

2020 GEO Award Winners



From GEO and Fidelity, helping to recognize and define excellence in equity compensation, Congratulations to the 2020 Winners!

Fidelity is the proud sponsor of Excellence in Equity – stories and insights brought to you by GEO and Fidelity

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2020 GEO Award Winners

JUDGES' AWARD



BEST IN FINANCIAL EDUCATION



BEST PLAN COMMUNICATION



BEST PLAN EFFECTIVENESS



BEST USE OF EMPLOYEE SHARE PLANS IN A PRIVATE COMPANY



BEST USE OF EMPLOYEE SHARE PLANS IN A CORPORATE ACTION



BEST USE OF TECHNOLOGY



BEST USE OF VIDEO COMMUNICATION



MOST CREATIVE SOLUTION



MOST INNOVATIVE AND CREATIVE PLAN DESIGN



BEST USE OF A SHARE PLAN IN SUPPORT OF CORPORATE SOCIAL RESPONSIBILITY



PIONEER AWARD

Jay Foley, Managing Director, Computershare

STAR AWARDS

Stephen Fackler, Partner, Gibson, Dunn & Crutcher LLP
Jordan Dorich, Compensation Analyst, Gallagher

CHAPTER OF THE YEAR

The UK and Channel Islands Chapter

NEW CHAPTER OF THE YEAR

The Israel Chapter

Welcome

One of the wonderful things about the GEO community is the willingness of our members to share strategies, innovation and best practices. The award winners we celebrate through the GEO Awards serve as shining examples of best practices we can all emulate within our own organizations.

Sponsored exclusively by Fidelity, the 2020 GEO Awards help to shine a spotlight on those individuals, teams and companies whose hard work, dedication and inspiration deserves to be recognised and for their contribution to employee share ownership to be celebrated.

Unfortunately, due to the COVID-19 pandemic, celebrating those who excelled in our industry in 2020 is delayed to 2021. At that time, we will gather to proudly honor the achievements of this distinguished group of industry professionals at a virtual ceremony at which attendees from around the world can tune in to hear the winners announced.

We'd like to take this opportunity to thank the 2020 winners for sharing their success with their peers. Each an ambassador of share ownership, they represent 15 companies headquartered in five countries that employ as few as 550 to more than 625,000 employees. We are delighted to unveil and crown them at the glittering 2020 and 2021 ceremony.

Thanks also extend to our world class, independent panel of judges. The panel brought their diversity of experience and perspective to preside over categories which capture examples of excellence from organizations and individuals across the globe.

In this time of such unique challenges, GEO is incredibly grateful to our members and the families and friends in all our lives who support and enable all of us to continue driving the power of employee share ownership forward all around the world.

Together, we are championing those that have been exploring, creating and exploiting new opportunities to create wealth, engage more people and contribute to the success of their employing companies.

Thank you for supporting GEO and for celebrating those individuals, teams and companies that are delivering the very best in equity excellence.

Sincerely,



A handwritten signature in cursive script that reads "Danyle Anderson".

Danyle Anderson, FGE, CPA, CEP, CGMA
EXECUTIVE DIRECTOR



The Selection Process

JUDGE SELECTION

The GEO Awards are judged by a panel of industry leaders representing only issuer companies or members of academia, 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 must agree to dedicate more than forty hours of their time to the 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-review of accompanying documents is carried out by each judge to determine individual shortlists. A judging meeting is then held 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 required to assess the quality of all submitted applications for the various categories and divisions and can opt to select a winner or winners in each. Additionally, the judges may choose, at their discretion, to evaluate 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 covering its innovation, originality and scope. To qualify for an award, the submitting company must offer one or more global share plans and/or the submitted plan must:

- Be broad-based and offered globally.
- Be unique in concept, design or performance.
- Be cutting edge and potentially the first of its kind.
- Be different from other products or services already in the market.
- Be an original application of a new or existing product or service.
- Use new technology or bring new techniques to the industry.
- Clearly communicate the plan benefits and actively encourage participation.

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 or email Info@GlobalEquity.org for further information.



The 2020 Panel of Judges



Thomas J. Paleka, FGE – Lead Judge
Vice President, Global Total Rewards
Gallagher

Tom Paleka joined Gallagher in September 2008 as Vice President of Global Compensation, a newly created role. Promoted in 2016 to lead the global rewards

function, he now has overall responsibility for guiding the company's equity, compensation, benefit, and mobility programs, as well as the payroll organization. In 2018, he was named as an officer of the company.

He has been instrumental in designing the company's long-term incentive plans, securing shareholder approval of five of Gallagher's long-term incentive and employee share plans, automating many compensation and payroll processes, and driving a global benefit philosophy.

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 telecommunications industry with AT&T and Ameritech in sales compensation, direct sales, sales management, and sales operations.

Tom has served on the Global Equity Organization ('GEO') Board of Directors since 2017 and is co-chair of the Issuer Advisory Council. Tom has served as a judge for the GEO Awards for several years, the last two as co-Lead Judge. He also has been an active member of the Fidelity Stock Plan Services Client Advisory Board. He has spoken at many conferences for such organizations as GEO, Certified Equity Professional Institute, Equilar, World at Work, Conference Board, and the National Association of Stock Plan Professionals ('NASPP'). In addition to his professional organizations, Tom has also served on the Junior Achievement DuPage County Board of Directors from 1994 to 2000 and 2007 to present, and as a volunteer since 1982.



Dr. Adie Leung, FGE
Regional Head of Executive Compensation,
Regulatory Affairs, and International Tax
Citi – Human Resources, Asia

Adie is responsible for Citi's executive compensation, equity compensation, international and mobility tax and related governance, HR-related accounting, financial and operational issues in the Asia region. Adie sits on Citi's global steering committees for equity compensation, and global process owner projects for cross-border employees, mobility and equity compensation.

Adie initiated the Citi Asia's frequent business travellers and secondments travel tracking and management system 18 years ago and currently serves on Citi's global steering committee for the project.

Adie has also built a mobility talent planning and management strategic business function and been a key player in Citi's various regional M&A projects.

Adie was awarded a Doctorate of Business Administration for researching the factors impacting the effectiveness of share ownership schemes in relation to voluntary turnover in China.



Toby Morrow
Senior Manager, Share Plans
Rio Tinto

Toby is responsible for all aspects of executive and all employee share plan arrangements at Rio Tinto.

Toby started his career with Deloitte in the UK, advising and working with clients to implement a broad spectrum of remuneration and share plan arrangements.

After more than 10 years in professional services, Toby moved in-house and has held roles managing all aspects of equity-based compensation for a UK financial services firm and for the last 5 years in the US for Rio Tinto, one of the world's largest mining companies.

Toby is a UK Chartered Tax Advisor.



Karen Needham, FGE

Payroll & Equity Manager
Wave Life Sciences

Karen has over 38 years of dynamic experience and leadership in the equity compensation industry. In her most recent role, Karen is responsible for the global equity administration and compliance for Wave Life Sciences as well as the multi-state U.S. payroll.

Prior to this role, 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 the equity administration for Genzyme, including the administration of employee equity plans for its numerous tracking stocks.

Karen is a member of GEO and NASPP, and is a Certified Equity Professional (CEP).

