

HWC



Tales
of the
Unexpected

John Thrower
Managing Director

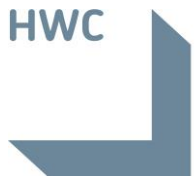
Claire Bedwell
Client Services Director

HWC - Who Are We & What Do We Do?

HWC delivers co-created bespoke solutions, so you can plan, model and implement comprehensive reward programmes.

- PLAN
 - MODEL
 - IMPLEMENT
- COMPREHENSIVE REWARD PROGRAMMES





HWC - Who Are We & What Do We Do?

We make managing compensation simple, so you can design and implement programmes that have the biggest impact.

- BASE PAY
- BONUSES
- EQUITY MANAGEMENT
- OTHER BENEFITS

Dashboard

\$ Pay

	BASE	BONUS	PSP	RSP	LTI	OTHER	OPTIONS	TOTAL
2015 (P)	600,000	300,000	0	0	0	700,000	0	1,600,000
2015 (G)	0	0	0	0	0	700,000	0	0
2014 (P)	600,000	0	600,000	300,000	200,000	0	800,000	2,500,000
2014 (G)	600,000	0	600,000	300,000	200,000	0	0	0
2013 (P)	600,000	400,000	0	300,000	0	0	0	1,300,000
2013 (G)	0	0	0	300,000	0	0	0	0

[Download Complete Report](#)

Performance

Events

- Stock Vesting
- Self Appraisal Form
- Objective Review
- Stock Grant

\$ Target Compensation

75%

\$ Share Price

\$ Reward

Fixed Variable

People

Pay

Performance

Jobs & Competencies

HWC

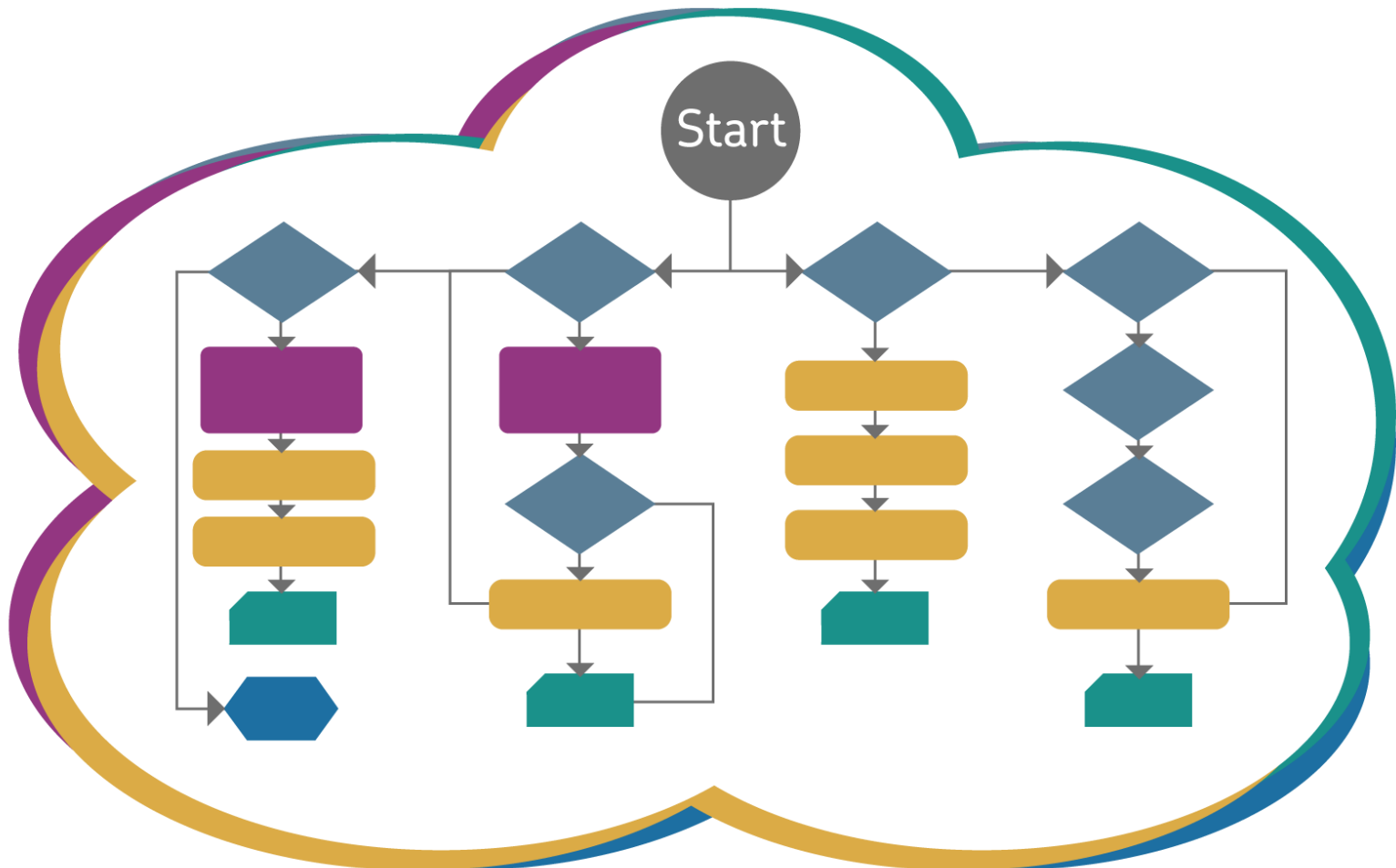
HWC - Who Are We & What Do We Do?

