and 19 years at Prudential where her last role was as Director of Reward, Employee Relations and Shared Services.

Helen lives in London and enjoys dining out, theatre, watching sports, especially football and baseball, and is also a keen runner.

#### RALPH BEIDELMAN



Ralph Beidelman is the Senior Vice President of Total Rewards at Discovery Communications located outside Washington, DC, in Silver Spring, Maryland. Discovery Communications is the world's #1 nonfiction media company dedicated to satisfying curiosity in 223 counties and territories through 162 worldwide television networks, led by Discovery Channel, TLC, Animal Planet, Science and Investigation Discovery. He has been with Discovery for seven years overseeing global compensation, benefits and HRIS including equity design and administration. Ralph has worked

extensively with the Compensation Committee and Management on designing equity programs and incentive programs that reward both individual and company performance to attract and retain top talent. He has led efforts in the past several years to introduce share plans, improve the performance review process, and ensure bonus programs align with business goals and objectives. He has been extensively involved in Discovery's M&A/JV activities in coordinating compensation design and HR system integrations.

Prior to joining Discovery, he worked in HR leadership roles in the technology industry (Tellabs), retail (Eddie Bauer and Spiegel), manufacturing (Zenith Electronics), and financial services (Aon). Prior to starting his business career, he served in the Peace Corps in Ghana, West Africa. He lives in Maryland with his family and is an avid triathlete, kite boarder and sailor.

### PHILIP HESSEN



Philip Hessen (born Philip Huber) is the Global Head for Totals Rewards and the Executive HR department for OSRAM and joined the company in 2011. OSRAM is the lighting segment of Siemens and will be publicly listed on the Stock exchange after the respective spin-off from Siemens.

Philip has been with Siemens since 1999. Following Siemens inhouse vocational education ("Stammhauslehre"), he studied Business Administration, with a focus on taxes, accounting and audit. In his first position at Siemens, he was responsible for young talent acquisition

for the Siemens Trainee Programs. In 2004, he progressed to the department responsible for the strategic alignment of Siemens Training Programs, where he headed special projects (reorganization and process optimization). In 2006, he became Head of Long-Term Incentive Plan Management for Siemens Executive and Senior Management, and also took on responsibility for the equity-based compensation process worldwide.

With the global roll-out of new share plans at Siemens, Philip became Head of Global Stock Plan Management. In this position, all aspects of global share plan management are combined; plan design, roll-out, finance and accounting, legal and taxation compliance, process, dataflow and cash management. During this time, Siemens implemented a broad-based stock plan for 400,000 employees around the world. The innovation, the communication approach and the success story (130,000 plan participants) awarded Siemens two GEO Awards in 2010 and 2011.



In addition to the standard award categories, the GEO Award Judges may award a company, organization, or individual that has made an exceptional contribution towards promoting global employee share ownership, or one who has strived to achieve a seemingly unachievable goal, the Judges' Award. 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 to a company, organization, or individual that needs no application – a winner that is recognized as a leader in the field. If the award winner is a company or organization, the Judges will evaluate the overall impact of the equity plan, or the promotion of equity plans, has had on its employees, shareholders, community, and business environment. Individual awards are based on the individual contribution of that person to the equity compensation profession over their lifetime.

# THE RECIPIENT OF THE 2013 GEO JUDGES' AWARD IS

# facebook

## Facebook, Inc. Equity Programs Team

Facebook—a Menlo Park, California, based company, is highly focused, fast moving, and thrives on boldness. These many attributes are prevalent in Facebook's Equity Programs Team.

Arguably, no other corporate event in recent memory has attracted the same enthusiasm, excitement and regulatory scrutiny as the Facebook Initial Public Offering. Such was the hype, expectation and sheer value of the IPO, that the expected revenue from individual taxes accounted for 2% of the California budget in 2012.

With the eyes of the world (and particularly California) watching, and in line with their inimitable corporate boldness strategy, the Facebook stock team worked tirelessly to create a world class, leading edge, compliance and communication-centric equity program for Facebook employees from the ground up.

Supporting approximately 3,000 US employees and 1,000 non-US employees, the Facebook Equity Programs Team embraces leading best practices to provide the best employee experience:

- A paperless environment.
- Low touch employee structure and processes.
- A proprietary system called Equity Portal that supports employee events (e.g., online grant acceptance and selecting a broker) and is a central repository for information relating to the Plan.
- Social media, animation pieces and wiki technology are used extensively for education and communication supporting the Company's stock plan.
- A broad based 10b5-1 plan.
- In addition to creating a best-in-class infrastructure, the team provided exemplary support to Facebook executives and plan participants through the IPO, expiration of the lock up period and ultimately through the first vesting.