She was recently honored as a Fellow of Global Equity at the 2019 GEO International Conference.



Sandra Sussman, FGE

Director, Global Equity Design and Strategy
SAP

Sandra is a seasoned professional with 30 years of experience in global equity compensation, global stock plan services management and administration, and legal and corporate governance administration. In her current role at SAP, Sandra is responsible for global equity compensation strategy and the design of best-in-class global equity compensation programs to facilitate SAP's attraction and retention of key talent. She has played a central role in the implementation, design support, and administration of equity compensation programs in several prior leadership roles, both in-house and with third-party advisors.

Sandra also spent a number of years as Executive Director of the National Association of Stock Plan Professionals (NASPP), overseeing a wide range of initiatives and activities. During that time, she was a co-editor of The Corporate Executive and The Corporate Counsel newsletters, both invaluable resources for securities and tax law, accounting regulations, and interpretations affecting both equity and executive compensation.

Sandra holds a B.A. degree in political science from the University of Virginia, and began her professional career as an active-duty officer in the U.S. Army Transportation Corps.

She is a Certified Equity Professional, a Fellow Global Equity and an active member of GEO, NASPP and WorldatWork.



Barbara Waters, FGE

Equity Compensation Administrator
Signify Health

Barbara has been active in the equity space for over 40 years. She has held various positions at Merrill Lynch, Smith Barney, Morgan Stanley and Aetna. Barbara worked in the vendor environment for 30 years in several positions. She has managed administrative teams, implementation teams and Corporate Action teams as well as responsibility for the Stock Plans Systems budget and business requirements. After many years at the vendor, Barbara shifted her concentration to the Issuer side. She is currently the Equity Compensation Administrator for Signify Health. Barbara is currently on the NY Board of GEO and is an active member of the NASPP.

Barbara was named a Fellow of Global Equity in 2019 by the Global Equity Organization. She received her CEP designation in 2004 and actively supports the exams as a CEP Volunteer. She has spoken on NASPP, GEO and CEP Symposium Panels. She is also a member of World at Work and the GEO Issuer Advisory Council and is working towards her CECP.



Vivek Sundaram

Vice President, Global Compensation
Wolters Kluwer

Vivek Sundaram is the Vice President of Global Compensation at Wolters Kluwer. In his current role, he is responsible for all aspects of executive and broad-based compensation within the company.

Vivek has over 18 years of progressive experience in various consulting and practitioner roles within the compensation and benefits practice.

In his free time, he loves to travel, watch movies and spend time with close family and friends.

A Letter from the Lead Judge

Dear GEO Members, Colleagues and Friends,

2020 marks my sixth year as Judge and second as Lead Judge of the GEO Awards, and I remain thrilled to be part of this significant process.

This illustrious awards program recognizes and celebrates the industry's achievements, people, services and innovations; I share the view of many that it is the highlight of the corporate calendar.

I was fortunate to be able to host this year's judging meeting at Gallagher's New York office again this year. The judges came together for a full day of discussion and detailed analysis, and to deliberate and select this year's GEO Award winners.

I was once again impressed by the level of care and consideration each judge applied to assessing each and every award submission throughout the judicious and discerning selection process.

Those that earned an award clearly demonstrated innovation, measurable results and alignment of their benefits and reward strategies with business objectives. They can be proud that their employees will benefit from their great efforts to provide the best equity plans.

I guarantee that you will be inspired as you read through this book and understand how the winners have ventured beyond the expected by applying hard work, creative thinking and courage to their equity plan design, administration, and implementation.

Albeit delayed, as the 2020 GEO Award winners are announced, I hope that you will join us in congratulating the good and the great of our industry.

Enjoy the celebrations!

Thomas J. Paleka, FGE
Lead Judge



THE AWARD WINNERS

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 share plans. The award for Best in Financial Education is granted to companies who have implemented a financial education program that best meets the challenge of providing independent and objective information to employees without infringing on compliance or other regulatory constraints.

THE RECIPIENTS OF THE 2020 BEST IN FINANCIAL EDUCATION AWARD ARE:



GOOGLE LLC, UNITED STATES
Quasar - Employee Financial Education
(Over 25,000 Employees)

Even one of the best-known companies on the planet needs to excel in the way in which it attracts and retains talent to ensure its workforce is dynamic enough to provide solutions to the ever-evolving complexities and demands of the modern world.

At Google, equity ownership is provided to every single full-time employee ('Googler') regardless of tenure or level. Google's education program aims to arm every single Googler with knowledge across three principles: why they are receiving equity, how to take care of their equity, and how to incorporate equity into their overall financial planning.

Google delivers equity information via global in-person and video-conference training sessions, informational videos, dedicated multi-lingual call centres and even SMS. In addition, employees are provided with an abundance of country-specific self-service resources, tools and guides on their main website. The structure of internal resources and sites is designed by user journey rather than by content-owner so that the Googler receives the right information at the right time.

Partnering with global business partners, Googlers can access a well-rounded financial education that covers equity compensation, payroll, mobility and other benefits to help them consider their cash, equity, retirement, investments and estate planning holistically. Google delivers specialist materials and 'Financial Fitness Weeks', where employees can immerse themselves in information that will help them thrive.

Google also invests in and designs technological solutions to facilitate their financial education. Their mobility tool ('gMob') links HR data and equity data to identify employees as they transfer to different location and target them with tailored content. Their 'Ticketron' uses artificial intelligence ('AI') to automatically populate answers to questions for experts to simply review, add onto if required, and click send. They also have a 'Chatbot' where Googlers can interact with AI to find the answers to basic questions.

Success is measured against their desired outcomes by analyzing training scores, ticket metrics, and broker and vendor statistics. Employee feedback is also encouraged to ensure constant improvement; Google's training averages a score of 4.5 out of 5, with extremely positive verbatim feedback.

The judges agreed that the depth and breadth of Google's financial education made theirs a standout entry. They were particularly impressed by their wide-ranging delivery tools, use of AI to streamline processes and enhance the employee experience, and by their focus on the bigger 'financial wellness' picture.

GEO is pleased to recognize Google as a winner of the '2020 Best in Financial Education Award'.

Google employs more than 117,000 people in 54 countries. Google wishes to recognize PwC and Morgan Stanley at Work for their professional contributions to this award-winning share plan.



UBER TECHNOLOGIES, INC., UNITED STATES

Global Uber Equity Plans

(Between 5,000 and 25,000 Employees)

Uber has always been a company that embraces change and leads with technology. Driven by an 'act like owners' culture, Uber actively and passionately encourages employee ownership through its global equity programs.

As Uber began preparation for its IPO, it committed to preparing their predominantly young, 22,000 employees for what could be the biggest financial event of their lives.

Designed around three major milestones of the IPO journey, Uber provided effective, robust multi-channel educational resources that could be used by their global population pre-IPO, at IPO, and at lock-up expiry.

With a focus on helping employees gain both confidence and competence around equity ownership, financial management and investing, Uber provided customized tools to ensure employees were thoroughly prepared for the IPO and life after. Employees could access educational resources that explained the financial benefits and risks that enabled them to make informed decisions that would impact their overall financial strategy. The majority of educational materials were tailored by location and took into account regional tax and legal issues.

