



20th Anniversary

GEO | AMSTERDAM | 2019

10-12 APRIL, GRAND HOTEL KRASNAPOLSKY

Into the Wild: Taking Your Local Share Plan Global

Sue Benefield, Head of Remuneration, DuluxGroup

Micaela Costello, Head of Remuneration, CSL

Michelle Kassis, Director in Employee Equity Services, PwC Australia

Matthew Reed, Head of Client Relations, Computershare

Into the Wild



Taking Your Local Share Plan Global

Your tour guides



Sue Benefield

Head of Remuneration DuluxGroup



Micaela Costello

Head of Remuneration CSL Limited



Michelle Kassis

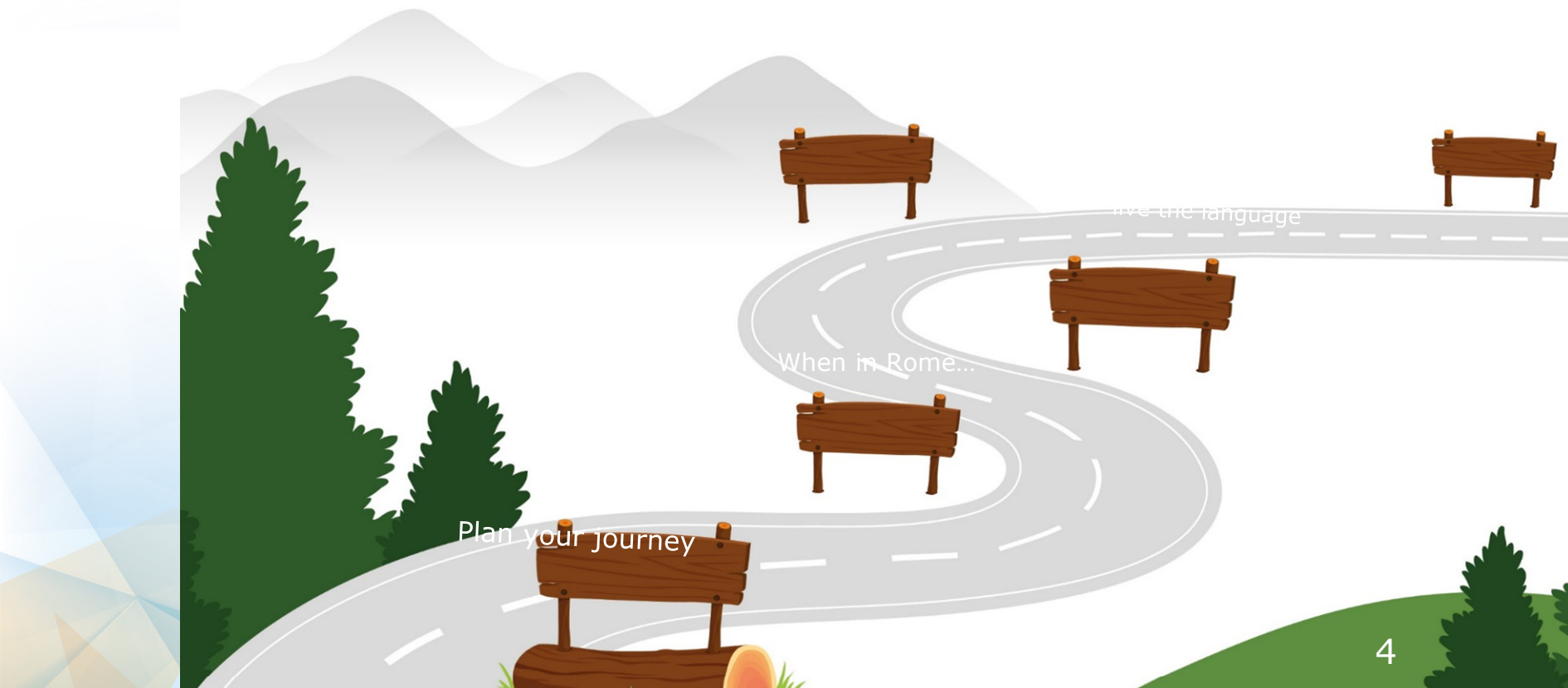
Employee Equity Services Director
PwC Australia



