

#ProShareAwards

Winners Book



ProShare
AWARDS 2025



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Sophie Altaf Head of ProShare

Congratulations to all those committed to employee share ownership!

The 2025 ProShare Awards submissions have demonstrated a great level of excellence in, and commitment to, employee share ownership by the companies and supporting firms involved! Congratulations to all the winning companies, teams and individuals – you are truly deserving of the recognition from our industry of your great efforts and results.

I want also to take this moment to acknowledge the companies who made the shortlist – your work showed dedication and passion for the importance of employee share ownership, and I hope you feel proud of your accomplishments!

As always, the competition was fierce, and the margin between winning and not was often incredibly narrow, underscoring the excellent stories you all had to share.

This year, we also honour the significant contributions of two outstanding individuals in the employee share ownership sector – Jay Foley and Liz Pierson – their dedication and commitment to our share plan community has been invaluable. We are also delighted to recognise a new rising star among us – Bryony Wilson.

I would like to take this opportunity to thank our expert panel of judges – Janet Cooper OBE, Silvana Glibota-Vigo FCG, Chloe Barry FCG, and Carl Saunders – for sharing their time and expertise so generously to finalise this year's winners. As the newly appointed Head of ProShare, this was my first time behind the scenes, and I can confirm that there are so many of you doing a fantastic job when it comes to championing employee ownership in your firms – and that the judges have an exceedingly challenging process to finalise the winners as the level of excellence is high!

We look forward to learning from this year's winners at our upcoming share plans masterclass, 'Celebrating Excellence', scheduled for Spring 2026. Stay tuned through our LinkedIn page and digital newsletter, or email us on team@ProShare.org.

The ProShare Awards remain the pinnacle event in the share plans calendar - thank you to everyone who has made the 2025 awards so special! Although this is not my first time attending this fabulous event, this is my first on this side of the fence in my new role, and I am honoured to be able to represent our industry and community in all ways - from connecting the community, to lobbying the government. As we head into a new year, I look forward to working more closely with you to elevate ProShare further as our industry's hub, with your support and partnership.

Message from the Chair of Judges

It has been an honour and a privilege to be the Chair of this year's ProShare Awards judges again.

The ProShare Awards celebrate the very best in employee share ownership. In recent years we have added new awards to recognise teams involved in a company's share plan, and rising stars in our industry.

I would like to thank all those companies who have taken the time and effort to enter and share their company's terrific work to make their plans more inclusive and engaging for colleagues. I have been inspired by the wonderful work and the innovation that is being done to involve more employees in the opportunity of becoming share owners.

The number of entries to the ProShare Awards is impressive. As in previous years, the judges were looking for standout entries where companies showed real passion for employee share ownership and have done new things or used old things in a new way. We have seen a renewed focus on the broad-based plans being inclusive and giving employees free shares. We have had the largest number of private company submissions, and it is inspiring to see the creativity in their plans. There is increased support in helping employees understand the value of participating in the share plans. It's a real pleasure to see the efforts going into communicating the plans.

Of course, the true winners are the employees participating in these plans, and their companies that gain a more engaged and productive workforce as a result. My thanks go to my fellow judges Silvana, Carl and Chloe, who have given considerable time and their expertise. I would also like to give a huge thanks to Sophie Altaf on behalf of all of us for joining ProShare and doing such a terrific job, especially this evening.



Janet Cooper OBE

Chair – ProShare Advisory Panel and Judging Panel
NED Nurture Landscapes Group
Independent Director, Cabinet Office

Our Judging Panel



Chloe Barry FCG

Former Group Company Secretary, Kingfisher plc

Chloe will step down as Group Company Secretary of Kingfisher plc in November 2025. Chloe joined Kingfisher – owner of B&Q and Screwfix among other DIY brands – in January 2019 and was appointed Group Company Secretary in December 2021. Chloe started her company secretarial career at PwC in both London and Jersey and has since held a number of company secretarial roles at leading FTSE 100 companies, including BG Group, Centrica, Intercontinental Hotels Group and Electrocomponents. Most recently, Chloe was Group Company Secretary of Sophos Group plc - a FTSE 250 company specialising in security software and hardware. Chloe is a Fellow of the Chartered Governance Institute and is a member of the Institute's Accreditation Panel for Board Performance Reviewers.



Janet Cooper OBE

Independent Director, Cabinet Office

Janet is an experienced Chair, non-executive director and trustee. Janet is a Non-Executive Director of Nurture Landscapes Group an Independent Director at the Cabinet Office, Chairs two remuneration committees and Chairs a group of 150 Remuneration Committee Chairs. Until recently Janet was Acting Chair of RNLI (Lifeboats). Janet has over 30 years' experience of advising on global executive and employee share plans, with Chambers Legal Directory ranking Janet as the top lawyer in this area. Janet developed and led the employee incentives team at Linklaters, where she was a partner for over 20 years, and then co-founded specialist law firm, Tapestry, which she left at the end of 2020. Janet was involved in founding ProShare 30 years ago and now Chairs ProShare's Advisory Panel. Janet also co-founded the Global Equity Organisation in 1999 and was appointed Co-founder and Vice Chair Emeritus.

Our Judging Panel



Silvana Glibota-Vigo FCG

Board Member, CGIUKI

Silvana joined the Board of The Chartered Governance Institute UK & Ireland (CGIUKI) in August 2023, having been a co-opted member since March 2022. She joined Keller Group as Group Head of Secretariat in October 2020. She has been working in corporate governance since 2004 and for UK premium listed companies, including FirstGroup, British Land, International Distributions Services (formerly Royal Mail) and Prudential, since 2006. Silvana is a member of the CGI's Global Policy & Advocacy Committee Thought Leadership Committee, a member of the Governance Officer Apprenticeship Trailblazer Group, and a practitioner member of the European Corporate Governance Institute.