We believe you should never have to adapt your processes or ambitions to the limitations of standardised software.



HWC - Who Are We & What Do We Do?

It's your solution, built without compromise.



HWC



Partnership



HWC

178 miles away Active 1 hour ago

Wants to help
Detailed, methodical, experienced
Wants to please
Enjoys work
Looking for a long term commitment



Bob

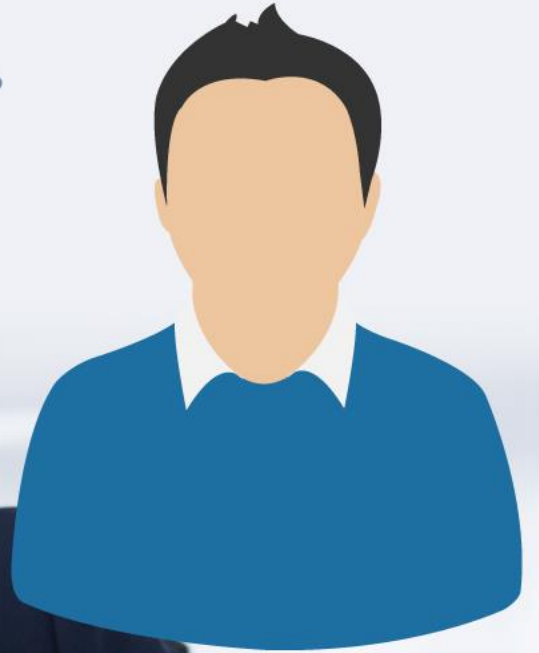
178 miles away Active 4 hours ago

Wants help
Has skills, but no time
Needy
Is finding work stressful
Looking for something that works

HWC



Introducing Bob...



Having every rewards calculation done manually is reassuring.

I know everything is validated and correct.

I'd like the process to be quicker but I'm worried that I'll lose this value if I automate everything...

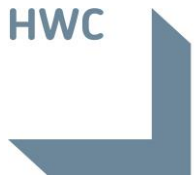
Challenge #1





Challenge #1

1. Repeated complicated calculation, of which 10-15% are overruled.
2. Multiple sources and formats (excel, word, database) of information feeding into the calculation, each of which needed transforming first.
3. Multiple timezones of the team members.
4. Knowledge stored in people with no risk mitigation.
5. Same team members doing as well as QC'ing.