All that, and in the six months from IPO to initial vesting, Facebook partnered with their internal programmers and external tax expert vendors to design and implement technology solutions to enable real time compliance with multi-country and multi-state tax withholding for all flavors of domestic and mobile employees, from international expatriates to US state business travelers.

The Judges were impressed with the team's focus on innovative communication designed especially to fit the Facebook employee culture. The Judges wish to congratulate the Facebook Equity Programs Team for their achievements, which directly relate to their tenacity, creativity and hard work before, during and after the IPO.

Facebook, Inc. wishes to recognize Bank of America Merrill Lynch and Deloitte Tax for professional contributions made to their award winning equity compensation plans.



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

THE FIRST RECIPIENT OF THE 2013
BEST PLAN EFFECTIVENESS AWARD IS



Smith & Nephew plc (Between 10,000 and 50,000 Employees)

Smith & Nephew has operated an all-employee Sharesave Plan in the UK for thirty years and an International Sharesave Plan since 2002 (the "Plans"). With both Plans approved for renewal at the Smith & Nephew Annual General Meeting in 2012, the Company took the opportunity to leverage their clearly defined plan objectives and expand their worldwide participation.

The renewal of the Plans also provided the catalyst for a review and redesign of the Smith & Nephew share plan website and Plan related communications. Their efforts paid off—as a result of their clearly defined objectives for their Plans as well as internal goals, following the 2012 launch, over 70% of UK employees and more than 30% of international employees participate in one or more of the Smith & Nephew Sharesave Plans. Local country participation is also excellent with participation in various countries—Canada (63%), Japan (60%), New Zealand (96%), Singapore (73%), South Africa (84%), Spain (80%), Sweden (72%)—at impressive levels.

The Judges agreed that the Smith & Nephew Plans' overall effectiveness was demonstrated in their plan design, implementation and communication. They were impressed with the Company's clear, concise and simple objectives for their Plans and the fact that the Company used the same Plan for all employees outside of the UK—keeping the program simple and easy to understand. The participation rates, both inside and outside of the UK, speak to the overall success of the program as well as its effectiveness. The judges also noted the Plans' excellent communication materials which they described as effective, clear, easy to navigate, engaging and sophisticated. We are pleased to recognize Smith & Nephew as a winner of the 2013 Best Plan Effectiveness Award.

Smith & Nephew plc. wishes to recognize Equiniti for professional contributions made to their award winning equity compensation plans.

# THE SECOND RECIPIENT OF THE 2013 BEST PLAN EFFECTIVENESS AWARD IS



Edwards Group Limited (Under 10,000 Employees)

As Edwards Group approached their 2012 IPO, their Sharesave Scheme rules were drafted and the approval given for launch of their program as soon as possible following their IPO. With only eight weeks to accomplish their task, the company selected an administrator and facilitated the launch of their Sharesave Scheme in 17 countries within an impressive eight-week time frame. Even with the time challenge, the Edwards' team laid out clear program goals which included a focus on employee engagement and strengthening the corporate identity, which the company identified as a critical element post IPO.

Not only did the company implement the required back office processes and address tax and legal compliance, they also expended tremendous effort on the often overlooked communication elements of the process. Recruiting local champions and coordinators in each country where the Sharesave Scheme was rolled out, the team built strong relationships with the local office personnel whom they felt would help with the overall understanding of the plan and ultimately participation rates. Their efforts did not stop there, the Edwards team also decided to translate all plan documents into nine local languages including Chinese, Israeli and Taiwanese.

The Judges were very impressed with the overall participation rates achieved by a plan launched in such a short timeframe in so many different locations and felt it made a clear case for the Scheme's effectiveness. The percentage of employees participating, as described by the Edwards' team, "were wildly beyond their expectation" with more than 61% of employees in the UK and similar participation levels in many other countries. This was an incredible achievement for a rollout of a plan in such a short timeframe. The Judges all favored the "grass roots" approach with the use of local champions, the clear objectives of the plan and they liked the easy to read plan materials. We are pleased to recognize Edwards Group Limited as a winner of the 2013 Best Plan Effectiveness Award.

Edwards Group Limited wishes to recognize Equiniti for professional contributions made to their award winning equity compensation plans.