Carl Saunders

Chief Reward Officer, Unilever

In April 2025 Carl joined Unilever as Chief Reward Officer. In that role he shapes and leads Unilever's reward agenda in over 100 markets all around the world. Carl has over 20 years' experience in the FMCG industry and over the last decade he has also led the reward agenda for The Coca-Cola Company, based in Atlanta, USA as well as at Coca-Cola European Partners, based out of Brussels, Belgium. The teams that Carl has led have a common connection: they have all demonstrated a strong commitment to employee share ownership, implemented scaled international employee share ownership programs, and many have been past ProShare winners!

Congratulations to all those shortlisted

AECOM

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 **AVIVA**

 **Babcock**

 **BARCLAYS**

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A BETTER TOMORROW



BT Group


 **CALEDONIA
INVESTMENTS**
Time Well Invested

 **CARLSBERG
BRITVIC**

centrica



DIAGEO



easyJet

Σntain

 **Grant Thornton**

HAL=ON

wetherspoon

Jet2[®] plc

 **Marsh McLennan**

monzo

Personio

Vinted

Winners



Winner



**CALEDONIA
INVESTMENTS**
Time Well Invested

Best New Share Plan

In May 2025, Caledonia Investments plc launched its Share Incentive Plan (SIP), a landmark initiative designed to foster a culture of ownership across the organisation. The plan offers every employee — from executive directors to support staff — the opportunity to become shareholders through a flexible and inclusive structure.

Employees can contribute from £10 up to the statutory maximum, receiving one Matching Share for each Partnership Share purchased. Free Shares were awarded on an opt-out basis, with a tiered structure developed in collaboration with Freshfields to ensure greater value for lower-paid employees.

To enhance accessibility, Caledonia implemented a 1:10 share split and partnered with Cytec Solutions to deliver a fully electronic share plan portal with single sign-on. The portal integrates with discretionary share options, offering employees a comprehensive view of their equity interests.

A robust education campaign supported the launch, including lunch-and-learn sessions with leadership and Fiduchi (the plan trustee), explanatory brochures, employee champions, and structured email communications. This multi-layered approach led to over 80% participation in Partnership Shares, with particularly strong engagement from female employees and back-office staff.

Caledonia extends its thanks to Freshfields LLP for legal guidance, Cytec Solutions for portal development, and Fiduchi for trustee support. The SIP has achieved universal participation, strengthened engagement, and set a new standard for inclusive share plans.

In this category, the judges commended Pollen Street Group for launching a well-considered and inclusive share plan that reflects a strong commitment to employee ownership.

They recognised the clarity of the plan's design, the alignment with company values, and the thoughtful communications that supported its rollout. The initiative stood out as a meaningful step in fostering long-term engagement and ownership within the organisation. Pollen Street Group would like to thank MUFG Corporate Markets for its support as plan administrator.

#ProShareAwards

Winner



Best New Share Plan in a Private Company

In 2025, Personio launched two new equity plans—the German ESOP and the Global RSU Program—replacing its previous virtual stock option plan (VESOP). This strategic shift aimed to foster genuine ownership among employees and leverage new tax-favoured legislation in Germany. The ESOP is tailored to German employees, while the RSU program covers Ireland, UK, Spain, Netherlands, and the USA.

Personio’s transition was inclusive and transparent. All employees were offered the option to transfer existing awards into the new plans, with clear documentation and support through ‘Office Hours’ and Q&A sessions. Communications were simplified and delivered through multiple channels including slide decks, calculators, and 20 enablement sessions.

The company’s equity philosophy reflects its broader values of social responsibility and empowerment. With 100% of employees eligible to participate, Personio demonstrated its commitment to equity ownership. The Personio Foundation, holding 1% of company shares, further underscores this ethos.

Personio thanks its advisors—YPOG, Wilson Sonsini, and Equity People—and its equity platform provider Ledgy, appointed after a competitive RFP process. Their support was instrumental in navigating complex legislation and delivering a user-friendly experience.

By embracing real equity over virtual options, Personio has set a new standard for private companies, aligning employee incentives with long-term growth and ownership.

In this category, the judges commended Grant Thornton UK Advisory & Tax LLP for launching a share plan that provides employees with an opportunity to benefit from share ownership.

They noted the clarity of the communications and the alignment with the firm’s values. The initiative stood out for its strategic intent and the positive impact on employee engagement within a private company setting in a professional service firm. Grant Thornton would like to thank Stitch (Deloitte) for its support.

#ProShareAwards

Winner

DIAGEO



Best International Share Plan

Diageo's One World Share Incentive Plan exemplifies global excellence in employee ownership. Launched in 2025, the plan was designed to mirror the UK SIP and extend equitable share ownership to Diageo's global workforce. With a 2-year vesting period for Matching shares and a generous Free Share award of £500 per eligible employee, the plan created 15,000 new shareholders and reached a total of 17,000 employees including Phantom award recipients.

Employees can contribute between £10 and £150 monthly, receiving one Matching share for every two purchased. Fractional shares and local currency equivalents ensure inclusivity. Uptake has exceeded expectations, with Phase 1 achieving 40% participation—80% of which is below management level.

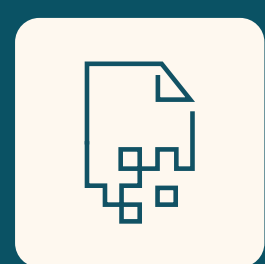
The communications campaign, branded as 'Walking Forward Together', included global webinars, in-person sessions, and multilingual materials. EquatePlus mobile app access ensured participation from employees in remote and production-based roles.

The plan's success was driven by cross-functional collaboration across Diageo's internal teams — Treasury, HR/Reward, Payroll Governance, Group Tax, and Co Sec — and strong partnerships with external experts. Diageo's commitment to financial wellness, ownership culture, and inclusive engagement has set a new benchmark for international share plans.

Diageo thanks Computershare for platform delivery, Clifford Chance for legal due diligence, EY for tax and regulatory advice, and District 6, Eximia and Stitch (Deloitte) for communications strategy and design.