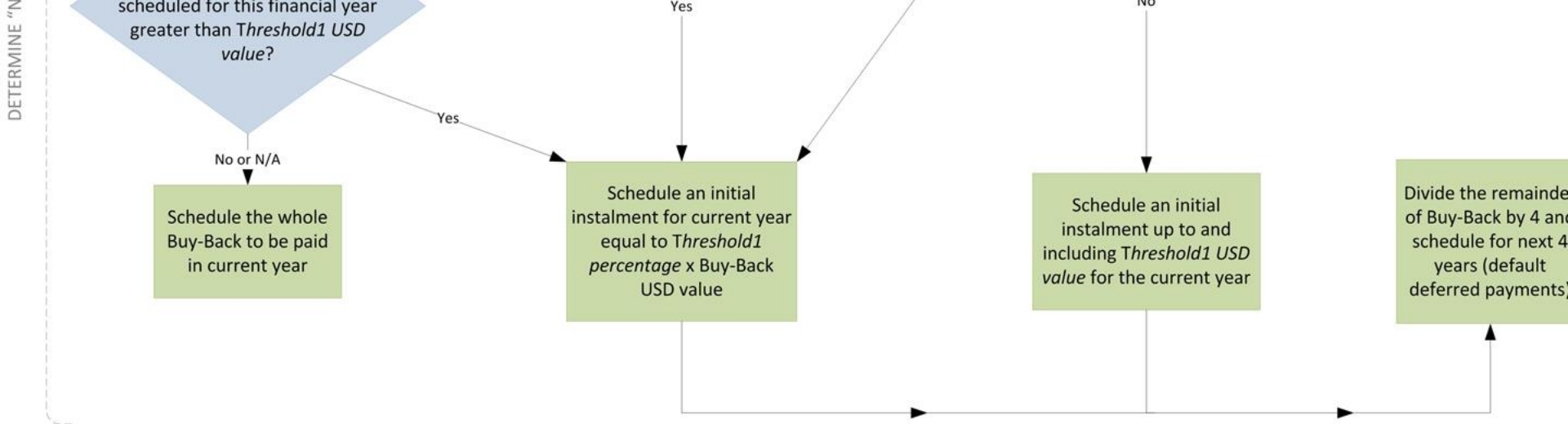


Challenge #1

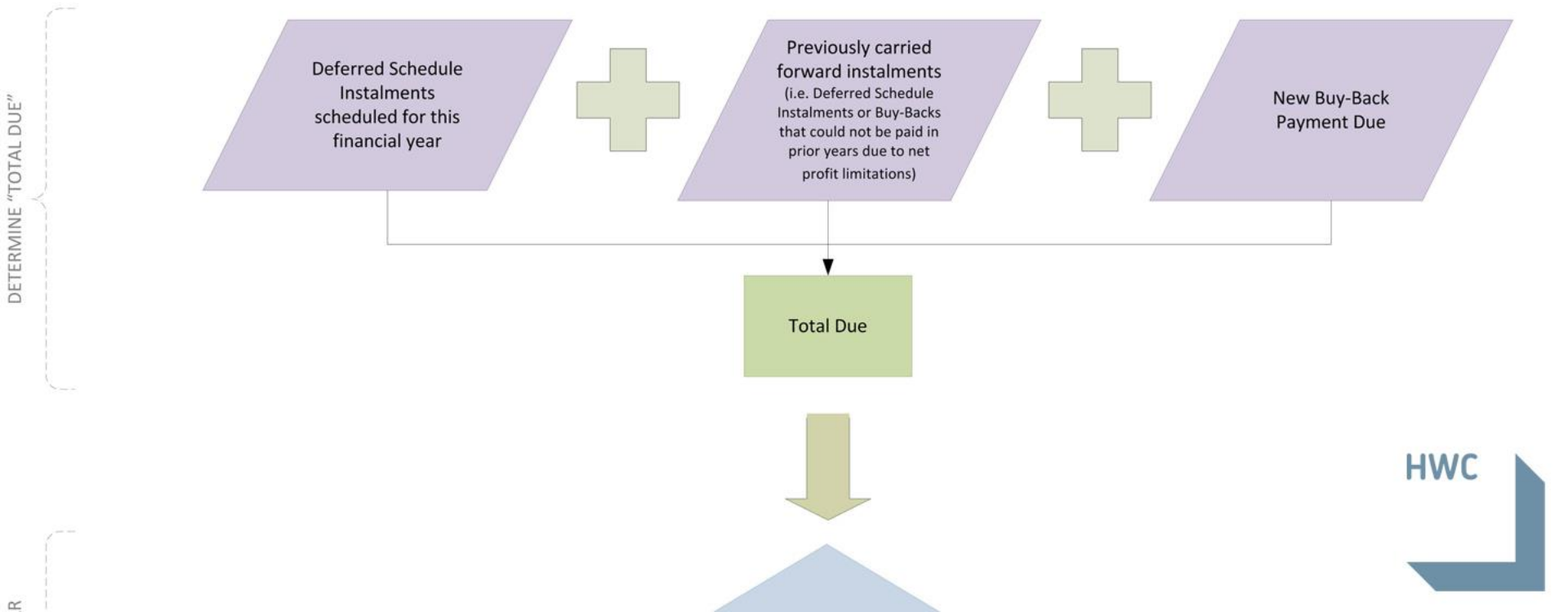
Two people full time handling 700 shareholders was around **3 weeks** of work, uninterrupted.

Manual emailing of output documentation - another 2 people for **2 weeks**, before you get to time handling responses.

A total of **25 days** for two people to process.



Solution #1



Share Buy-Back

- Dashboard
- Users
- Cash Awards
- Share Awards
- Share Option Awards
- Executive Benefits
- Documents
- Reports
- Admin



Payment Calculations

Value Notice Date*

02/01/2017

Call Notice Date*

03/01/2017

Confirm Payment Dates

Confirm Selected Payments

You can review the calculations automatically undertaken on the imported value. Full details can be viewed using the expanded sections.

Show 10 entries

Search all columns:

Select All/None	Employee ID	First Name	Last Name	2017 Actual Buy-Back USD Value	Carried Forward(s) Due	Deferred Scheduled Instalments Due	Total Due	Total Payable	
<input type="checkbox"/>	23566	Benjamin	Kelly	\$204,525	\$0	\$0	\$204,525	\$204,525	+
<input type="checkbox"/>	12554	Dorothy	Chapman	\$2,991,184	\$0	\$0	\$1,009,844	\$1,009,844	-

Buy-Back Details

Threshold 1 USD Value	\$1,000,000	Threshold 1 Percentage	20%	Threshold 2 USD Value	\$1,000,000	Adjustment	50%	Instalments	
New Buy-Back Payment Due				Total Payable This Financial Year					
2017 Actual Buy-Back USD Value				\$2,991,184	Total Due > Threshold 2?				Yes
Deferral Required?				Yes	Adjustment % Applied				No
Deferred Scheduled Instalments > Threshold 1?				No	Total Payable				\$1,009,844
Threshold 1 % of Buy-Back USD Value > Threshold 1?				No	Priority Order of Payments for Total Payable USD Value:				
Initial Instalment Due				\$1,009,844	2017 VN (Sep-2016) Buy-Back Instalment				Due: \$1,009,844 Payable: \$1,009,844
Deferral Schedule:					Total to Carry Forward				
2017	2018	2019	2020	2021	Carry Forward Payments To Pay				
\$1,009,844	\$498,531	\$498,531	\$498,531	\$485,748	N/A				
Total Due				\$0	Total To Pay				
Deferred Scheduled Instalments Due				\$0					
Total Due				\$1,009,844					

<input type="checkbox"/>	5	Robert	Mirth	\$0	\$0	\$0	\$0	\$0	+
<input type="checkbox"/>	14	Denim	Martyn					\$751,151	+
<input type="checkbox"/>	RG	Robin	Gomes					\$3,064,716	+
<input type="checkbox"/>	IAN1021	Ian	Sophie	\$0	\$0	\$1,204,569	\$1,204,569	\$1,001,444	+
<input type="checkbox"/>	JIM1021	Jim	Sophie	\$0	\$0	\$1,204,569	\$1,204,569	\$1,001,444	+
<input type="checkbox"/>	HARRY10	Harry	Tabacco	\$4,985,307	\$0	\$5,910,163	\$6,907,225	\$3,455,052	+
<input type="checkbox"/>	TESTRS	Testrestricted	Testrestricted	\$0	\$0	\$0	\$0	\$0	+