# COMMENDATION — 2013 BEST PLAN EFFECTIVENESS AWARD



Helsinki-based Outotec left no stone unturned when they launched their communication efforts related to the roll-out of their Employee Share Purchase Plan. Having defined effective communication of the benefits of joining their plan as one of their key drivers of success, the company implemented an impressive campaign to spread the word of their program across 25 countries and six different languages to their employee population, many of which had limited computer access or were not computer literate. In addition to the establishment of an employee portal, Outotec sent senior representatives to each country to present the details of the plan to the local HR executives. With local country senior management educated on the plan, they were able to help ensure smooth implementation of the plan at the local level.

The Judges would like to extend a commendation to Outotec for their plan effectiveness. They were impressed by the high levels of participation achieved in the Outotec plan, which included more than 50% of employees in Finland. Additionally, the Judges felt that extensive focus on communication in 25 countries, including translation into six local languages, was a significant achievement for a company with just over 4,000 employees. We are pleased to recognize Outotec Oyj as a recipient of a 2013 Best Plan Effectiveness Commendation.

Outotec Oyj wishes to recognize Global Shares for professional contributions made to their award winning equity compensation plan.



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

# THE FIRST RECIPIENT OF THE 2013 BEST USE OF TECHNOLOGY AWARD IS



Google, Inc.

(Between 10,000 and 50,000 Employees)

Google grants equity awards in more than 60 countries to a highly mobile workforce. Recognized for their implementation of gMobility in 2011, Google set a high-standard with their tool that calculates the correct withholding taxes and apportions tax based on the employee's historical locations. However, the success of this tool is still highly contingent upon the proper use of the tool at the local level.

Recognizing the possibility for enhancing this process, in 2012, Google launched SRT, or Stock Recon Tool, to automate the audit of local payroll providers with their process.

SRT has been designed to allow the Google Stock team to load, audit, comment on, and store historical information for each equity transaction into a private, secure database. The tool allows for the automated comparison of monthly payroll reports against the information returned from the local jurisdictions, a process that was previously manual and very time consuming. The tool's built-in queries allow the identification of unprocessed transactions and variances and allow adjustments to be made on a timely basis, significantly reducing the number of year-end adjustments required. Additionally, the variances that are identified are then sent through a review process to ensure the issue is addressed at the root-cause resulting in further process improvement.

The Judges were impressed with the Google team's application of technology to tackle local payroll processing and compliance, or a prominent problem in global stock plan administration. SRT employs a powerful use of technology on a scalable basis to efficiently audit a complex global payroll process involving multiple parties and reports. The Judges recognize that the use of such a tool has far reaching implications, including the enhancement of the employee experience due to timely identification of issues. We are pleased to recognize Google as a winner of the 2013 Best Use of Technology Award.

THE SECOND RECIPIENT OF THE 2013 BEST USE OF TECHNOLOGY AWARD IS



Synopsys, Inc. (Under 10,000 Employees

In response to a broader corporate-wide automation initiative, Synopsys undertook a project to build a stock plan portal that would allow their participants a one-stop shop for stock plan information. Their completed product, the Synopsys Stock Plan Participant Portal, exceeded all expectations. Designed to allow equity plan participants secure 24/7 access to a variety of information needs, the portal, which can provide access to current and historical tax documents, tax withholding statements, Forms 3921 and 3922 and 6039, and purchase, release and exercise confirmations and much

more, provided some unexpected benefits as well. Having the foresight to understand the information needs of their participants, the Stock Admin team committed, during implementation, to loading five years of historical information in order to ensure they exceeded the expectations of their participants.

Easy access to required information, all located in one place (and not misfiled or lost in email) is one of the biggest benefits cited by Synopsys employees. The portal provides immediately accessible information and reduces time employees spend waiting for responses, which invariably enhances employee satisfaction. Likewise, the benefits to the company are equally remarkable—the consolidated data and easy accessibility of the information saves Synopsys immense amounts of time and resources responding to inquiries.

The Judges were impressed by the commitment of time and resources by Synopsys to this project. With 85% of total plan participants logging into the portal, the adoption rate speaks to the success of the project. The Judges were impressed with the portal which was attractive and user friendly, and congratulate Synopsys for recognizing the needs of their plan participants. We are pleased to recognize Synopsys as a winner of the 2013 Best Use of Technology Award.

Synopsys, Inc., wishes to recognize Stock & Option Solutions for professional contributions made to their award winning equity compensation plans.