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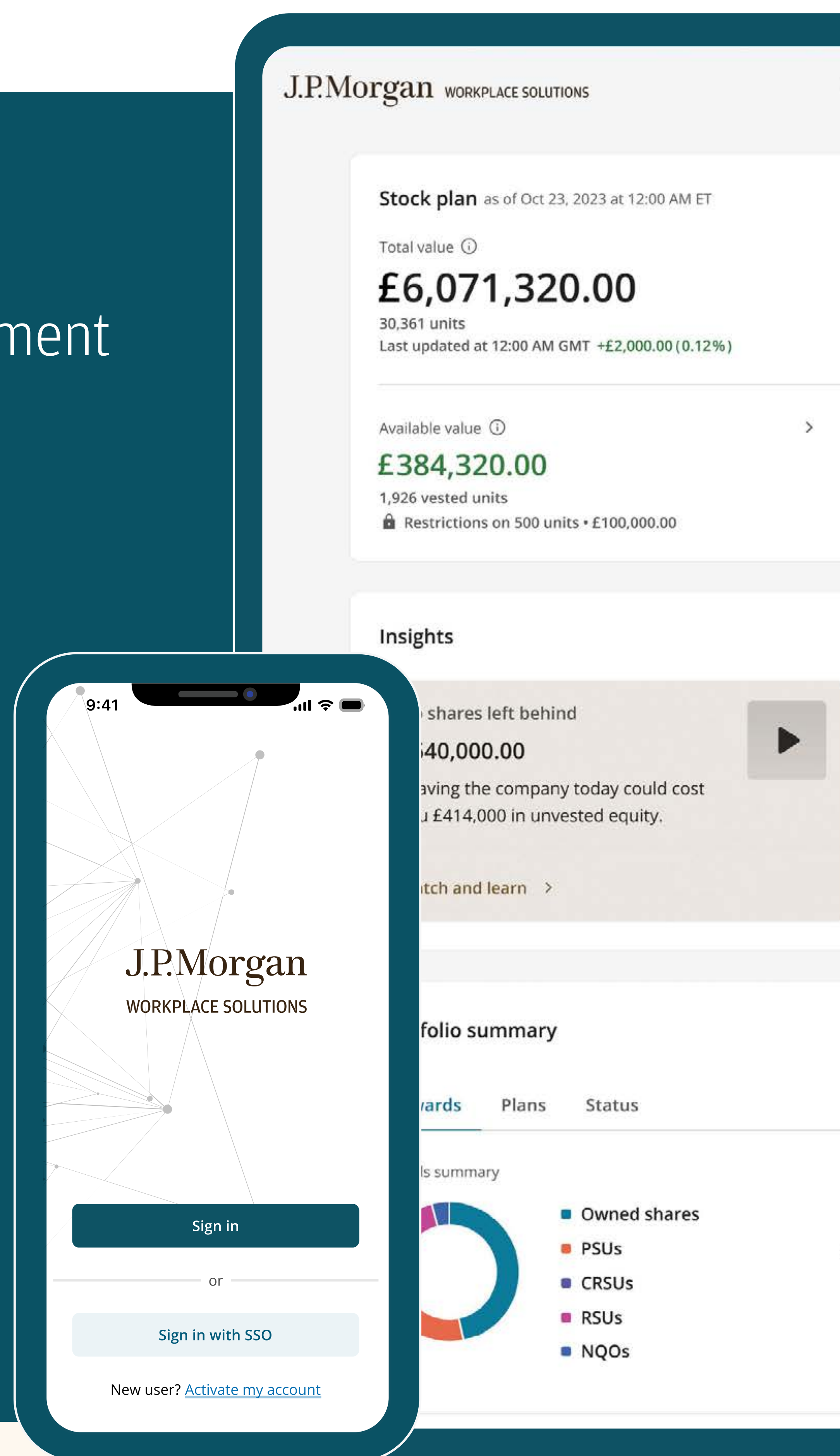


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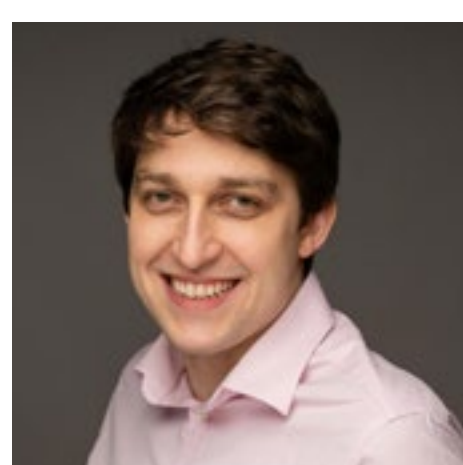
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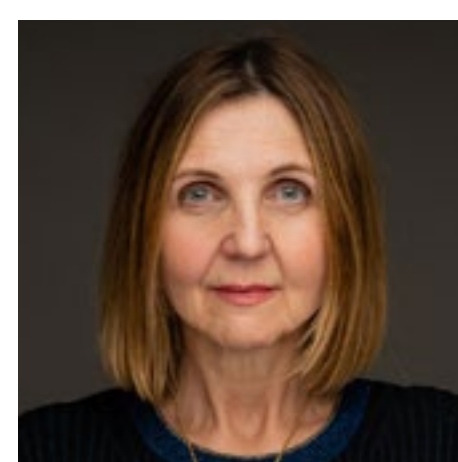
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Winner



Most Effective Communication of an Employee Share Plan (501-5,000 employees)

In 2025, Crest Nicholson launched a new Share Incentive Plan (SIP) alongside its annual Sharesave invitation, marking a significant step in fostering colleague ownership and long-term engagement. The company's communication strategy was built on clarity, innovation, and inclusivity, ensuring that every colleague – regardless of role, location, or digital access – could confidently understand and participate in the plans.

A multi-format campaign was developed, including a mobile-optimised microsite, animated explainer videos, digital guides, and printed materials such as QR-coded business cards for site-based staff. Messaging was reinforced through email, screensavers, and digital displays, while formal communications were supported by MUFG Corporate Markets. The Company Secretarial team led a national roadshow, visiting every new build site to deliver in-person briefings, answer questions, and build trust.