Calculations moved to system
Allow users vision of calculation steps

Share Buy-Back

Dashboard

Users

Cash Awards

Share Awards

Share Option Awards

Executive Benefits

Documents

Reports

Admin

Adjust Shares Sold

* Due Date

21/01/2016

Date Paid

DD/MM/YYYY

Allow override of any step
and / or final result

Classification	Ordinary Share Price (capped)	Shares Scheduled	Shares Sold
C10	134,639.08	284	<input type="text"/>
D10	134,639.08	284	<input type="text"/>

Update

Buy Back Shares

By default the oldest and fully ve
Value Notice

15/12/2011

17/12/2012

04/01/2014

30/01/2015

94,475.84

134,639.08

2014

2015

10,000,267.68

9,559,374.68

Amount

Due Date

Interest Start Date

Payment Type

Status

Amount Paid

Date Paid

Interest Paid

1,911,874.94

21/01/2015

Deferred

Some / All Carried Forward

0.00

21/01/2015

0.00

1,911,874.94

21/01/2016

Deferred

Outstanding

Adjust Payment

1,911,874.94

21/01/2016

Carried Forward

Outstanding

1,911,874.94

21/01/2017

Deferred

Outstanding

Adjust Payment

1,911,874.94

21/01/2018

Deferred

Outstanding

Adjust Payment

1,911,874.94

21/01/2019

Deferred

Outstanding

Adjust Payment

1021

Sophie

Fraser

Singapore

3

Additional Payment

12554

Dorothy

Chapman

Switzerland

1

Additional Payment

View Users

Dashboard

Users

Cash Awards

Share Awards

Share Option Awards

Executive Benefits

Documents

Reports

Admin

+ Add New User

Import New Users

Show 10

Employee

30535

31667

276515

74397

181889

12696

30428

18893

1. Choose File

2. Map Columns

3. View Log

4. Import Data

Import Users

Select the Import File Column to map each field to

System Column	Import File Column
Import ID*	Import ID
Employee ID*	Employee ID
Title*	Title
First Name*	First Name
Last Name*	Last Name
Office*	Office
Department	Department
Date of Birth	Date of Birth



The columns from your chosen file are shown on the right hand side. Select the column from the box to match it to the System Column. Clicking the next button will check for any errors present.

Next

80% of data sources moved to system itself
20% of data sources automated transfer

Marketing Assistant

Rath and Sons

Accounting

Business Systems Development Analyst

Dooley Inc

Research and Development

First Previous 1 2 Next

Alan Jackson

Everything now in one place

Back

Personal Details

Remuneration Details

Remuneration Reports

Cash Awards

Stock Awards

Stock Option Awards

Executive Benefits

Stock Ownership

Remuneration Summary

Cash Award Details



Add New Salary



Add Historic Salary

Current & Upcoming Salaries

Currency	Amount	Increase Reason	Effective Date	Increase Amount	Increase %	Notes
USD	50,000.00	Annual Review	01-Jul-2014	4,000.00	8.9%	

Update

Remove

Historical Salaries

Type	Currency	Amount	Increase Reason	Effective Date	Increase Amount	Increase %	Notes
Salary	GBP	46,000.00	Annual Review	01-Jul-2011	3,000.00	6.98	

Update

Remove

Salary Review Cycle	Proposal Date	Status	Increase Reason	Proposal Currency	Proposal Amount	Increase Amount	Increase %	Effective Date	Budget Amount	Budget Amount	Notes
Non Proposal	13-Dec-2013	Auto Approval	Annual Review	GBP	1,110,000.00	45,000.00	4.22535	01-Jul-2011			

Salary	GBP	43,000.00	Annual Review	01-Jul-2010	3,000.00	7.50			Update	Remove
--------	-----	-----------	---------------	-------------	----------	------	--	--	--------	--------

Salary	GBP	40,000.00	Promotion	01-Jul-2008	2,000.00	5.26			Update	Remove
--------	-----	-----------	-----------	-------------	----------	------	--	--	--------	--------

Salary	GBP	38,000.00	Annual Review	01-Jul-2007	2,000.00	5.55			Update	Remove
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Dashboard

Users

Cash Awards

Share Awards

Share Option Awards

Executive Benefits

Documents

Reports

Admin

Alan Jackson

Back

Personal Details

Remuneration Details

Remuneration Reports

Personal Information

Position & Contact Details

Individual Documents

User History

Leave Details

Notes

System Created Documents

Share Issue [show/hide](#)Buy Back [show/hide](#)

Show 25 entries

Search all columns:

Financial year	Buy Back Name	Details	Date Sent	Sent By	Actions
2016	2016	Document Pack - 4 documents (show/hide)	12-Apr-2017 16:08	Jim Whitmore	Download View/Edit Re-Send
2017	2017	Document Pack - 7 documents (show/hide)	12-Apr-2017 16:09	Jim Whitmore	Download View/Edit Re-Send

Showing 1 to 2 of 2 entries

[First](#)
[Previous](#)
[1](#)
[Next](#)
[Last](#)

Tracking records all actions,
when and by whom

Individual Documents [show/hide](#)Leaver Buy Back [show/hide](#)

System Created Documents

General [show/hide](#)