## 2007 GEO Award Recipients





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

# THE RECIPIENT OF THE 2013 MOST INNOVATIVE AND CREATIVE PLAN DESIGN AWARD IS



Pfizer, Inc.

It's not exactly an option, not quite restricted stock and not entirely a performance award—Pfizer's Total Shareholder Return Units or TRSUs are really a little bit of each. This innovative plan design incorporates the best of these standard equity instruments to create a new and different equity vehicle specifically developed to meet Pfizer's corporate objectives including share efficiency and transparency, while aligning the reward to absolute total shareholder return. As described by the Pfizer team and their advisors, at its most basic level, the Pfizer TRSU is either a performance share or a stock-

settled SAR (although it includes declines in the stock price within its formula) with a fixed exercise date and a dividend kicker designed to deliver excellent share efficiency via the stock settled portion of the unit, the upside potential of an appreciation-only vehicle and the fixed settlement of restricted stock.

The Judges were impressed by not only by the Pfizer team's willingness to brave uncharted territory in the creation of their new award type, but also by their commitment to create an administration platform and communication program to support the new instrument. Understanding that the creative design was only the first step in the implementation of this program, the Judges believe, was an important component to their ultimate success. Additionally, in selecting Pfizer for this award the Judges also cited their focus on providing information to the investor community noting the company's efforts to ensure understandable and transparent communications were created for shareholders as well. We are pleased to recognize Pfizer as a winner of the 2013 Most Innovative and Creative Plan Design Award.

Pfizer wishes to recognize Fidelity Stock Plan Services for professional contributions made to their award winning equity compensation plan.

## 2010 GEO Award Recipients





An effective communication program is a key element to the success of any share plan program. Operating share 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 FIRST RECIPIENT OF THE 2013 BEST PLAN COMMUNICATION AWARD IS



## GlaxoSmithKline plc

(Over 50,000 Employees)

In seventeen short months, the global HR team at GlaxoSmithKline ("GSK") devised and implemented an industry-leading example of a global employee communication program. In response to HR survey results indicating that fewer than 50% of GSK's long-term incentive program participants held a favorable view of their program, the team undertook the lofty process of implementing a program that would change this.

The GSK team identified two specific areas needing improvement in their participant experience—award and vesting—and focused their communication efforts there. This, coupled with the desire to design the new experience around the needs of the individual, resulted in the development of the GSK LTI Events Site, which was rolled out to over 14,000 participants in 66 countries around the world. Using video and

digital interactivity, GSK streamlined and clarified the administrative details of their program and delivered a visually enhanced, clear and consistent multi-media experience, optimized for mobile devices, to their participants.

The Judges were extremely impressed by the analytical approach behind GSK's LTI Events Site. As noted in their awards submission, the GSK team implemented a "user experience designed around learning theory and content developed around insights from behavioral economics." In addition, the new program included the establishment of robust and objective measurement features that will provide site usage and analytics, survey feedback and video usage tracking for use in future program enhancements. We are pleased to recognize GlaxoSmithKline as a winner of the 2013 Best Plan Communication Award.

GlaxoSmithKline plc wishes to recognize Copperfield Communications for professional contributions made to their award winning equity compensation plans.

# THE SECOND RECIPIENT OF THE 2013 BEST PLAN COMMUNICATION AWARD IS



Colgate—Palmolive Company (Between 10,000 and 50,000 Employees)

Surprised by the results they received from a review of the effectiveness of their equity program communication; in 2012 Colgate-Palmolive launched an initiative to reinvigorate their communication program. After laying out a business plan, articulating their program goals and successfully obtaining funding, the team vigorously pursued their objectives, which included increasing the worldwide HR organization's understanding of the plans as well as creating a new, robust participant education program.

With their "train the trainer" approach to education for the HR teams and comprehensive rebranding of their materials, the team rolled out a new communication philosophy that updated the old focus on the legal aspects of their equity to one with a greater emphasis on inspiring employee understanding. The new "Rewarding Excellence" program incorporated shorter and simpler language, visuals, and examples to help employees better understand the program.

The Judges found Colgate-Palmolive's meticulous approach to revising their communication program very noteworthy. The detailed research conducted as well as the fact-based analysis of findings and the development of detailed goals undoubtedly

contributed to the new communication program's success. The Judges were impressed by the depth and breadth of the program and also impressed by Colgate's focus on ensuring their communication was not U.S.-centric but rather representative of their global population. We are pleased to recognize Colgate-Palmolive as a winner of the 2013 Best Plan Communication Award.