Inclusivity was central to the approach, with targeted engagement for underrepresented groups and tailored messaging informed by internal data. Collaboration between the Company Secretarial and Internal Communications teams ensured the campaign was empathetic, relevant, and responsive to colleague feedback.

Early results show 22% SIP enrolment, with nearly a third of participants from site-based roles – demonstrating the campaign's reach and impact. Crest Nicholson would like to thank MUFG Corporate Markets for its support in delivering this successful initiative.

#ProShareAwards

Winner

HALEON



Most Effective Communication of an Employee Share Plan (5,001–50,000 employees)

Following its listing on the LSE and NYSE in July 2022, Haleon launched the Haleon Ownership Award (HOA) to celebrate its independence and recognise the contribution of every permanent employee from day one. The award granted 100 shares to approximately 17,000 employees globally. At vesting, Haleon faced the challenge of clearly communicating the value of this reward, including tax implications, dividends, and ownership benefits, to a diverse workforce with varying levels of financial literacy.

In collaboration with Computershare and Radley Yeldar, Haleon developed a bold, multi-channel campaign that stripped away financial jargon and made share ownership feel personal and exciting. The campaign used plain English, light humour, and relatable examples, supported by inclusive visuals featuring real employees. Key assets included teaser films, posters, townhall updates, a simplified Employee Guide translated into nine languages, and a glossary of financial terms.

Employee involvement was central, with cross-functional teams shaping tone and content through workshops and feedback sessions. The campaign achieved exceptional engagement: the SharePlan site saw 14,496 visits, Viva Engage posts received over 39,000 views, and feedback was overwhelmingly positive.

Haleon would like to thank Computershare, Radley Yeldar and EY, for their collaboration and creativity.

In this category, the judges commended Rolls-Royce plc for its clear, well-branded and inclusive communications strategy.

They recognised the thoughtful use of varied media, the alignment with strategic messaging, and the strong focus on accessibility and engagement across a diverse employee base. The campaign demonstrated a commitment to helping employees make informed decisions through effective and targeted communication. Rolls-Royce would like to recognise Equiniti and Eximia for their support.

Winner



Most Effective Communication of an Employee Share Plan (50,000+ employees)

Anglo American demonstrated a comprehensive and inclusive strategy to support over 60,000 employees across 19 countries during a major corporate transformation. Following the demerger of its Platinum business in May 2025, Anglo American faced the challenge of explaining complex changes across nine different share plans, each with varying impacts and requirements.

To meet this challenge, Anglo American partnered with Eximia to develop a global digital hub, enabling employees to navigate by country and plan to understand the implications of the demerger. The hub featured plain-language content, multilingual translations, and was accessible via both online and offline channels, including printed materials with QR codes. A fictional narrative, “Matt’s story,” helped demystify financial concepts and guide employees through the changes in a relatable way.

Face-to-face engagement was also prioritised, with manager packs, union briefings, and a dedicated mailbox offering personalised support. The campaign achieved over 24,000 hub visits, 3,165 clicks to administrator portals, and sustained share plan participation despite significant organisational change.

Anglo American would like to thank the communications team at Eximia and its plan administrators: Equiniti, Howells, Computershare and Shareforce, for their collaboration in delivering a clear, confident, and human-centred communications strategy.



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DIAGEO

KERRY



Winner



Most Effective Communication of an Employee Share Plan in a Private Company

In 2024, Vinted ran a \$340m secondary share sale, giving over 1,100 employees across 12 European countries the chance to realise value from their vested options. This marked a major milestone in Vinted's equity journey and reinforced its belief in ownership, transparency, and empowerment.

Vinted delivered clear, inclusive communications tailored to current employees, those on leave, and alumni. It used emails, intranet posts, videos, and presentations to explain the process. Employees received personalised guidance from tax and legal experts, helping them navigate local rules and make informed decisions.

The company supported understanding through workshops, webinars, and one-to-one sessions. These efforts helped 87% of eligible option holders activate their Ledgy accounts, following a seamless transition from their previous provider, in under three months.

Vinted's equity philosophy reflects its values: aim high, take ownership, co-create, care, and grow. Equity is central to its Total Rewards strategy, aligning personal success with company growth and fostering cross-functional collaboration.

By combining strategic equity design with exceptional communication, Vinted has built a well-informed, engaged workforce. It sets a new standard for private companies, proving that equity can be inclusive, empowering, and transformative.

Vinted thanks its advisors and platform provider Ledgy, appointed after a competitive RFP. Their support enabled a smooth rollout and a user-friendly experience.

Winner



CARLSBERG BRITVIC

Best Employee Share Plan Outcome Following a Major Corporate Change

In 2025, Carlsberg Britvic introduced a new Share Incentive Plan (SIP) following Carlsberg's acquisition of Britvic plc. The plan replaced Britvic's legacy SIP and reaffirmed the company's commitment to employee ownership during a major transition.

Carlsberg Britvic ensured continuity throughout. It maintained Partnership and Matching shares, approved a final Free Share award, and reinvested dividends before the scheme's effective date. All participants received non-taxable proceeds for their shares.

The new SIP prioritised flexibility and accessibility. Employees could contribute £5–£150 monthly, with a 1:1 match up to £66 until March 2026, reverting to £55 from April. Matching funds rolled over until sufficient to buy shares, preserving value. The plan allowed employees to join at any time, supporting autonomy and long-term engagement.

Communications were clear and inclusive. Carlsberg Britvic sent personalised email invitations, distributed a branded brochure, and reached employees on leave via post. Applications ran through the familiar Equiniti ESP Portal.

The launch exceeded expectations. Within three months, 1,546 employees enrolled — 71% take-up—with average monthly contributions of £114. Carlsberg Britvic now plans to extend matching benefits to all 4,000 employees, reinforcing its belief that shared ownership drives loyalty, engagement, and success.

Carlsberg Britvic would like to thank its administrator Equiniti for its support as share plan administrator.

In this category, the judges commended Anglo American plc for its clear commitment to transparency during a complex corporate restructure.

They recognised the effort to explain the impact of the demerger on affected plans, noting the strength of the communications strategy and its potential relevance across multiple categories. Anglo American would like to recognise Eximia and Linklaters for their support.