Pre-IPO, employees were introduced to how restricted stock units (RSUs) work and encouraged to start thinking about setting and achieving their overall financial goals via carefully sequenced educational seminars that helped attendees to digest complex topics by presenting both new and repeated information.

As the IPO process began, Uber focused on its impact on individual equity awards. Robust country-specific tax information was developed, and training sessions were delivered face-to-face in 14 countries, streamed and recorded. Employees were also given the opportunity to ask questions of the Uber Equity Team in groups or 1:1s, either in-person or via teleconference.

Post-IPO, Uber provided engaging financial education designed to keep employees on track throughout their personal financial journey. Tools included 'Financial Wellness Days', all-day events on investment basics and different investment vehicles, and 1:1 meetings with independent Financial Advisors; a dedicated online portal with articles and digital one-pagers; animated videos; and step-by-step guides on how to transact their Uber shares.

The judges appreciated the great lengths Uber had taken to thoughtfully guide its employees through the IPO journey from start to finish. They applauded what they considered to be a truly employee-centric and thorough financial wellness program. In addition, the panel thought highly of Uber's use of evaluation metrics to refine its educational materials in response to the needs of its highly diverse global base of employees.

GEO is pleased to recognize Uber as a winner of the '2020 Best in Financial Education Award'.

Uber employs more than 22,000 people in 66 countries. Uber wishes to recognize Baker McKenzie, Deloitte, and Morgan Stanley at Work for their professional contributions to this award-winning share plan.

Best Plan Communication

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

THE RECIPIENTS OF THE 2020 BEST PLAN COMMUNICATION AWARD ARE:



ASSICURAZIONI GENERALI S.P.A. (KNOWN AS GENERALI), ITALY

We Share – The Generali Ownership Plan

(Over 25,000 Employees)

In response to the insurance industry's continuously evolving landscape and changing customers' needs, Generali's focus turned to its people as it launched its 2020 strategy to futureproof its business. To ride out the era of transformation, the company introduced its very first employee share plan, 'We SHARE', to align employee performance with their strategic goals at a global level.

At Generali, entrepreneurship and growth are encouraged, and its people are empowered to make a difference to people's lives through the work that they do. Mirroring these principles, 'We SHARE' was made available to all permanent employees in 35 countries. The plan had numerous incentives to encourage participation, including free shares, potential share price gains, membership of 'The Owners' Club' and a donation of the equivalent monetary value of one share paid by Generali to its CSR initiative 'The Human Safety Net' for every participant.

Generali launched a comprehensive communications program for 'We SHARE', pitching it as a 'once-in-a-lifetime' chance to share in the company's success. To ensure the plan's key messages were visible, clear and well received, all documentation was written in clear layman's terms, made available in 20 languages, across different time zones and in 23 currencies.

The multi-channel, multi-media communication plan included email, video translations, reminders, thank you messaging, help guides, FAQs, local plan ambassadors, face-to-face presentations, telephone updates, leaflets and posters, and an easy, automated and secure online share plan management solution. Time sensitive reminder emails using imagery of clocks and countdowns ensured employees were aware of upcoming deadlines, and 'We SHARE Days' were held in each location to explain the plan in a nutshell, and exactly how it would work before, during and after the set plan period.

Generali established 'We SHARE' ambassadors across HR, Payroll, Communication, Legal, Finance in local countries to champion the plan and proactively handle queries from employees. The plan was also strongly supported from the top down, with CEO Philippe Donnet leading a company-wide communications charge by promoting it via the employee portal page, video and supporting documents.

Thanks to the effectiveness of its plan communications, Generali saw higher overall participation rate than expected, reaching a 35.7% take-up rate during the three-week enrolment window.

The judges commended Generali for their comprehensive communications materials that included modelling and tool kits. They loved the program branding - 'We SHARE' - the use of the 'Ownership Plan' strapline, the CEO's warm and enthusiastic endorsement video and considered their Ambassador sweatshirts a clever addition to the material suite.

Generali was also commended for closely aligning the program with their strategic plan and using a gratis charitable donation to incentivize engagement.

GEO is pleased to recognize Generali as a winner of the '2020 Best Plan Communication Award'.

Generali employs more than 71,000 people in 50 countries. Generali wishes to recognize Competence, DLA Piper, EY, Global Shares, PwC and Studio Legale Cappelli RCCD for their professional contributions to this award-winning share plan.



THE SAGE GROUP, UNITED KINGDOM

The Sage Save and Share Plan

(Between 5,000 and 25,000 Employees)

In preparation for the third annual launch of their 'Save and Share' plan, Sage utilized employee survey insight to inform a fresh and radically new approach to the content, design and accessibility of their launch communications.

Stepping outside of their comfort zone, Sage created streamlined and thought-provoking campaign messaging that addressed barriers around the ability to save enough to invest in the plan by posing a simple question: "why wouldn't you?".

This simple yet effective hook asked employees to consider sacrificing inexpensive everyday items to achieve a healthy savings pot to buy shares that had the potential to make a profit and afford more aspirational items or experiences. Sage identified common global themes such as going to the movies or buying a coffee to develop a range of simple and bold headlines for the campaign assets, such as: "If you could trade a takeaway to save for a break away, why wouldn't you?".

This blueprint was complemented with localized, eye-catching images aimed at capturing employees' imaginations, drawing them into a conversation and getting them to want to know more. For example, smashed avocado on toast for Australian employees, 'sun-down' cocktails for Europeans and take-aways for those based in the US.

An easy-to-navigate microsite provided around-the-clock access to communication assets that included video, FAQs, presentation slides and a share modelling calculator to help visualize the number of shares that savings could buy and the potential return on that investment.

A consistent look and feel was applied to posters and leaflets, targeted HTML emails, computer lock-screens and internal tv displays that also displayed a 'don't miss out countdown' as the closing date approached.

Countries were encouraged to choose the materials that worked best for their location, to include a 'Save and Share' slot during their town hall meetings, attend online 'teach-ins' and run ad-hoc promotions such as popcorn desk drops that encouraged employees to save rather than visit the cinema.

The success of the campaign was tangible: 48% of applications were from new joiners and existing employees who had not joined a plan previously. Furthermore, engagement rates doubled in South Africa, a location that was previously disengaged due to the lack of interest paid on the savings and its volatile exchange rate.

The judging panel applauded Sage for their clean, clever and cohesive multi-media campaign. They were impressed that Sage made the minimum investment level and possible returns seem achievable by creating relatable straplines and designs. The judges also commended the ease with which participants could assess the information in the format and channel of their choosing.

GEO is pleased to recognize The Sage Group as a winner of the '2020 Best Plan Communication Award'.

The Sage Group employs approximately 12,300 people in 25 countries. The Sage Group wishes to recognize Global Shares, Stitch a Deloitte business, and Tapestry Compliance for their professional contributions to this award-winning share plan.



Best Plan Effectiveness

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

THE RECIPIENTS OF THE 2020 BEST PLAN EFFECTIVENESS AWARD ARE:



AVIVA PLC, UNITED KINGDOM
All-Employee Share Schemes – 13 Plans
(Over 25,000 Employees)

Part of an industry that provides people with the help they need along the way, encouraging employee engagement and share ownership is in Aviva's DNA. Effective share schemes have been at the heart of Aviva's business for almost 100 years and, today, Aviva operates 13 share schemes across 21 countries.