Colgate-Palmolive wishes to recognize Bank of America Merrill Lynch for professional contributions made to their award winning equity compensation plans.

# THE THIRD RECIPIENT OF THE 2013 BEST PLAN COMMUNICATION AWARD IS



## Henderson Global Investors Limited

(Under 10,000 Employees)

Personal service with a smile is how share scheme communication might be defined at Henderson. With a variety of challenges to overcome, such as acquired employees, multiple global share schemes and a wide-range of employees to educate from post room to Senior Fund Managers, the Henderson team has structured a communication program that fits their company culture of hands-on, personal attention to detail.

Employing a communication tool-kit that includes one-on-one sessions, personal letters, desk drops, presentations, posters, canteen stands, intranet pages and company parties, the team delivers their messages in varying formats to fit the needs of all employees. In addition to the wide choices of media, Henderson also focuses on producing effective communication throughout the life of the plan—before, during and after vesting. It is clear that the company's approach is effective as 97% of employees report that they understand the share schemes sufficiently to make an informed decision.

The Judges felt the focus of a small company on the share scheme communication process was quite commendable, noting that the 97% understanding of the program is remarkable. The Judges also liked the company's use of the anniversary party to celebrate both the employee longevity and the achievement of important plan milestones. We are pleased to recognize Henderson Global Investors Limited as a winner of the 2013 Best Plan Communication Award.



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 2013 BEST IN FINANCIAL EDUCATION AWARD IS



## GlaxoSmithKline plc

During 2011-2012, GlaxoSmithKline ("GSK") implemented their LTI Events Site, a sophisticated employee communication portal accessible by GSK's over 14,000 participants in 66 countries around the world. Equipped with the knowledge that not all plan participants are comfortable with the required financial decisions associated with share ownership, especially in challenging countries where retail investment in stock and equity compensation are relatively new, like Asia and Africa, GSK recognized financial decision support was important to their overall communication plan.

In addition to embedding financial decision support throughout the LTI Events Site to enhance employees' understanding of the financial ramifications associated with their

stock plan decisions, GSK employees using the LTI Events site receive information to help them determine if they have a proper financial plan in place. The tool does not recommend any specific actions but rather helps participants understand the process of making smart financial decisions. Additional guidance is provided to individuals wanting further financial education in a tutorial designed to help them understand their next steps. The tool also offers educational videos on the basics of share ownership and a robust glossary tool to help enhance participants understanding of key terms.

The Judges were very impressed with GSK's focus on the need to incorporate financial education throughout their materials as well as provide support based on the specific individual employees needs versus a one-size-fits all approach. The Judges also found GSK's commitment to further developing their site in this area noteworthy. We are pleased to recognize GlaxoSmithKline as a winner of the 2013 Best in Financial Education Award.

GlaxoSmithKline wishes to recognize Copperfield Communications for professional contributions made to their award winning equity compensation plans.

## **2011 GEO Award Recipients**





In today's global workforce, plan participants are almost never in the same location—much less the same country. As such, audiovisual communications have emerged as one of the most effective ways to educate plan participants who are located throughout the world. The immediacy and impact of in-person interactions can never be replaced, but with vast improvements in quality, availability and ease of use, and with the ability to interact and share content in high definition, today's video technology is as close to "being there" as one can get without actually making a trip. This award category is designed to highlight companies that have spent time and energy developing video technology as a way to educate participants about their share plans, and meet the needs of an "on demand" global workforce. The GEO Award for Best Use of Video Communications 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 FIRST RECIPIENT OF THE 2013 BEST USE OF VIDEO COMMUNICATIONS AWARD IS



Red Hat, Inc.

Video communication has become an important media for the communication of Red Hat's equity compensation message to more than 5,000 employees in more than 30 countries, most of which receive equity. With videos to address grants, vesting and selling of shares available on its company intranet, requests for internal presentations by

the equity team have declined dramatically saving staff time and related travel expenses. The team's focus on developing videos that are clear, concise and easy to understand make their videos easily transferable to the company's non-English speaking population via subtitles.

The Judges were impressed with the sheer simplicity of the Red Hat video. The memorable characters were entertaining and articulated answers to frequently asked questions in a very direct manner. The Judges also felt the incorporation of Red Hat props throughout the video personalized the experience for the employees. We are pleased to recognize Red Hat as a winner of the 2013 Best in Video Communications Award.