#ProShareAwards

Winner

monzo



Best Commitment to Employee Share Ownership in a Private Company

In 2024, Monzo launched its first secondary share sale, giving employees — known as Monzonauts — the chance to realise real value from their vested options. This milestone marked a shift in Monzo's equity journey, reinforcing its belief that every employee should benefit from the value they help create.

Monzo ran the process with clarity and inclusion. It invited all eligible Monzonauts to participate, supported them with clear documentation, personalised Slackbot reminders, and a central information hub. The team delivered communications through multiple channels, including live Q&A sessions, written guides, and targeted outreach to those on leave. Over 1,150 Monzonauts joined info sessions, and more than 4,800 visited the hub during the election period.

Monzo's equity philosophy reflects its broader values of ownership and empowerment. Over 55% of eligible Monzonauts chose to sell part of their vested shares. The initiative strengthened cross-functional collaboration and deepened Monzo's culture of co-creation.

By offering real liquidity, Monzo set a new standard for private companies. It aligned equity incentives with tangible value and long-term engagement, proving that equity can be meaningful, inclusive, and empowering.

Monzo thanks its advisors — Deloitte and Slaughter & May — for navigating legal, tax, and operational complexity. Their support helped Monzo deliver a seamless experience under tight timelines.

In this category, the judges commended Stark Software International (Holdings) Limited for their long-standing commitment to employee share ownership and the ambition shown in their latest initiative.

They praised the clarity and creativity of the communications, the strong leadership involvement, and the successful delivery of a complex project by a dedicated team. Stark would like to recognise RM2 for their support.

#ProShareAwards

Winner

wetherspoon

Best Overall Performance in Fostering Employee Share Ownership (5,001-50,000+ employees)

J.D. Wetherspoon achieved exceptional success in fostering employee share ownership, with participation reaching an extraordinary 99.9% following a strategic shift to an opt-out model for its All Employee Free Shares Plan in August 2024. This change, implemented during the company's transition to the J.P. Morgan Workplace Solutions platform, resulted in a 40% increase in participation—adding 9,000 employees in a single year.

The company offers two complementary plans: a Partnership Share Plan (opt-in) and a Free Share Award (opt-out), both available to employees with 18 months of continuous service. Free Shares are granted biannually and calculated as a minimum of 10% of salary annually, with enhanced awards based on grade and tenure. Notably, 160 pub employees with over 25 years of service received additional awards in March 2025.

To navigate HMRC's £3,600 annual tax-free limit, J.D. Wetherspoon introduced a unique RSU top-up mechanism. Any excess value beyond the limit is placed in a restricted stock plan with a three-year cliff vest, ensuring employees receive full benefit without tax penalties.

The Partnership Share Plan, with a 30% participation rate — well above the industry average of 12.5% — further demonstrates the company's deep-rooted culture of ownership. Since 2006, Wetherspoon has paid £614 million in bonuses and free shares, with 98% going to non-board employees and 86% to pub staff.

J.D. Wetherspoon's inclusive, innovative approach exemplifies best practice in employee ownership, driving retention, engagement, and long-term value.

J.D. Wetherspoon would like to recognise J.P. Morgan Workplace Solutions for supporting its plan's administration.

#ProShareAwards

Winner



Best Overall Performance in Fostering Employee Share Ownership (50,000+ employees)

In 2025, Barclays launched its Global Share Award, granting £500 worth of free shares to nearly 100,000 employees across 30+ countries. This landmark initiative, championed by Group CEO C.S. Venkatakrisnan, reinforced Barclays' commitment to ownership, inclusion, and long-term value.

The award required no action from employees unless opting out, removing barriers and ensuring accessibility. Shares vested immediately with a defined holding period, aligning employees with Barclays' strategic goals. A "sell-to-cover" mechanism protected take-home pay, supporting financial stability.

Barclays embedded the award within a broader suite of voluntary plans, including UK Share purchase, Sharesave, and Global Share purchase. Following the launch, 96% of employees became shareholders, with 50% actively participating in voluntary plans.

The Share Plans team delivered the initiative with speed and precision. They leveraged existing infrastructure to streamline delivery, trained 70 payroll teams, and tailored communications across regions. C.S. Venkatakrisnan's personal endorsement and global campaign materials — including intranet articles, webinars, and FAQs — ensured clarity and engagement.

The award supported Barclays' 2024–2026 strategy, aligning growth with stakeholder value. Shares were delivered in time for Q1 dividends and the April AGM, allowing employees to benefit from day one.

Barclays thanks its partners — Computershare, Clifford Chance, and EY — for their support. The Global Share Award sets a new benchmark for inclusive ownership, empowering employees to share in the company's success.

In this category, the judges commended Saudi Aramco for its strategic and large-scale commitment to employee share ownership.

They recognised the breadth of the programme, the clarity of communications, and the strong leadership support behind its delivery. The initiative demonstrated a clear focus on long-term engagement and ownership across a vast and diverse workforce. Saudi Aramco would like to thank J.P. Morgan Workplace Solutions for its support.

#ProShareAwards

Winner



Most Effective Use of Technology

In 2025, BT Group celebrated the maturity of its 2020 saveshare plan, marking a major milestone in employee ownership. With a share price above £2 and an option price of 82p, the five-year plan delivered meaningful financial gains to over 14,000 UK and 100 Irish colleagues.

BT Group took a year-long, structured approach to ensure accessibility, clarity, and confidence. Its three-stage campaign — Connect, Consider, Complete — guided employees through each step. A bespoke microsite, optimised for mobile, served as the central hub with interactive calculators, videos, and tax guidance. It received over 73,000 views.

Technology played a key role. BT's app, developed with Equiniti, introduced a market-first straight-through ISA transfer process, allowing seamless, tax-efficient share transfers. The ISA became the most popular choice via the app, with colleagues transferring an average of 9,319 shares.

BT prioritised inclusivity. It tailored communications for Openreach engineers and EE retail staff, using mobile-friendly tools and flexible webinars. Financial education was embedded throughout, with support from WEALTH at Work via live sessions and one-to-one guidance.