Upload a File

 No file chosen

Select A Category

User Permissions

 Access Administrator

 Administrator

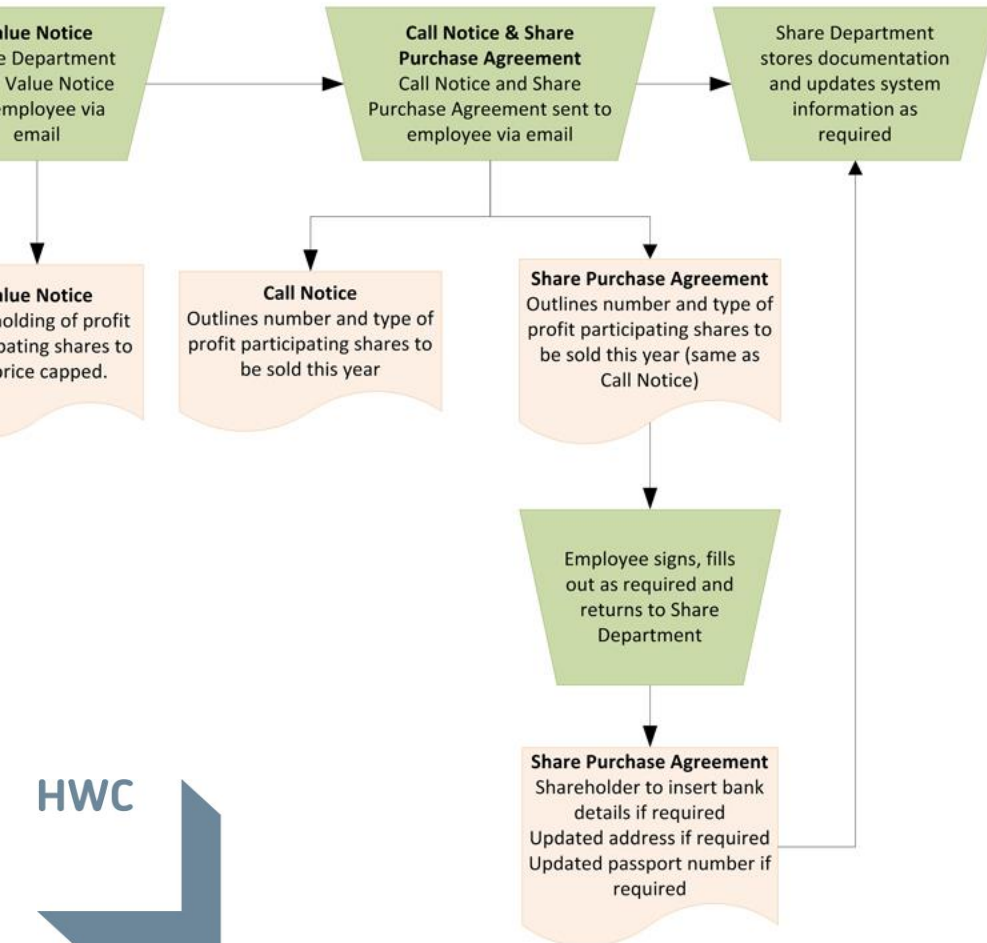
 Application Administrator

 Junior Administrator

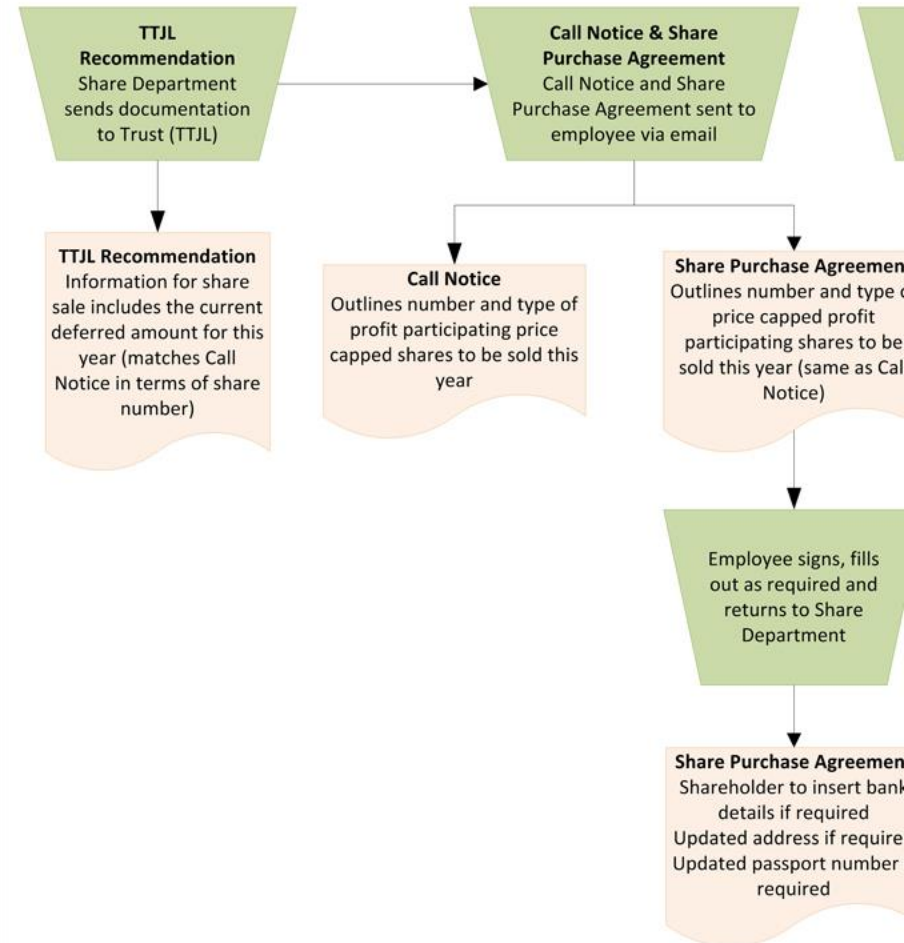
 Senior Management

January - April

Business processes documented as part of the solution design



January - April Year 2+ (repeated for number of payments)