Red Hat wishes to recognize Fidelity Stock Plan Services for professional contributions made to their award winning equity compensation plans.

# COMMENDATION — 2013 BEST USE OF VIDEO COMMUNICATIONS AWARD



With the launch of its first ESPP in 2012, Invesco went in search of an effective way to raise awareness, communicate the benefits of the new plan to employees and also create a little excitement surrounding the plan launch. With an employee population located in more than 20 countries, many of which are in small offices with less than ten employees, in-person meetings were cost prohibitive. So the company developed a clever introductory video, along with other elements in a multipronged communication strategy to get their message out.

The Judges would like to recognize the Invesco video, which they found clear and easy to understand. They also noted it contained a good, quick call to action for Invesco employees. We are pleased to recognize Invesco as a recipient of a 2013 Best Use of Video Communications Commendation.

Invesco wishes to recognize Fidelity Stock Plan Services for professional contributions made to their award winning equity compensation plan.



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 Solutions award is granted to companies who have implemented proven, effective, and innovative solutions that solve a company's specific needs, 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 FIRST RECIPIENT OF THE 2013 MOST CREATIVE SOLUTIONS AWARD IS



Bilfinger SE (Over 50,000 Employees)

In 2012, Bilfinger SE introduced a new share-based incentive program whereby employees in Germany can buy shares of Bilfinger SE at a discount and receive free matching shares in the future provided they meet specific criteria. The most important objective of the new Mitarbeiteraktien-Program ("MAP") was cited as the need to encourage employees to become engaged, long-term shareholders and have active involvement in the company's future strategic decisions. In support of these objectives, the company searched for a creative and innovative way to encourage these specific employee behaviors. It was in this search that the idea of the "Verein von Belegschaftsakionären der Bilfinger SE" (the "Association") was created.

The main purpose of the Association is to bundle employee shareholder voting rights and create a powerful, independent entity which has a strong voice at the annual shareholder's meeting which will represent employees. Participants are provided the ability to assign their voting rights to the Association via the administrator's online tool at the time they decide to buy shares under the MAP. 80% of participants decided to do so. The creation of the Association also resulted in a reduction of expenses with the Association assuming various duties such as communication of plan matters with employees and administrative actions like delivery of shareholder materials.

The Judges were impressed by the idea of the creation of an Association directly tied to the company's share plan which represents employee interests and is independent of the company's influence. The Judges applaud Bilfinger for its focus on encouraging its employees to become engaged, long-term shareholders and have active involvement in the company's future strategic decisions. We are pleased to recognize Bilfinger SE as a winner of the 2013 Most Creative Solutions Award.

Bilfinger SE wishes to recognize Ernst & Young for professional contributions made to their award winning equity compensation plan.

# THE SECOND RECIPIENT OF THE 2013 MOST CREATIVE SOLUTIONS AWARD IS



Gilead Sciences, Inc. (Under 10,000 Employees)

Recognizing the need to standardize their global equity plan services function and create program maximized for scalability, the team at Gilead Sciences embarked upon an ambitious multi-year initiative to revamp their equity plan operational and customer facing practices. The improvement initiative focused the team's efforts on changes in plan operations, tax, accounting and financial reporting, mobility, global processes and education and communication. The overall goals included implementation of standardized methodologies, elimination of "smaller company" practices in anticipation of a rapid global expansion of the employee base, automation through technology and improvement in overall quality.

While the process improvements and the creative solutions employed are too many to list here, the results of the initiative speaks for its success. The team reports fewer resources dedicated to tedious and unnecessary data processing and error correction turning team members from data processors to data process managers and freeing resources for work on new initiatives. Additionally, key business partners have reported new levels of customer satisfaction as a result of the improvements and the department's ongoing improvement successes have been showcased as a model of excellence for other Gilead functions.

The Judges were impressed by the depth and breadth of the changes made by the Global Stock Plan Services team and their forward thinking to address changes created by their growing workforce sooner versus later in the process. The Judges also compliment Gilead management for their commitment to their employee equity programs with the allocation of significant resources to strengthen this function and build a best-inclass team. We are pleased to recognize Gilead Sciences as a winner of the 2013 Most Creative Solutions Award.