Aviva's Board granted approval for significant incremental changes following employee survey findings that demonstrated an uplift of 10% in engagement scores. These changes sought to ensure the plans were in the best interest of the employees, were truly linked to Aviva's business strategy and enticed global, all-employee participation.

The enhancements spanned technology, communications, increasing accessibility and broadening appeal, improved financial education, and amendments to plan rules. All activities were fully supported and endorsed by Aviva's CEO and closely aligned to the company's strategic anchors of 'True Customer Composite' and 'Digital First'.

Key changes included the streamlining of plan administration to one provider and a single digital platform; a communication look and feel and campaign refresh; introduction of a new mobile app, improved 'one stop shop' website, more frequent campaigning via articles, animations, road shows, screen savers and WebEx's and amendments to plan rules, including allowing everyone, including bad leavers, to keep their matched shares upon leaving.

Following the changes, Aviva's take up increased to record levels of 67% for SAYE, and 74% for their UK plan. Additionally, 54% of employees hold their shares for more than five years, 92% of participants are saving at the maximum, and only 2% have suspended their participation. As so many Aviva employees now choose to retain their shares, they own almost 1% of the business.

The judges were impressed by the ownership culture Aviva had nurtured amongst their employees. They commended Aviva's use of metrics and their ability to link the statistics to movements in employee engagement. They considered the high participation rates, the length of time employees hold their shares and that almost all SAYE participants were saving at the maximum level ample evidence of the share plans' value.

GEO is pleased to recognize Aviva as a winner of the '2020 Best Plan Effectiveness Award'.

Aviva employs approximately 32,000 people in 21 countries. Aviva wishes to recognize Barclays, Morgan Stanley at Work, Stitch a Deloitte business, and Tapestry Compliance for their professional contributions to this award-winning share plan.



IHS MARKIT, UNITED KINGDOM
The Partnership Unit Plan
(Between 5,000 and 25,000 Employees)

As a pre-merger option plan vested, IHS Markit faced a material risk of losing some of its most senior and instrumental individuals. Focused on retention to maintain employees' engagement and provide stability, the company implemented a partnership model that identified a group of 60 talented individuals, critical to the organization's future and success.

To enable effective leadership and make the company a substantially stronger firm and a better place to work, IHS Markit's corporate and executive compensation began to focus on new, non-commercial performance indicators for their Partners' group, including leadership support and mentoring, team engagement, diversity and inclusion, and volunteering.

The Partner's Unit Plan (the 'PUP') was designed as a five- rather than the legacy three-year plan and awarded performance-related Restricted Share Units ('RSUs') of at least \$50,000, with greater awards being made based on achievement of both non-commercial and commercial performance conditions. The PUP awards vested in thirds on the third, fourth and fifth anniversary of the award, subject to financial performance conditions (EBITDA, EPS and TSR) being met over the first three-year performance period. The plan rewards were also linked to the Partners' relative and individual performance score after the first year of implementing non-financial, people and culture focused performance criteria.

The PUP proved highly effective in terms of retention with all 60 Partners staying with the business despite each enjoying up to \$8M worth of vested options. In addition, EBITDA rose by 16% and grew EPS by 15%, year on year. Less than 5% of Partners were scored in the 'low impact' category, for non-financial criteria, over 47% were in the 'medium impact' category, and over 28% in the 'high impact' category. At the end of 2019, 13 Partners were made redundant or demoted from the Partnership group following non-satisfactory performance against the agreed financial and non-financial performance criteria.

The judges concurred that IHS Markit had created a truly effective plan to respond to a specific need and had established a very clear scoring system to measure and prove the plan's effectiveness. The impressive plan had achieved 100% retention despite very adverse compensation environment, contributed to very positive financial results and had succeeded in progressing the company's people and culture agenda by directly linking non-commercial performance criteria and award values for all Partners.

The judging panel applauded the exceptionally tight link the IHS Markit's new corporate values and use of non-financial metrics, in particular diversity and volunteering, and felt that the plan was one of the best examples of enabling culture change they had encountered.

GEO is pleased to recognize IHS Markit as a winner of the '2020 Best Plan Effectiveness Award'.

IHS Markit employs just under 16,000 people in 39 countries. IHS Markit wishes to recognize Davis Polk, Morgan Stanley at Work, PwC and Stitch a Deloitte business for their professional contributions to this award-winning share plan.

SUCCESS RISES IN THE WEST

When you go above and beyond, the sun rises on boundless potential. We believe in the value of applauding your achievements—and the possibilities they inspire.

Congratulations to all 2020 Geo Award winners.

RISE WITH THE WEST.



MOSSADAMS

ACCOUNTING / CONSULTING / WEALTH MANAGEMENT

Assurance, tax, and consulting offered through Moss Adams LLP. ISO/IEC 27001 services offered through Cadence Assurance LLC, a Moss Adams company. Investment advisory offered through Moss Adams Wealth Advisors LLC. ©2021 Moss Adams LLP

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 are 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 2020 BEST USE OF A SHARE PLAN IN A PRIVATE COMPANY AWARD IS:



CULTURE AMP, AUSTRALIA
2015 ESOP plan and LTI Plan 2019
(Less than 5,000 Employees)

Although many organizations champion culture, few keep it at the forefront of every decision they make. As part of their vision to create more culture-first companies, Culture Amp does more than connect people globally. They also live and breathe this ideal internally by doing everything they can to fashion the optimal workplace culture for their own people: a philosophy that strongly influenced the design of its flexible and innovative all-employee share plan.

Culture Amp knew their share plan had to be fully inclusive and fully transparent. As such, every Culture Amp employee around the world – from entry-level staff to the CEO – gets equity in the company on commencement of employment. Shares vest after four years, with a one-year cliff, fostering not only a culture of ownership, but also employee loyalty and commitment.

Culture Amp wanted to ensure the plan offered equivalent benefits internationally despite each jurisdiction having a unique set of equity rules. So, while the core plan is essentially similar in the US and the UK, Culture Amp customized its Australian plan to optimize its tax effectiveness via negotiation with the Australian Securities and Investments Commission ('ASIC') to receive an exemption allowing them to grant to a specific number of employees' options up to \$20,000 in value, rather than the usual \$5,000 limit.

Culture Amp also future-proofed by taking important steps to ensure the plan remained flexible by building in mechanisms to withstand potential sale and consolidation events. Mechanisms that could be triggered in different scenarios were built into the design including the ability to grant other forms of equity and/or cash-based securities as an alternative, if needed.

When early iterations of the plan proved unwieldy and complicated, Culture Amp revised the plan to make it more straightforward and usable. To streamline the process of exercising options, they provided employees with an easy-to-use online portal and bolstered it with a range of educational materials designed to help their people make informed investment decisions. To make sure employees could exercise their options in the most tax-efficient way, they provided employees with tax-efficient models to maximize financial outcomes within their own local jurisdictions.

The judges considered Culture Amp deserving of an award for going above and beyond to negotiate with local tax authorities to ensure their employees could get access to the full measure of equity they deserved. The judges agreed that the company had placed their employees' interests were at the heart of the design of their all-employee share plan.