Matthew Reed

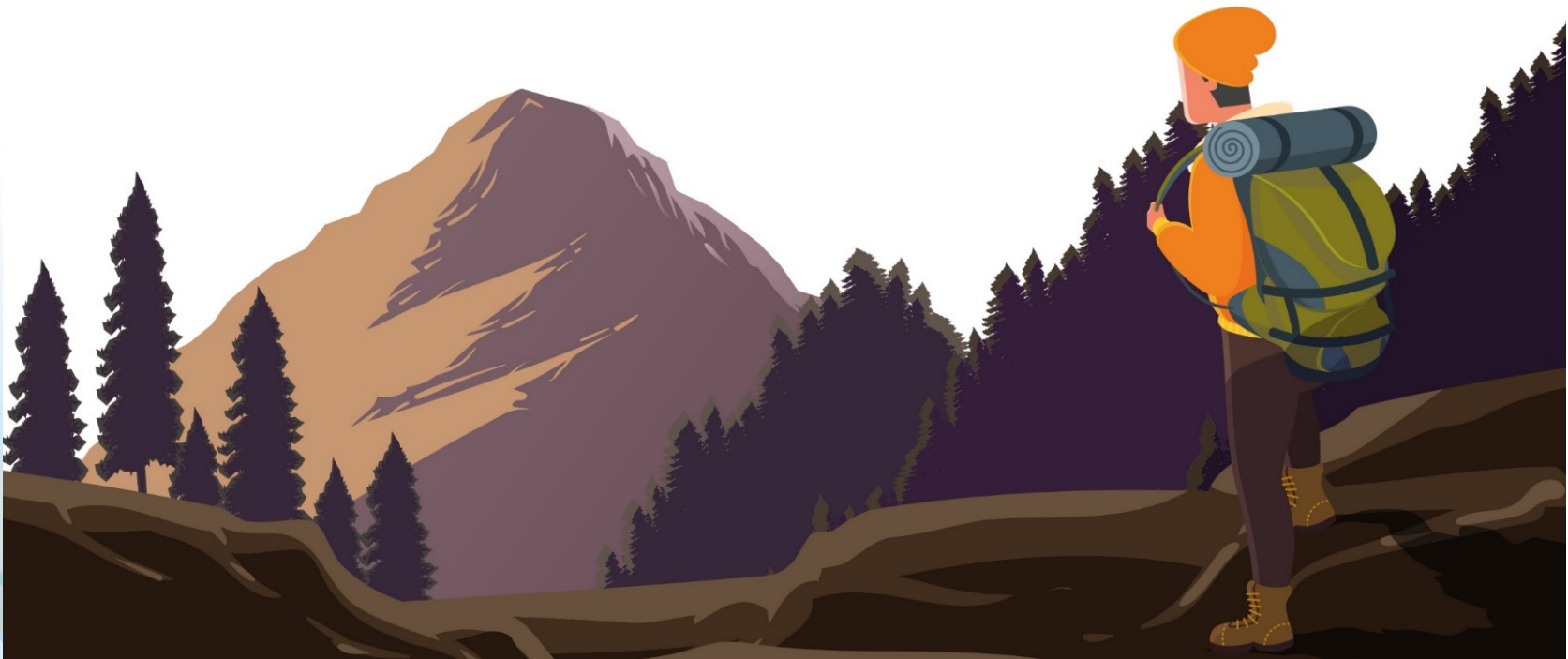
Head of Client Relations
Computershare Plan Managers

Agenda: 5 musts for a wild adventure



Plan your journey

/ The philosophy and purpose of your plan



The philosophy and purpose of your plan

- An agreed understanding of the philosophy and purpose of a plan is paramount when planning for a global plan roll-out.
It provides the foundation from which decisions around design can be made.
- CSL and Dulux operate two very different all employee share plans but regardless of the design, both plans are built on similar corporate philosophies and are designed to meet a specific purpose.

Purpose

CSL – GESP

- **Equity as the enabler** – Providing a platform / forum through which CSL can enable the achievement of strategic objectives around talent (attraction, retention and reward)
- **Equity as the investment vehicle** – Providing a shareholder experience, allowing for sharing in capital growth and success of the organisation

Dulux – OurShare

- **Equity as the enabler** – Facilitating the “Run the business as your Own” philosophy and a sense of co-ownership: “for each share you buy, we’ll buy one for you”
- **Equity as the investment vehicle** – Providing an easy platform for employees to become shareholders and encouraging long term share ownership

Q1 – Where do you offer your all employee share plan?

- A. Home country only
- B. Up to 10 countries
- C. 10 to 25 countries
- D. More than 25 countries

When in Rome, do as the Romans do? Or.....
do as you would have done at home?

/ The design of your plan



The design of your plan

You have a locally agreed plan design and it works well. What do you do now to take it global? Will it be the same plan in every location regardless of what works, or do you tweak the plan to make it work and/or take advantage of local concessions?

Before taking a local plan global, there are some fundamental design considerations that need to be addressed:

1. Where will the plan be offered?
2. Will the plan be the same or different based on jurisdiction?
3. Will you consider local tax benefits or tax advantaged plans?