## **2012 GEO Award Recipients**







## LINDSEY DOUD, RBC cees

Lindsey Doud was a GEO Board Member between 2004 and 2012, having recently retired from the Board last year. During her eight years on the Board she supported the organization on various committees, most recently leading the Marketing Committee. Lindsey has served on the UK Chapter Leader Committee and has been instrumental in the planning and execution of multiple one-day and half-day events, as well as serving as a speaker at numerous conferences. Lindsey always contributed with humor and patience and with a strong vision about the global strength and power of our organization. We thank her and RBC cees for their generous contributions to GEO, both in terms of time and financial support.



Each year, GEO's Board of Directors and staff present awards to recognize and thank our outstanding chapters and volunteers around the world. Since its foundation in 1999, GEO has relied on the voluntary efforts of hundreds of people to extend the brand and capabilities of our organization. Without the insight, passion and energy of this dedicated core of volunteers, GEO would not be the organization it is today.

Selecting specific chapters and individuals to receive GEO Stars is always difficult as, for every Star presented, many others remain 'behind the scenes', supporting the values and mission of GEO in relative anonymity. So, while we consider all our volunteers to be stars, we wish to elevate the following to the GEO pantheon in 2013:



#### **TORONTO CHAPTER**

The GEO Toronto Chapter, under the leadership of Stuart Young and Ramy Taraboulsi, launched their inaugural meeting in April of this year and welcomed the Manager of Compensation for WestJet Airlines to present about their employee share ownership program to more than 40 first-time GEO chapter attendees. Prior to this successful event, the GEO Toronto Chapter developed a leadership committee to establish continuity for hosting events throughout the Canadian region. The committee continues to build interest and support in this very important region and we look forward to future growth and activity from the GEO Toronto Chapter.



**CHAPTER** 

#### **NORDIC CHAPTER**

Since the inception of the GEO Nordic Chapter, they have successfully held three chapter meetings in this region. Their meeting agendas consistently include industry expert speakers from corporate issuer, service provider and advisory firms who discuss hot topics in the Nordic region. The chapter's goal is to bring together equity compensation professionals from Denmark, Finland, Norway and Sweden to share their experiences and knowledge and help each other navigate the ever-changing landscape of the industry. The GEO Nordic Chapter events have introduced new colleagues to GEO that have not previously been involved in the organization. The response from all attendees has been universally positive and we look forward to the escalation of participation from the GEO Nordic Chapter.



#### **NORTHERN CALIFORNIA**

The Silicon Valley, San Francisco and newly added East Bay Chapter Coordinators combine together to create the Northern California Leadership Team. This dynamic team, led by Debbie Tsoi-A-Sue, has hosted eight successful chapter meetings in Northern California this past year as well as planned the widely popular California Forum. In addition, their annual regional sponsorship program continues to be heavily supported and along with the Forum, this team continues to generate income to further enhance offerings for their chapter and for GEO. Congratulations to the Northern California Leadership Team for an outstanding year!



#### **DACH CHAPTER**

The DACH Chapter is a leader among the GEO Chapters for its ingenuity and focus on spreading the GEO brand throughout this region. DACH's 2012 accomplishments include hosting several chapter meetings and networking events, a sponsored roundtable and a very successful one-day conference. Additionally, this Chapter has facilitated the distribution of key information on employee share plans via multiple channels including a cosponsored survey project and creative media coverage of employee share plans in both newspaper and magazine publications. Highlights of their media accomplishments include an interview series on employee participation programs in GoingPublic Magazine as well as two newspaper supplements on share ownership reaching more than 1.1 million readers. This Chapter's efforts have provided GEO with, not only great momentum in the DACH region, but also with fresh new ideas to implement in other regions of the world.



#### **SOPHIE ALTAF**

Sophie Altaf has been an enthusiastic supporter of GEO since working at Morgan Stanley eight years ago. In her role as sponsor for many GEO events over the years, she has been instrumental in helping plan various GEO Awards Galas, One-Day Events, Networking Receptions and Chapter Meetings around the world. This past year, Sophie independently launched the new GEO Nordic Chapter and planned successful inaugural GEO Nordic Chapter meetings in both Stockholm and Helsinki. She is always willing to go the extra mile in everything she does and approaches all tasks with energy, professionalism and an eye for fun! For this, Sophie is a true GEO Star!