The results were outstanding: 66% of employees exercised their options on day one, rising to 89% within a month. BT Group's campaign set a new standard for share plan maturity — combining innovation, education, and accessibility to empower employees and reinforce its commitment to shared success. BT would like to thank Equiniti and WEALTH at Work for their support.

In this category, the judges commended Centrica for its thoughtful use of technology and data-driven communications.

They highlighted the tailored messaging powered by site analytics, the inclusive plan design, and the strong leadership ownership. The campaign showed clear effort to engage diverse employee groups through accessible formats and real-time targeting. Centrica would like to recognise Equiniti and WEALTH at Work.

Winner



Best Financial Education Initiative for Employees

EasyJet has delivered one of its most ambitious and inclusive employee share plan campaigns, reinforcing its commitment to financial wellbeing and long-term employee ownership. With over 18,000 employees across 38 countries, the initiative focused on enhancing understanding and engagement with three share schemes: Save As You Earn (SAYE), Performance Shares, and Buy As You Earn (BAYE).

The 2025 campaign marked a turning point, coinciding with the first in-the-money SAYE maturity in over seven years. easyJet invested in tailored financial education, launching a redesigned microsite, digital screen adverts, and webinars in partnership with WEALTH at work. Accessibility was prioritised through crew and pilot iPads, multilingual resources, and inclusive communications across international bases.

Innovation included discretionary FX top-up payments for international employees, ensuring fairness despite currency fluctuations. Focus groups across generations and job roles informed delivery, while webinars improved knowledge scores from 3.37 to 4.52 out of 5. Behavioural impact was clear: increased participation, long-term shareholding decisions, and positive feedback on clarity and confidence.

EasyJet's initiative empowered employees to make informed financial choices, strengthened engagement, and embedded a culture of shared success.

EasyJet would like to thank Equiniti and WEALTH at work for its support.

In this category, the judges commended Wise for its thoughtful and well-structured approach to employee education and engagement.

Judges noted the positive behavioural impact and praised the company's investment in tailored support. Wise would like to recognise AAG Financial Education for their support.

Winner

DIAGEO



Team of the Year

In 2025, Diageo launched the One World Share Incentive Plan and Free Shares award, transforming employee ownership across 50 countries. Within six months, the initiative created over 15,000 new shareholders in a single day, marking a bold step towards Diageo's vision of inclusive, global equity.

The Free Shares award achieved 99.95% participation. The voluntary purchase plan saw 40% uptake in its initial phase. Employees accessed customised microsites, translated materials, and virtual sessions ensuring no one was left behind.

Diageo's equity philosophy reflects its purpose: celebrating life, every day, everywhere. The Share Plans team, a vibrant group of six, designed the plan with employees in mind, combining technical expertise with creativity and care.

The Share Plans team led the rollout with precision and passion. A cross-functional effort brought together Finance, HR, Payroll, Tax, and Legal teams to navigate complex compliance, cultural nuances, and operational challenges. Diageo trained 70 payroll teams, set up 60 vendors, and tailored communications in over 20 languages to ensure clarity and engagement working closely with its external partners Computershare, Clifford Chance, Eximia, EY, Stitch (Deloitte), and District 6. Together, they delivered a scalable, compliant, and empowering share plan that sets a new benchmark for global equity inclusion.

In this category, the judges commended Monzo for the scale and quality of its delivery, achieved by a small and agile team.

They recognised the impressive coordination across internal and external partners and the ability to embed Monzo's culture and strategy into a complex programme delivered under tight timelines with support of its advisors at Deloitte.

#ProShareAwards

One to Watch - Rising Star Award



Winner: Bryony Wilson

Bryony is a dynamic and inspirational member of the employee share plans industry whose commitment and expertise has already made a positive impression on many people.

Her career journey showcases her adaptability and depth of knowledge, as she progressed through pivotal roles at Yorkshire Building Society and J.P. Morgan. She has previously been a Share Support Specialist and has undertaken various Relationship Manager roles before taking on her current Business Development position at Equiniti. Reflecting the feedback from one share plan adviser, we're all impressed with her depth of knowledge, calm confidence and obvious expertise — plus she's a complete pleasure to work with!

Bryony's approach is defined by proactive engagement, while nurturing strong relationships both with colleagues and clients, and more widely with issuers and advisers. She thrives in collaborative environments and is celebrated for her insightful contributions at industry events, where she regularly speaks and hosts panel discussions.

Recently, in only her second week at Equiniti, she presented at ProShare's 2025 Celebrating Excellence event alongside a client that was super impressed with Bryony's contribution. In addition to supporting ProShare, Bryony has been an active member of GEO's UK Chapter since 2022 where she has been supporting the industry with her drive and enthusiasm.

Bryony leads with vision and heart, inspiring those around her. Her genuine passion for share plans is matched only by her warmth and engaging personality, making her an invaluable asset to our industry. Congratulations Bryony!

#ProShareAwards

Employee Share Plans Champion 2025



Winner: **Liz Pierson**

It is with immense pride that we honour Liz Pierson as ProShare's Employee Share Plans Champion 2025! This prestigious accolade recognises not only her unwavering dedication and exceptional contributions to our share plan community but, crucially, her pivotal role in nurturing and shaping the next generation of share plan leaders.

Liz's distinguished career in incentives commenced in 2002 at Freshfields, where for nearly a decade, she meticulously forged a profound legal expertise in share plans. Her journey then took a unique and invaluable turn as Senior Counsel at Virgin Media. In this challenging yet insightful role, Liz gained unparalleled, firsthand experience of the operational realities of share plans, witnessing their complexities from an in-house perspective and mastering the intricacies of executive compensation. Following another six years honing her legal acumen at esteemed firms like Clifford Chance and Squire Patton Boggs, Liz brought her formidable expertise to Deloitte.