For their great efforts in fostering all-inclusive employee share ownership, GEO is pleased to recognize Culture Amp as the winner of the '2020 Best Use of a Share Plan in a Private Company Award'.

Culture Amp employs 550 people in 26 countries. Culture Amp wishes to recognize Morgan Stanley at Work 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 2020 BEST USE OF A SHARE PLAN IN A CORPORATE ACTION AWARD ARE:

M&S

EST. 1884

MARKS & SPENCER PLC
2013 STOCK INCENTIVE PLAN
(Over 25,000 Employees)

The Marks and Spencer ('M&S') Rights Issue Employee Share Plans Program was set up to manage the impact of a Rights Issue across their share schemes. In an environment of transformation driven by digital-first, their vision was to use technological solutions to deliver the largest online Rights Issue ever to be undertaken in the UK and to foster a unique and collaborative ownership culture.

M&S enabled their eligible SIP participant employees to be treated alongside ordinary shareholders by providing choices in relation to their SIP shares, rather than applying the usual default action. Employees were given three choices: take up all their rights so their percentage ownership of M&S would remain the same before and after the Rights Issue; sell all their rights to be traded in the market; or select a cashless take-up (also known as tail swallowing) where they could choose to sell some of their nil-paid rights to cover the cost of new shares.

Reinforced by an employee-influenced communications strategy and in line with the company's overall vision, M&S deployed digital strategies to help employees participate in the Rights Issue. A dedicated online election site was designed and built to provide employees with choices and the time to make their elections within the short election window. Feedback from colleagues at the time was positive, despite the fast turnaround of communications and the fact that this was a major change to the way that M&S was to operate.

M&S ensured all colleagues with share schemes had their holdings successfully amended, and that no-one was adversely impacted, helped in some cases by the Share Schemes team contacting some individuals directly. It also went beyond the usual practice of default lapse or tail-swallow for SIP participants, by giving choices including 'full purchase' and 'full sale'.

As a result of the Rights Issue, M&S successfully raised the funding required to enter the joint venture with Ocado with full engagement and support from colleagues for the new initiative. The online election system enabled 100% of SIP participants to submit their instructions online.

The judges agreed that, by awarding such a generous grant of equity, Marks & Spencer had fostered a material energy and passion amongst its employees, instantly providing them with a personal interest in the company's future, increasing engagement and job satisfaction and, ultimately, greater productivity and a culture of employee ownership.

For developing ways to involve colleagues positively and easily in times of significant change, and incorporating innovative online digital-first strategies, GEO is pleased to recognize Marks & Spencer as a winner of the '2020 Best Use of Employee Share Plans in a Corporate Action Award'.

Marks & Spencer plc employs approximately 80,000 people in 6 countries. Marks & Spencer wishes to recognize Equiniti for their professional contributions to this award-winning share plan.



SEE BRILLIANTLY

ALCON, INC., UNITED STATES
Alcon Long Term Incentive Plan
(Between 5,000 and 25,000 Employees)

Spin-offs are always challenging, especially when associates hold unvested stock of the original company. In April 2019, Alcon's spin-off from Novartis was completed and it began trading as an independent company. As some Alcon associates still held unvested Novartis Stock Awards on the divestiture date, Alcon took a number of actions to mitigate any negative impact for them.

Alcon developed and launched a pro-rata shareholder awards program intended to ensure employees preserved an equivalent portfolio value on the spin date.

Awards issue was aimed at ensuring that associates maintained an equivalent portfolio value on the spin date as well as promoting ownership in Alcon. The plan allowed for a portion of shareholders' Novartis awards to vest immediately, a pro-rata portion of their Novartis awards were forfeited and replaced with an equivalent value of new grants under the Alcon Long Term Incentive ('LTI Plan'), and either a Dividend-in-kind (RSA holders) or Keep Whole Award (RSU/PSU holders) was awarded to account for the change in value of Novartis stock caused by the spin.

As a result, Alcon issued over 11,000 grants to more than 2,300 employees in over 50+ countries on two stock exchanges.

Alcon went the extra mile to produce and distribute over 2,300 Individual personalized statements by email to each employee, including their top executives. These custom PDF statements provided employees with a 'before and after spin' view of their portfolio to provide a better understanding of the impact on their shares, and to anticipate and reduce the volume of questions that may have been asked after the spin.

Alcon also held 12 webcast sessions to communicate the impact of the spin, with sessions held from the US in each of their three major time zones and attended by almost 100% of grant recipients.

In just four months, a two-man in-house team undertook the plan design, administrator setup, grants, statement design and distribution, receiving positive feedback on the personalized statements from several employees and achieving the plan's objectives.

The judges commended Alcon's efforts to ensure shareholder retained their share value after a significant event. They were also impressed that Alcon went above and beyond to ensure employees clearly understood the action by providing informative before and after personalized statements and engaging plan communications.

GEO is pleased to recognize Alcon, Inc. as a winner of the '2020 Best Use of Employee Share Plans in a Corporate Action Award'.

Alcon, Inc. employs approximately 22,000 people in 51 countries. Alcon, Inc. wishes to recognize Equatex, part of the Computershare Group, Fidelity, KPMG and Orrick Herrington & Sutcliffe for their professional contributions to this award-winning share plan.

Best Use of Technology

The best designed and communicated global share plans can be prohibitively expensive and time consuming if not properly managed and operated. The use of paper/print confirmation, 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, electronic tools and other virtual technologies invaluable and cost effective in managing, communicating, and administering global 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 RECIPIENT OF THE 2020 BEST USE OF TECHNOLOGY AWARD IS:



AMAZON.COM INC, UNITED STATES
Amazon Stock Analytics Platform
(Over 25,000 Employees)

Amazon is one of the most powerful and respected companies in tech and beyond, its success hinging on its core principle of putting the customer first. Extending this principle to its employees, Amazon created an end-to-end technology stack to improve the operational efficiency of its stock team.

After many months of research to understand the data streams, manual processes and the business reporting requirements, a cutting-edge solution was designed to help Amazon's stock team to effectively communicate its data findings and recommendations to leadership via monthly business reports.

The Stock Analytics Platform uses numerous technologies to draw and store information from other employee programs into a 'data lake' that resides in Amazon's secure cloud environment. Data sources that formerly could not 'talk' to each other, including customer and employee satisfaction scores, 401K, payroll and Direct Stock Purchase Plan data, are combined enabling the team to perform quick and extremely powerful employee analysis.

The platform features a suite of UX-friendly dashboards and curated datasets to access the data and run reports in a fraction of the time of the former manual process. A single 'At a Glance' dashboard was also established to summarize all of the most sensitive data points, featuring simple visualizations of trends and outliers and a text-based bulleted list of observations.

As the data supporting the dashboards is refreshed each evening, Amazon's stock team can access highly accurate data analysis that provides a deep understanding of their equity plans and vendors' performance. They can extract findings directly from the data warehouse that can be cut and pasted into the business reporting slides and identified users can build bespoke dashboards and run ad-hoc reports, as needed.