Documents

With the system now doing the grunt work the team members can concentrate on QC'ing and manually changing the 15%

Call Notice

Pack 1 of 5

← Previous Pack

Next Pack →

Search for call notice:

View



Close Email <



Send Email



Send All Emails

CALL OPTION NOTICE 2

FROM: Doylez Boncak

TO: Dorothy Chapman

DATE: 05/01/2017

Dear Dorothy

OPTION AGREEMENT BETWEEN Dorothy Chapman (1) AND Doylez Boncak (2) (THE "OPTION AGREEMENT")

We hereby give notice to you of the exercise of the option to acquire:

Number of Shares	Class of Share	Issue Date	Value per share (US\$)
117	Preference Share	12/05/2011	\$11,607.53

Total Value of Shares \$1,358,081

in the capital of Doylez Boncak from you pursuant to the Option Agreement and Value Notice dated 04/01/2017.

Yours faithfully



Squiggle McSquiggle for and on behalf of Doylez Boncak

To: ajackson@doylezboncak.com

Cc: rewardteam@hwcltd.co.uk

Subject: Call Notice

Dear Alan

Please find attached your 2017 Call Notice.

If you have any questions concerning this, please contact us at

rewardteam@hwcltd.co.uk.

Kind regards

The Reward Team



30143

Dr

Wanda

Franklin

Marketing Assistant

Rath and Sons

Accounting



30425

Mr

Jerry

Henderson

Business Systems Development Analyst

Dooley Inc

Research and Development

HWC



Result #1


The client now has all calculations and business process documentation for new hires or in case of emergencies.

days.

A total of 5 days for the people to process.

An 80% reduction in time





I would love to have
a rewards management system
but I know that there will be
too many security and
IT hurdles in the way