Arriving amidst the unprecedented challenges of a global lockdown, Liz seamlessly transitioned into a pivotal advisory role. She has since emerged as an influential voice and sought-after speaker, consistently delivering insightful contributions at industry events and administrator conferences. Her expertise spans a broad spectrum of subjects, industries, and company types, making her an invaluable resource for the entire share plan ecosystem.

Liz's commitment extends far beyond her professional remit. Her passion for developing future talent, particularly through her active engagement with ProShare on the Next Gen program, is truly exemplary. She embodies the spirit of mentorship and knowledge sharing, ensuring the continued growth and excellence of our specialist talent community.

We are profoundly grateful for Liz's enduring impact on the industry and her tireless efforts in elevating the standards and capabilities of share plan professionals. Her legacy is not just in the expertise she shares, but in the leaders she inspires.

#ProShareAwards

Award for Services to Employee Share Ownership



Winner: Jay Foley

Jay has had a tremendous impact on our employee share ownership community over many years; both through the teams he has led, as well as through his participation and leadership organisations including ProShare and the Global Equity Organization.

He first started working in share plans in the 1990s in the US, where he worked at First Chicago and then Citigroup (Salomon Smith Barney). As Citi looked to expand its operations into the UK, where Jay was a regular visitor, he had the opportunity to work for Citi in London – which he has made his home ever since.

Jay's strong leadership of the Citi business was evident, as it grew exponentially across Europe with clients located across the continent and employee shareholders across the globe. This business ultimately became part of Morgan Stanley, and now Computershare, where he has been Managing Director and Head of Plans for UK and Europe. He has led highly successful teams with a commitment to training and client service, many of whom he has supported to develop their own longstanding share plan careers.

Jay has been actively involved in our industry, and has been committed to employee ownership in many ways. In his early career, as part of a founding member firm, he attended many of the early GEO conferences and was elected to the organisation's Board and acted as treasurer; helping for many years to shape and grow global equity culture.

Since then, Jay has been a huge ally of ProShare. As leader of one of our dedicated gold members, he has supported ProShare in so many ways; with speaking engagements at our events and focus groups, strategically sponsored programs, and insightful engagement via our exclusive advisory panel. He continues today to lead by example, and ensures his team is motivated to develop and share their knowledge throughout the industry.

Jay's commitment to the industry, and the people around him, is what makes him a deserving recipient of ProShare's Award for Services to Employee Share Ownership.

#ProShareAwards

About CGIUKI

The Chartered Governance Institute UK & Ireland is the professional body for governance, and the qualifying and membership body for governance professionals across all sectors. Its purpose under Royal Charter is to lead 'effective governance and efficient administration of commerce, industry and public affairs', working with regulators and policy makers to champion high standards of governance and providing qualifications, training and guidance.

As a lifelong learning partner, the Institute helps governance professionals to achieve their professional goals, providing recognition, community and the voice of its membership.

One of nine divisions of the global Chartered Governance Institute, which was established 130 years ago, The Chartered Governance Institute UK & Ireland represents members working and studying in the UK and Ireland and in many other countries and regions including the Caribbean, parts of Africa and the Middle East.



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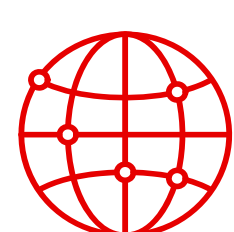
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Now is the time to unlock the full potential of employee share ownership

At MUFG Corporate Markets, we believe your greatest asset is your people. Our share plan services make it easy for employees to connect with their holdings anytime, anywhere, whilst enhancing engagement, loyalty, and long-term success.