The judges were impressed by this transformative and scalable cloud-based solution to provide 'one view' of important, yet disparate, employee information. The panel felt that it highlighted the importance of data-driven strategic decision making and the valuable use of data analytics to drive process improvement and value creation. The panel commended Amazon for realizing hundreds of hours of time savings each year and releasing resource that can be redirected to improving the participant experience.

For designing an automated platform that brings operational efficiency to share plan reporting, GEO is pleased to recognize Unilever as a winner of the '2020 Best Use of Technology Award'.

Amazon employs approximately 625,000 people in 52 countries. Amazon wishes to recognize Moss Adams LLP for their professional contributions to this award-winning share plan.

Best Use of Video Communication

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

THE RECIPIENT OF THE 2020 BEST USE OF VIDEO COMMUNICATION AWARD IS:



UNILEVER plc, UNITED KINGDOM
Management Co-Investment Plan (MCIP) Vest
(Over 25,000 Employees)

Unilever's generous Management Co-Investment Plan (MCIP) allows executive-level employees to invest up to 100% of their gross annual bonus into Unilever shares and, for every share they purchase, receive one free match share (1:1) in return. These conditional shares vest after three years, between 0-200%, depending on the long-term performance of the company against its objectives, giving the employee the opportunity to make a very good return on their original investment.

Despite healthy participant rates of around 70%, Unilever's data strongly suggested participants lacked understanding of how company performance corresponded with vesting shares. This revelation made it clear that the plan did not align employees with company goals or increase employee loyalty.

In response, Unilever produced a video communication to directly address vesting employees in an effective and impactful way. Unilever boldly produced personalized videos for more than 1,500 participants with specific plan and investment details.

The video's personalization featured participant names and their specific MCIP details including their own initial investment, their annual bonus, how many shares they had purchased, how many conditional match shares the company had awarded them, and most excitingly, the value of their investment compared to three years ago.

With participants in 80 culturally-diverse countries, the video content presented the information and personalized data in a way that was quick to understand and easy to digest by all, whilst adhering to the Unilever brand. The video was watched in full by over 60% of the target participant audience.

The judges agreed that the video communication's detailed personalization was an inspired way to foster an understanding and appreciation of the true value of the share plan. They considered the 'excellent' video to be extremely informative and engaging, and that it transcended the many countries and cultures.

GEO is pleased to recognize Unilever as a winner of the '2020 Best Use of Video Communication Award' for delivering personalized videos on such a broad scale and, quite possibly, being the first company to globally launch a project of this nature.

Unilever employs approximately 160,000 people in over 100 countries. Unilever wishes to recognize Computershare for their professional contributions to this award-winning share plan.

Global Shares

Sending our **warmest congratulations** to our winning clients and all award recipients for your impressive achievements at theGEO 2020 Awards.

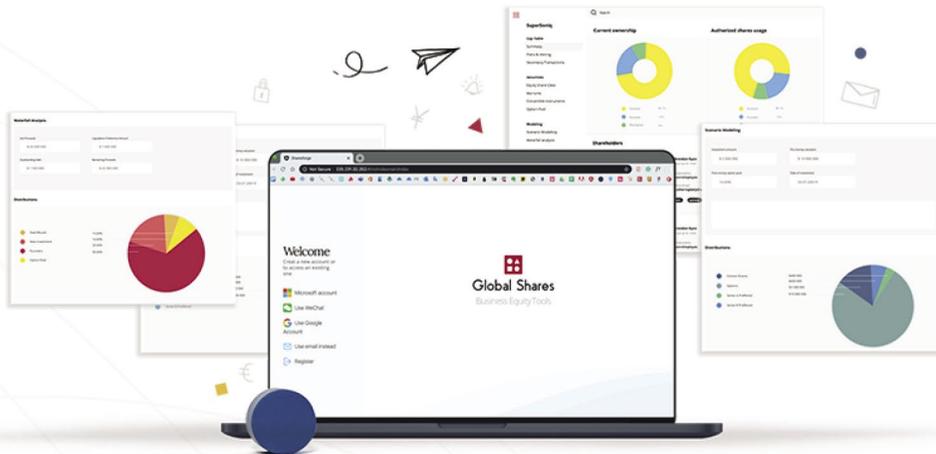


Assicurazioni Generali S.p.A.

- ✓ **Best Plan Communication 2020**
(over 25,000 employees)

The Sage Group

- ✓ **Best Plan Communication 2020**
(Between 5,000-25,000 employees)



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Most Creative Solution

Companies regularly face challenges—whether a result of complex plan design or extension of a plan globally— 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 2020 MOST CREATIVE SOLUTION AWARD ARE:



EASYJET PLC, UNITED KINGDOM
easyJet Save As You Earn
(Between 5,000 and 25,000 Employees)

easyJet has succeeded in providing award-winning share plans for the past 14 years. Yet despite their share plans already being highly effective, they are always striving to improve their plans' appeal by adapting their communications to better connect with each of their eligible employees.

To this end, easyJet took a deeper dive into the participation data of their existing equity plans with a goal of truly understanding why some eligible workers chose not to participate.

Analysis of detailed plan data for participating and non-participating employees, including by geography and employment category, allowed easyJet to identify and successfully target under-participating work groups with tailored plan communications to drive engagement.

As part of this analysis, they found that their cabin crew employees were the only community in which participation was below the average for their SAYE plan. This discovery drove a comprehensive review of the clarity and design of their 2018 program of communications which had included a 13-page online brochure, invitation and reminder emails, alongside posters printed and displayed in crew rooms and rest rooms.

easyJet set about refreshing their SAYE plan communication approach for this mobile audience. To make the plan enticing and easier for their cabin crew to make informed equity decisions, they started by simplifying the message.

Employees were asked to 'join the conversation' via mobile-friendly media formats and with vibrant and relevant images that reflected the plan benefits.

SMS communications complemented revamped emails and plan information hosted on easyJet's 'Workforce' internal social media platform, mobile app and online employee portal. The lengthy online brochure was exchanged for a SAYE FAQ one-page summary document and online posters were deployed in common areas and hosted on electronic noticeboards providing further visibility and promoting increased awareness across all groups of employees at key times.

This digital approach ensured accessibility for employees as well as an easy flow of information and two-way Q&As with the Reward Team throughout the invitation period.

As a result, the 2019 participation rates showed an increased take up across all communities, including cabin crew, from 48.3% of eligible employees to 55%.

The judges unanimously agreed that easyJet's creative and targeted approach to analyzing trends and improving plan participation was both effective and inspired. Furthermore, they thought that easyJet had succeeded in identifying the right messages and communication methods to engage their specific target audience, with great results.

For their pioneering analysis and very creative solution to an employee participation gap, GEO is pleased to recognize easyJet plc as a winner of the '2020 Most Creative Solution' Award.

easyJet plc employs approximately 14,000 people in 8 countries. easyJet plc wishes to recognize Equiniti for their professional contributions to this award-winning share plan.



**SLACK TECHNOLOGIES, INC.,
UNITED STATES
Employee Stock Purchase Plan (ESPP)
(Under 5,000 Employees)**

When Slack went public via a direct listing, all Restricted Share Units (‘RSUs’) held by its employees vested and participants were able to sell their shares on the first day of trading on the New York Stock Exchange.