CSL



GESP offered in 36 countries



Same design in all locations



Post tax minimum 15% discount



An employee elected restriction period

Dulux



OurShare offered in 7 countries



Share match based plan



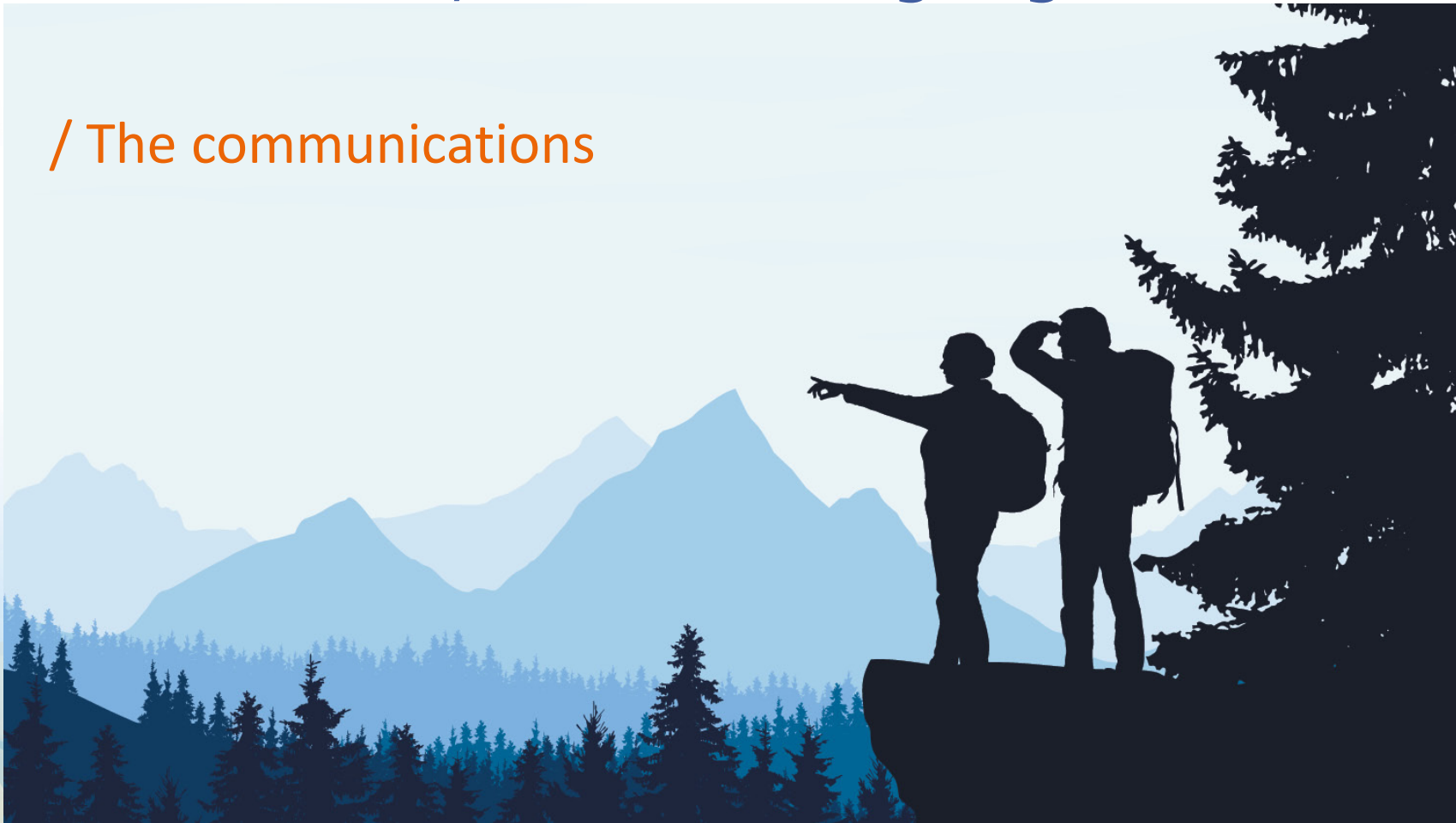
Different design based on what works for a location



Set restriction period for all shares (purchased and matched)

Become a local, live the language

/ The communications



Communicating your plan

For a plan to achieve its purpose and be a success, employees need to understand the plan, what they are receiving and the benefits. Communication in all forms is paramount to this.

Keys to effective communication:

- Clear message
- Accessible communication
- Different formats that appeal to different employees

CSL and Dulux needed to consider

- 1 What to communicate – what is the key message?
- 2 Should the communication be in one language or several?
- 3 How do you make the communication accessible to those with limited access to technology?
- 4 What form should the communication take?







Obey the law of the land

/ Administration and compliance



Administering your plan

-  **1** Consider tax and legal requirements pre and post grant
-  **2** Are the requirements onerous or burdensome?
-  **3** Consider the practical administration
-  **4** How can you ease the administrative burden?



Q2 – When it comes to tax, do you

- A. Work out a tax rate per individual
- B. Calculate a tax rate across certain groups of employees
- C. Use the same rate for everyone in a country

And reflect

/ Defining and measuring success



Measuring the success of your plan

 30%

CSL participation rate

 70%

Dulux participation rate

- 1 Is this enough to measure success?
- 2 Success must be defined to align with plan purpose.
- 3 Is it about more than participation rates?
Do you consider withdrawal and sales rates?



Thank You



Thank You

Sue Benefield

DuluxGroup

sue.benefield@duluxgroup.com.au

Micaela Costello

CSL

Micaela.Costello@CSLBehring.com

Michelle Kassis

PwC

michelle.kassis@pwc.com

Matthew Reed

Computershare

matthew.reed@computershare.com.au

Thank You

Thank you for attending **GEO's 20th Annual Conference** in Amsterdam, The Netherlands. We hope you enjoyed this session.

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