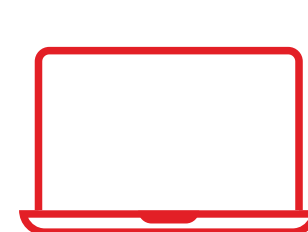
Employee app



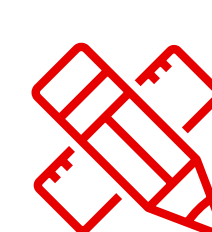
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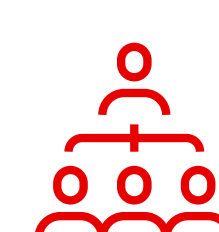
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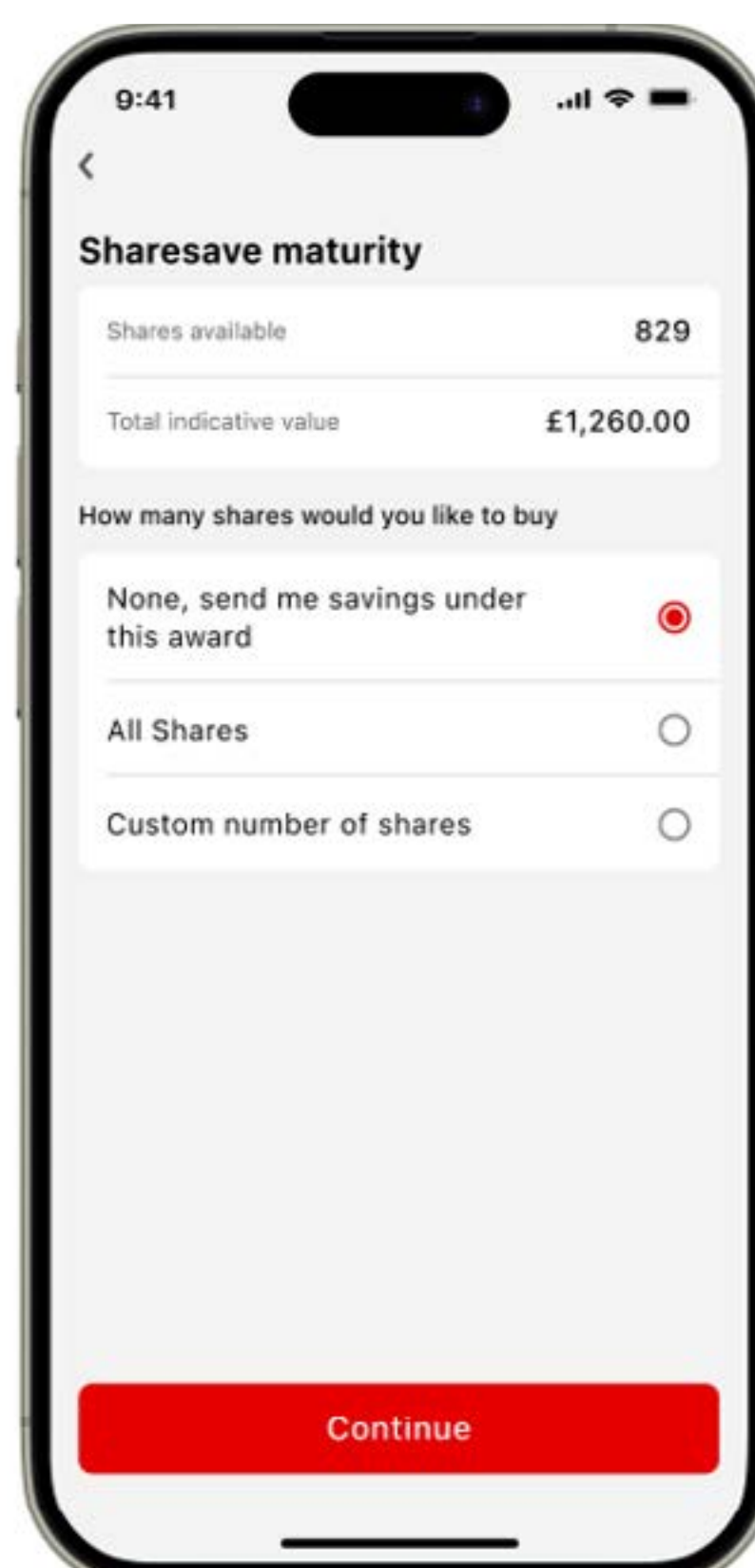
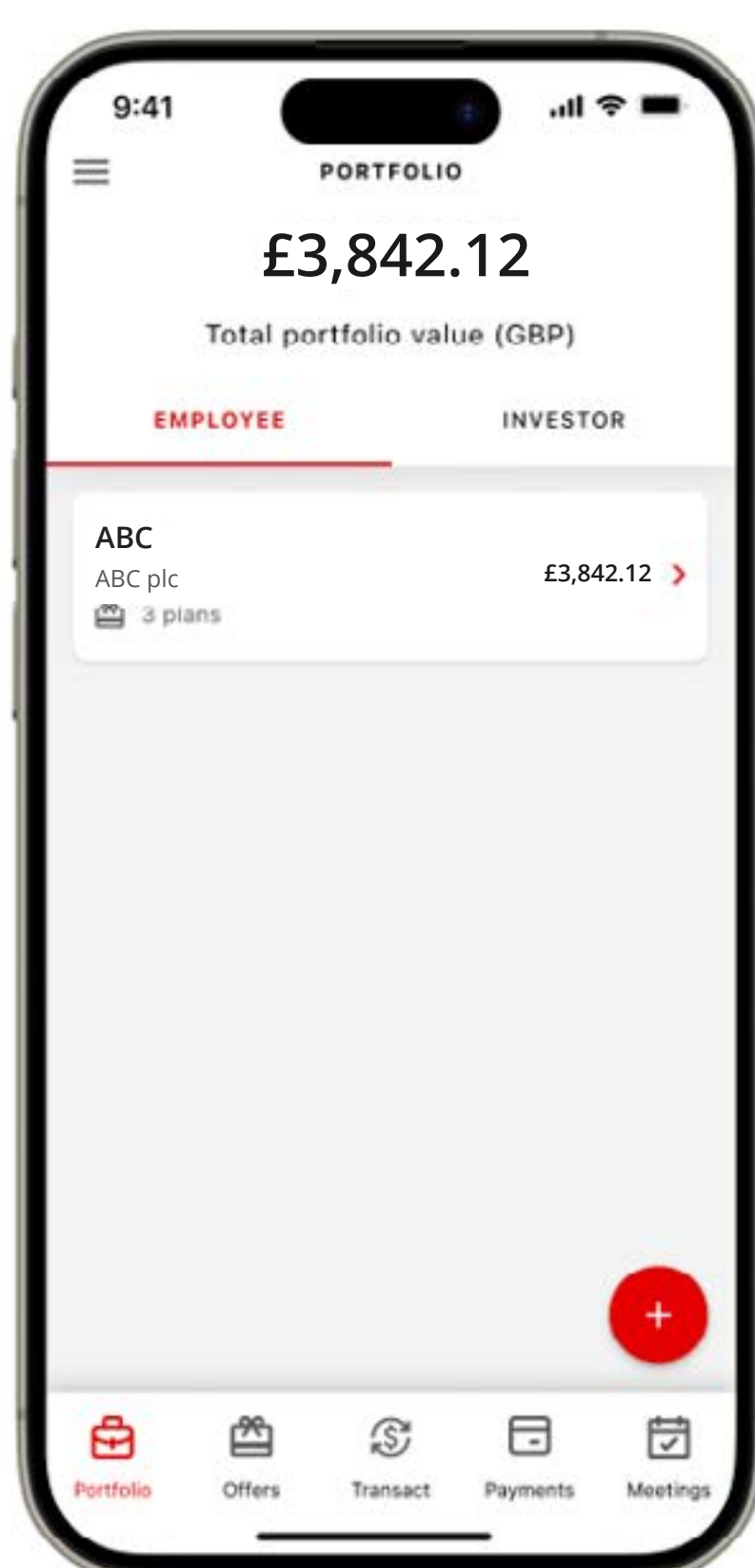
Issuer platform



Innovative communications



Industry involvement



To find out more, please scan here.

Tapestry

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Tapestry's Certificate in Employee Share Plans course is accredited by the Chartered Governance Institute UK & Ireland (CGIUKI). Designed and taught by Tapestry's industry-leading lawyers, it is a professionally recognised qualification, delivered online so you can take the course anywhere – at home, the office, or wherever you are in the world.

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Part 2

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Exam: 4 November 2026

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