In the US, the full value of the vested RSUs is considered supplemental income on which participants are required to immediately pay withholding taxes. So, with some of its employees facing a potentially challenging tax withholding situation, Slack designed a unique and automated platform to manage this exposure with affected employees.

The Slack payroll team analyzed consolidated earnings information to identify employees expected to owe significant taxes, then very creatively, invented their own automated ‘TaxBot’, to contact employees about additional tax withholding rates to lower their liability and manage the overall program.

The TaxBot contacted affected employees with a recommended additional federal withholding percentage, who were then given the option to opt-in for the additional withholding percentage, or to continue with standard supplemental federal rates.

Slack found that the TaxBot impacted participant behavior far beyond the previously adopted traditional communication methods. This creative solution to a mundane problem successfully executed withholding changes for nearly 75% of the impacted population.

TaxBot not only executed its mission but provided an unexpected benefit with enhanced record keeping; it held a comprehensive audit trail and provided the elected rates to equity team via an importable file.

Following its success, Slack has begun exploring other uses for TaxBot, including streamlining year-end requirements by obtaining consent for 6039 reporting annually, delivering ISO DD surveys, and reminding employees to review their taxes.

The judging panel commended the steps Slack had taken to anticipate and solve an issue for its employees by leveraging their in-house capabilities. The TaxBot helped participants in a friendly and collaborative way, resulting in a positive experience as well as a reduced tax burden. The judges gave extra credit to Slack for enabling employees to sell RSUs on day one of trading, considering it a ground-breaking achievement.

For ensuring their direct listing was a positive experience for all employees, GEO is pleased to recognize Slack Technologies as a winner of the ‘2020 Most Creative Solution’ Award.

Slack Technologies employs approximately 1,850 people in 9 countries. Slack Technologies wishes to recognize Morgan Stanley at Work for their professional contributions to this award-winning share plan.

Most Innovative and Creative Plan Design

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

THE RECIPIENT OF THE 2020 MOST INNOVATIVE AND CREATIVE PLAN DESIGN AWARD IS:



AXON

AXON ENTERPRISE, INC., UNITED STATES
eXponential Stock Performance Plan ("XSPP")
(Under 5,000 Employees)

In a period of heightened sensitivity towards CEO compensation, this forward-looking company, spurred on by its CEO founder, created a unique broad-based share plan that aligned all employees with the CEO's compensation plan, giving up his base pay for the next 10-years to ensure employees had an opportunity to realize substantially more compensation based on successful company growth.

Axon's revolutionary eXponential Stock Performance Plan (the 'XSPP') plan design substituted short-term, guaranteed share-based and cash compensation for long-term, performance-vesting share-based compensation to deliver market competitive total pay. Combing employee-friendly concepts of a stock purchase plan with rigorous performance criteria typically included only at the executive level, this innovative plan design was deployed broadly.

All eligible full-time US employees were granted XSUs, a special type of performance-based restricted stock unit award modeled on the 2018 CEO Performance Award. Moreover, certain employees had the opportunity to elect to receive additional XSUs by foregoing a percentage of the value of their future target compensation over the next nine years. These received an upfront, lump sum grant intended to replace the foregone target compensation for the next nine years. The plan had 12 separate market capitalization goals and 16 separate operational goals that were carefully measured and based on escalating revenue and adjusted EBITDA, designed by the Compensation Committee to motivate top-line and bottom-line operational rigor.

The XSPP rewarded employees twofold: with the stable base compensation enabled at a profitable technology company, as well as with the outsized long-term rewards expected at a fast-growing startup.

The plan combined employee-friendly concepts seen in broad-based purchase programs with rigorous, shareholder-friendly growth criteria normally limited to CEOs. Aligning the entire company around clearly defined market cap, revenue and EBITDA performance goals, the plan strengthened Axon's ability to retain and recruit top technical talent and incentivize universal alignment with the company's other shareholders.

The judges considered the application of executive performance metrics to a broad-based plan a bold and inspiring strategic move. They applauded their CEO for making a personal sacrifice to offer employees a meaningful share ownership opportunity.

For their innovative approach to share ownership, motivation, and sound corporate governance, GEO is pleased to recognize Axon as a winner of the '2020 Most Innovative and Creative Plan Design Award'.

Axon employs around 1,100 people in 6 countries. Axon wishes to recognize Aon, Equity Methods, Goodwin Proctor, and UBS for their professional contributions to this award-winning share plan.

Best Use of a Share Plan in Support of Corporate Social Responsibility (CSR)

Corporate responsibility has become a frequently discussed topic in many boardrooms. Companies are looking to share plan programs to reinforce areas such as ethical behavior, social responsibility, and sustainability. This award category is designed to honor companies that have successfully designed and implemented an equity-based plan that supports the company's objectives in areas such as sustainability, emphasis of a specific CSR objective, facilitation of a culture change, focus on diversity and/or equality, or other corporate social responsibility targets. The criteria for this category are based on an assessment of the strategic alignment of the share plan goals with the company's CSR objectives, plan participation and other ways of involving employees in a successful culture change.

THE RECIPIENT OF THE 2020 BEST USE OF A SHARE PLAN IN SUPPORT OF CORPORATE SOCIAL RESPONSIBILITY IS:



ROYAL DUTCH SHELL PLC, THE NETHERLANDS
CENTS4SENSE
(Over 25,000 Employees)

Shell is seeking to drive transparency around the topic of climate change and, led by their CEO, Ben van Beurden, is openly passionate about the environment and the role large organizations must play in the transition to a lower-carbon energy system.

In line with the world's energy system changes and the Paris Agreement, Shell was the first international oil and gas company to set the ambition to reduce the Net Carbon Footprint ('NCF') of the energy products it sells, uniquely considering their full life-cycle emissions, including customers' emissions associated with using them, by 2050.

In 2018, Shell took the major step of linking this ambition and their nearer-term NCF targets to executive remuneration. A new 'Energy Transition' performance metric was introduced to their long-term incentive plan that measures achievement towards reduction of our Net Carbon Footprint. Measures include targets around: a target for reducing the NCF of the energy products Shell sells; selective investments in power generation, as well as in business models based on reselling power generated by others; commercialization of advanced biofuel technology, one of the most important steps in energy transition; and the development of systems to capture and absorb carbon.

The judges applauded Shell's inclusion of an environmental performance measure in their executive plan, considering it a market leading development in the evolution of performance measures and an effective tool that provided visibility of Shell's achievements and progress towards their net carbon footprint ambitions.

For using equity to deliver on their commitment to sustainability, GEO is pleased to recognize Royal Dutch Shell as a winner of the '2020 Best Use of a Share Plan in Support of Corporate Social Responsibility Award'.

Royal Dutch Shell employs around 82,000 people in more than 70 countries. Royal Dutch Shell wishes to recognize Computershare for their professional contributions to this award-winning share plan.

2020 Judges' Award

RUTGERS

School of Management
and Labor Relations

RUTGERS UNIVERSITY AND FELLOWSHIP

Institute for the Study of Employee Ownership and Profit Sharing

Adeptly led by Professor Joseph Blasi, the Rutgers University's Institute for the Study of Employee Ownership and Profit Sharing exists to progress education and research in the field of equity compensation and to drive employee engagement through share ownership.