Challenge #2





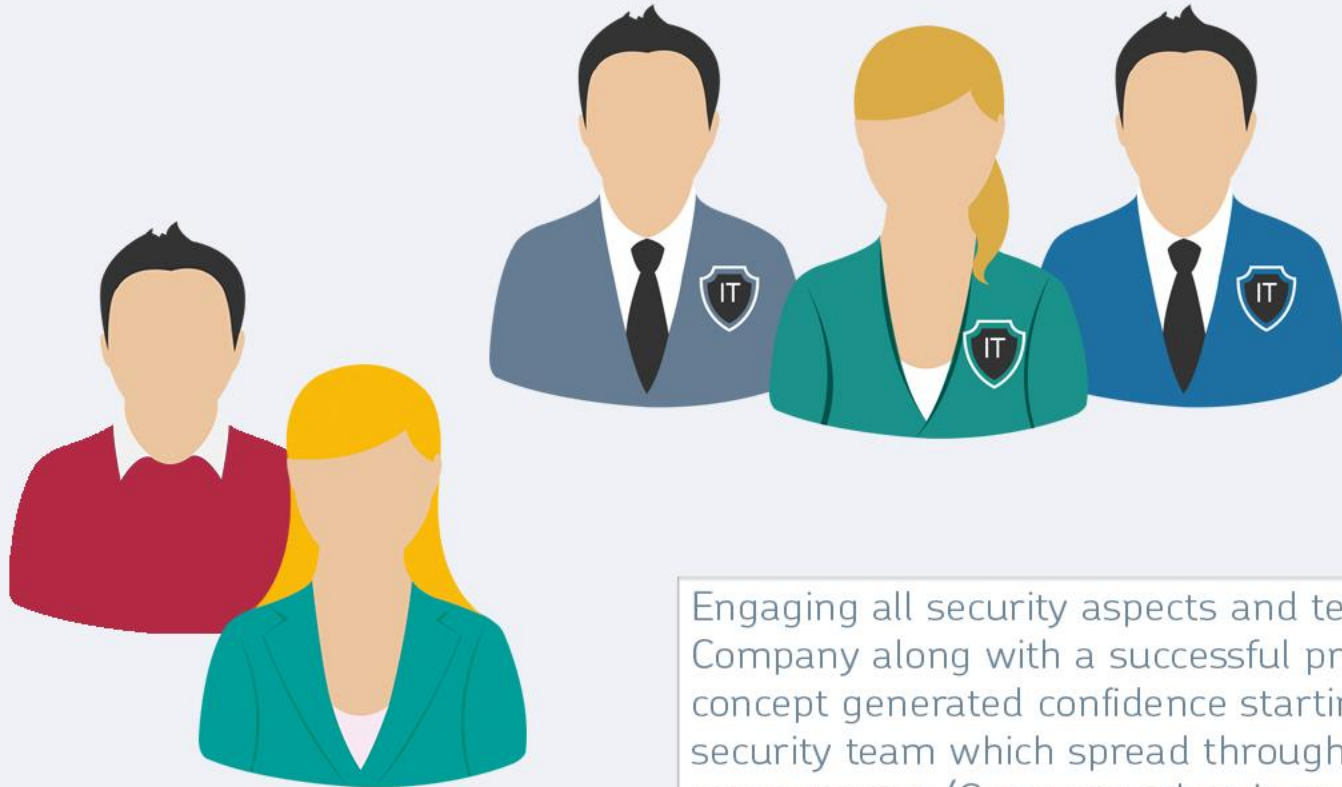
Challenge #2

1. Company ethos resistant to change which could impact security – security is paramount above all else.
2. Failed previous attempts eroded confidence in 3rd parties or systematisation.
3. Multiple protected spreadsheets to handle permissions (but with repeated information – each team member almost had their own version).
4. Company is a high profile target for attempted data breaches – any security would need to be state of the art and secret.
5. Company didn't trust own DBAs to access system and data.
6. Bespoke build with no access to real data or environment.

Dedicated security team assigned containing members of Company and HWC – all technology and methods driven by this joint force



Solution #2



Engaging all security aspects and teams at Company along with a successful proof of concept generated confidence starting at the security team which spread throughout management (Company ethos is security centric so carried weight)

Permissions Control

Back

User Groups

Users >> Groups

Population Groups

Users >> Populations

Shareholders >> Populations

Create and manage group permissions:

Add New User Group

Full, flexible, self managed permission system implemented

User Group Name*	Active?	Employees	LTI Awards	Salary Review	Bonus Review	Admin	Settings
Access Administrator	N/A	Super User	Super User	Super User	Super User	Super User	Super User
Senior Management	<input checked="" type="checkbox"/> on <input type="checkbox"/> off	Authorisation Level 3	Authorisation Level 2	Authorisation Level 3	Authorisation Level 3	Authorisation Level 3	No Access
Application Administrator	<input checked="" type="checkbox"/> on <input type="checkbox"/> off	Authorisation Level 2	Authorisation Level 2	Authorisation Level 2	Authorisation Level 2	Authorisation Level 2	No Access
Administrator	<input checked="" type="checkbox"/> on <input type="checkbox"/> off	Authorisation Level 1	Authorisation Level 1	Authorisation Level 1	Authorisation Level 1	Authorisation Level 1	No Access
Junior Administrator	<input checked="" type="checkbox"/> on <input type="checkbox"/> off	No Authorisation	No Authorisation	No Authorisation	No Authorisation	No Authorisation	No Access



NOTE: The User Groups are displayed in hierarchical order with the top record being the most senior.

*Denotes that the field is editable, click to edit and press enter to save or escape to exit.

Implemented advanced security methods beyond normal security standards along with ongoing, constant, security reviews from independent team.



Application Updates

[← Back](#)


! Do not close this window during the patching process! - Failure to complete all the steps could damage system stability.



In order to carry out the application patch, you will need to have ensured that the following steps have been completed:

1. Request elevated application permissions against the database (refresh this page to check the results below) - a CAB request must have been raised and approved. There will be a green tick next to "Have DBO Permissions been granted?" to show that this has been successful.
2. Request elevated application permissions on the webserver (refresh this page to check the results below) - a CAB request must have been raised and approved. There will be a green tick next to "Is the Upload folder writable?" and "Is the Application folder writable?" to show that this has been successful.
3. Inform all other application users that you are about to performance a patch and so they will be automatically logged out of the system.
4. Enable Maintenance Mode (by clicking on the blue button below).

The script will do some tests to check if it has the required permissions it needs, the results will be listed here.

Permissions Checks

DO NOT PROCEED UNTIL ALL THESE TESTS HAVE PASSED!

Have DBO Permissions been granted?

✓ TEST PASSED

Is the Upload folder writable?

✓ TEST PASSED

Is the Application folder writable?

✓ TEST PASSED

Methods implemented to guard from multiple internal and external attack vectors.

Reliance on DBAs reduced by moving system maintenance to reward team in a user friendly and simple way.

Users Online

✓ No other users are online.

Enable Maintenance Mode

Dashboard

Users

Cash Awards

Share Awards

Share Option Awards

Executive Benefits

Documents

Reports

Admin



Relationship of trust built between HWC and reward team
– reward team help in the development cycle (the “eyes”
and “ears” for HWC)