#### **BEATRICE HACKETT**

It seems like we can't remember a time when "Bea" wasn't a part of GEO. We first met her when she was a University student who enjoyed volunteering at our international conferences. She has a ready smile, does anything asked of her and makes sure the GEO staff and volunteers keep their enthusiasm during the event planning, execution and the all-important clean-up stage. She has long since left University but continues to support GEO by volunteering whenever GEO makes the call. Bea is a valuable asset to the core GEO volunteer team and we are extremely grateful for her professionalism and take-charge attitude toward everything she does. She is an amazing GEO Star and we look forward to welcoming Bea as a volunteer for many years to come!



## TEAM hkp///

The firm of Hostettler, Kramarsch and Partner (hkp///), in concert with Siemens, approached GEO last year to suggest that they undertake the development and coordination of the inaugural GEO Global Equity Insights 2013 Survey. Team hkp/// dedicated tremendous resources to design, administer, analyze and report the survey information and to ensure it was available in time to share the results at the 2013 Munich Conference. Initiative and vision like this represent well the meaning of the GEO Star Award. Their work, combined with the support and sponsorship of this project by our generous host, Siemens, has provided our industry with new, valuable insight. We would like to thank Michael Kramarsch, Bernd Albrecht, Dr. Wencke Böhm, Vera Esser, Larissa Rapp, Regine Siepmann and Alan Weimer for their work on this project. We look forward to sharing the results with all GEO Members.



#### **JENNIFER LOPEZ**

Jennifer Lopez attended her first GEO Conference only four years ago but has already made a major contribution to the organization. Jennifer has been quick to volunteer ideas and follow up her suggestions with action. She was a key advocate for bringing back the GEO webcast series in 2013, offering ideas for topics and speakers that would be of interest to the GEO community. She also played a major role creating the Northern California East Bay Chapter and ensuring that this chapter held several successful meetings during 2012. As the Executive Director of ACSPA (American Coalition of Stock Plan Administrators), she is now working closely with GEO and other organizations and continues to contribute ideas to improve the stock plan community. GEO thanks you for your contributions!



#### **TEAM SIEMENS**

The Siemens team embodies the true spirit of the GEO Stars Award. This team has worked tirelessly to support GEO through the year and their efforts directly contributed to the success of this year's Conference. From their focus on the development of the Conference's power-packed keynote panel, to their inspiration of and support on GEO's inaugural Global Equity Insights Survey and their dedication to obtaining sponsorship support for the 2013 GEO Awards event, this team performed flawlessly with professionalism, patience and spirit deserving the highest commendation. GEO wishes to express our gratitude to Marc Muntermann for his energy and effort in driving these projects throughout the last year, as well as our appreciation to Rebecca Seitz, Rona Knells and the other Siemens team members who helped along the way. Without them, this year's event would not have been possible.



Congratulations
to all 2013 GEO award winners



#### **GEO Team**



Danyle Anderson, CPA, CEP, CGMA, Executive Director



Michele Holly, Operations Director



Pobyn Shutak, CEP, Sr. Director, Programs and Member Services



Pam Stetson, CMP, Managing Director, Events

### **Board of Directors**



CHAIR: Carine Schneider, Accretive Solutions



VICE-CHAIR: Janet Cooper, Tapestry



Phil Ainsley, Equiniti



Paul Arens, Monidee



John Bagdonas, Global Shares



Keith Bilezerian, Covidien



Joan Bloom, Fidelity Stock Plan Services



Juan Bonilla, Cuatrecasas



June Anne Burke, Baker & McKenzie



Kat Carlo, Coty Inc.



Chris Dohrmann, Accurate Equity



🙀 Jay Foley, Morgan Stanley



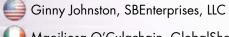
🦲 Bettina Gohm, Siemens AG



Kim Hackman, Amazon



Robert Head, Pearson plc



Maoiliosa O'Culachain, GlobalSharePlans



Dennis Paalman, Royal Ahold



Sean Trotman, Deloitte



Debbie Tsoi-A-Sue, Yahoo!



🥞 Jewon Wee, ISP Advisors

### **Volunteers**

Sophie Altaf

Mike Evans

David Geake

Beatrice Hackelt Rik Stikkelbroeck

## **Founding Corporate Sponsors**

Bank of America

Merrill Lynch

Charles Schwab

Compensation

Venture Group

Computershare

Deutsche Bank

Alex Brown

E\*TRADE

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Global Reward

Plan Group

**HBOS** Employee

**Equity Solutions** 

Hewitt Bacon & Woodrow

Linklaters

Morgan Stanley

Smith Barney Pinsent Masons

PricewaterhouseCoopers

Prudential Financial

**Towers Watson** 

**UBS Financial** Services, Inc.

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