The Institute studies the current and emerging models of employee share ownership and profit share plans in corporations and society within the United States and around the world.

This center of excellence researches methods that broaden financial participation and inclusion in the economy and business organizations, allowing employees to be fully-engaged and share in the rewards of their work.

It makes both empirical datasets and qualitative case studies widely available for education and research and encourages the work of scholars through the J. Robert Beyster Professorship and a national competitive Fellowship Program.

Published works by Institute scholars are accessible to businesses and individuals exploring employee share ownership while also providing technical assistance and executive, professional, and employee education.

The Fellowship Program includes both senior scholars and recognized experts as Faculty Fellows and Mentors, Executive Fellows, and Senior Fellows.

The Institute convenes the two largest scholarly conferences on these issues in the US and the world as well as develops and disseminates educational materials to encourage graduate and undergraduate education at Rutgers and other colleges through the Curriculum Library for Employee Ownership.

In recognition of their outstanding work and dedication to our industry, its positive impact on educational standards and for creating opportunities for both individuals and companies, the judges are pleased to recognize The Institute for the Study of Employee Ownership and Profit Sharing.

2020 GEO Pioneer Award



Jay Foley
Managing Director, Computershare

GEO's 2020 Pioneer Award Winner, Jay Foley, is truly a pioneer supporter of GEO, having been actively engaged with GEO since its inception and an attendee to all 22 of GEO's Annual Conferences, as well as active supporter through the local New York and London GEO chapters. Jay served as a member of GEO's Board of Directors for more than 11 years, and during this period he held multiple Chair roles, including serving as GEO's Treasurer and Chair of the Finance Committee and Chair of the Strategic Expansion Committee, helping ensure GEO's long-term financial viability and driving GEO's expansion to new markets where support for equity compensation expertise is needed.

During his tenure on the GEO Board, Jay served the organization with spirited dedication, focused on what he personally could do to support the GEO community with additional forms of training and education for share plan professionals and ensuring that GEO remained positioned to build upon its successful conferences around the world. Through his involvement with GEO, Jay is directly credited with identifying alternative revenue opportunities which have been critical to GEO's ongoing, long-term success.

Jay Foley is a Managing Director, and Head of Plan Managers for UK and Europe with Computershare, based in London. Jay has been involved with the Equity Plan Administration services for more than 20 years.

Congratulations and thank you, Jay, for your pioneering efforts in support of GEO!

The 2020 GEO Star Awards



Jordan Dorich, Compensation Analyst, Gallagher

Part of GEO's 'Next Gen' Committee, was a key participant in an important project, undertaking a detailed evaluation of GEO's front-facing technology and online presence so assist in attracting Millennials and Generation Z to GEO's events and membership base. Jordan presented his analysis to the GEO Board of Directors which was extremely well received and will be used to improve GEO's offer to younger share plan professionals. Jordan has also supported GEO's Issuer Council for the past five years, focusing on managing the annual issuer survey. Not only does Jordan manage the content, building and circulating the survey, he performs vital analysis and reports his findings back to the Issuer Council and GEO's Board. For Jordan's invaluable contributions to research data, GEO is delighted to recognize him as a GEO Star.



Stephen Fackler, Partner, Gibson, Dunn & Crutcher LLP

Since GEO's inception in 1999, Stephen has provided outstanding pro bono legal counsel to the organization. Instrumental in establishing GEO, Stephen's professional contributions span creating and updating important governance documents and agreements and reviewing complex contracts, to advising on vital areas of legal compliance such as data privacy, employment agreements and much, much more. Stephen has selflessly provided expert counsel amounting to a value of around US\$1 million over the years and keeps GEO confidently operating around the world. Stephen is a true example of the spirit of volunteering and GEO very graciously recognizes him as an outstanding GEO Star for his crucial service and ongoing support.

The 2020 GEO Chapter Awards



Chapter of the Year

UK AND CHANNEL ISLANDS

In 2020, the UK and Channel Islands chapter went through a radical transformation and redefined its structure and strategic approach.

An entirely new leadership team was onboarded. Applications to join the team were solicited to ensure a broad and balanced skillset, and roles carefully allocated to successful candidates.

The chapter's events program was also reinvented. More events were hosted than ever before and a variety of social events punctuated the regular educational meetings, diverse enough in content to appeal to the X, Y and Z generations. Chapter activity was extended throughout the entire geography, with sub-committees established to support local market events.

The chapter also embarked upon sponsorship fund raising, not just in support of their own local GEO community, but for GEO globally.

The chapter is more than deserving of formal recognition for its creativity, dedication and for having the foresight and courage to start with a blank sheet of paper. Well done, UK & Channel Islands!



New Chapter of the Year

ISRAEL

Established in 2020, the Israel chapter has quickly demonstrated a strong appetite for sharing and advancing knowledge within its local stock plan community.

All credit to the leadership team, not only has the chapter hosted impressive events but they have been very well attended. Delegate numbers are consistently high and have included a high number of representatives from issuing companies.

After this flying start, we are excited to see what the future has in store for this chapter and look forward to welcoming Israel's event attendees as new GEO members.

Congratulations to Israel, GEO's New Chapter of the Year!

The 2020/2021 Class of GEO Fellows

GEO has elected as Fellows members whose visionary leadership and excellence have fundamentally advanced the global share plan landscape. We are delighted to announce that 26 members from 3 different countries will join the 2020/2021 Class of Fellows.

About GEO Fellows

GEO Fellows is a recognition bestowed upon distinguished senior-level members of the global equity and executive compensation industry. Recipients demonstrate leadership, integrity, involvement and contributions to the global equity profession. The appointment serves to acknowledge industry leaders, ensure that thought leaders have a continuing role in the profession, and provides a platform for individuals to continue to serve and participate in GEO.

Recipients will proudly showcase 'FGE' ('Fellow Global Equity') after their name, have access exclusive Fellows-only events and activities alongside other senior professionals and serve as a resource for continued promotion and development of the share plan profession.

Introducing the 2020/2021 Class of GEO Fellows (in alphabetical order)

Danyle Anderson, FGE, US

Paul Arens, FGE, US

Rosalie Borzumato, FGE, US

Jon Burg, FGE, US

Matthew Connor, FGE, US

Janet Cooper OBE, FGE, UK

Cherie Curry, FGE, US

Salvador Espinosa de los Monteros, FGE, ES

Nadine Franczyk, FGE, US

John Hammond, FGE, US

Daniel Kapinos, FGE, US

Jost Meye, FGE, ES

Thomas Paleka, FGE, US

Mitan Patel, FGE, UK

Mike Pewton, FGE, ES

Britta Puschendorf, FGE, US

Julie Shepherd, FGE, UK

Robyn Shutak, FGE, US

Pat Sims, FGE, UK

Thomas Swindle, FGE, US

Jule Torre, FGE, US

Claudia Torres-Yanez, FGE, US

Sean Trotman, FGE, US

Jessica Vinsand, FGE, US

Keirstin Wright, FGE, US

Marlene Zobayan, FGE, US



Congratulations to this class of GEO Fellows, all of whom represent the foremost leaders in equity and executive compensation across the world. Each recipient is outstanding in their field and a passionate ambassador for share ownership.

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.)
- 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 and online GEOconnect community.

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

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