HWC



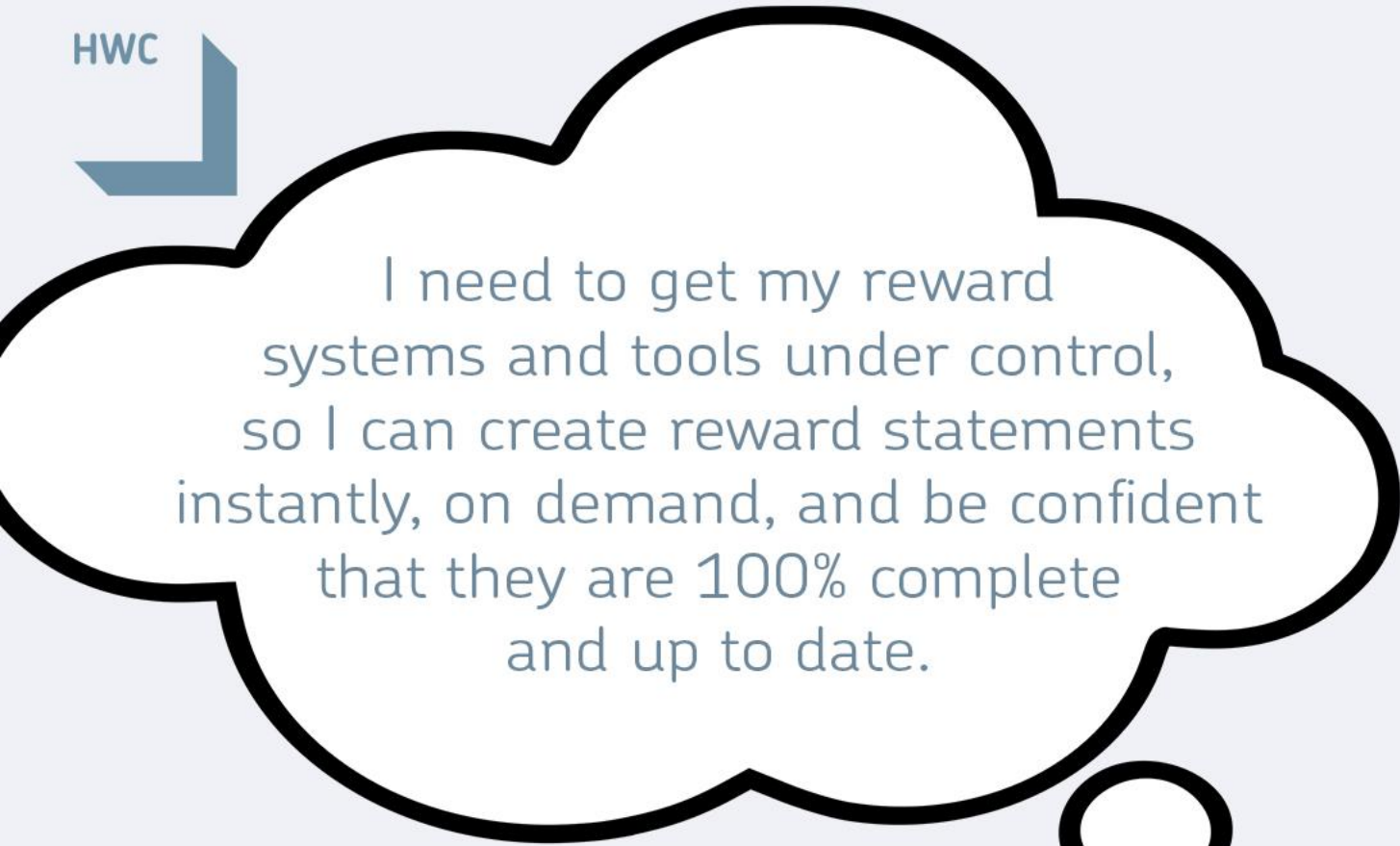
Result #2

The client now has a new proven Company security standard and HWC can reuse some methods to benefit other clients.

First and foremost, the client got a professional system.

Importantly, despite historical challenges, it was possible to implement third party tools – the reward team will now face easier engagement processes for change.





I need to get my reward systems and tools under control, so I can create reward statements instantly, on demand, and be confident that they are 100% complete and up to date.

Challenge #3





Challenge #3

1. De-centralised information.
2. Different sources and formats of information.
3. Historically done once a year so out of date by the time it was sent in the post!
4. Took weeks to manually collate and prepare the data for 1,500 people.
5. Generally not an “IT-savy” group of recipients or users.
6. Only HQ had access to this data so not possible to disseminate responsibility for query handling / questions.

Reward processes were reviewed and re-designed to be streamlined

Executive Compensation and Benefits System
Salary Increase Proposal

1 Find/Add Executive 2 Pending Proposals 3 Submitted 4 Implement Proposals

Criteria Filter Import Proposals Download Import Template

Employee ID: Preferred Name: Last Name:
 Company Office Country
 Value Imported? Overdue? Review Date

Salary Proposals - 10 Executives Next step >

Show entries Search all columns:

Employee ID	Preferred Name	Last Name	Base Salary Amount (local)	Base Salary Amount (USD)	Company	Action
12345	John	Smith	GBP 200,000	USD 300,000		Enter Proposal
67891						Enter Proposal
41215						Enter Proposal
141516						Enter Proposal
171819						Enter Proposal
202122						Enter Proposal



Salary Review Process

1
Find/Add Executive

2
Download Population

3
Import Proposals

4
Pending Proposals

5
Submitted to HQ

6
Implement

- **Criteria**

Filter
Spreadsheet

Add Selected to

Employee ID

Preferred Name

Last Name

Company

Office

Country

Overdue?

Review Date

Salary Proposals

Show 10 entries

First
Previous
1
Next
Last

Employee ID	Preferred Name	Last Name	Salary Review Date	Base Salary Local Currency	Base Salary Amount (Local)	Base Salary Amount (USD)	Base Salary Effective Date	Company	Office	Country
10235	Yuri	Acton		USD	275,000	275,000	01-Jun-2013	Company A	New York	USA
24314	Gloria	Smith	01-Jan-2016	GBP	250,000	305,000	01-Jan-2017	Company A	London	UK
15040	Dean	Stobbart	01-Nov-2012	USD	400,000	400,000	01-Jan-2010	Company C	Washington	USA
21601	Saul	Trainer	01-Jul-2016	EUR	182,000	196,072	01-Mar-2014	Company B	Paris	France

Showing 1 to 4 of 4 entries (filtered from 1,355 total entries)

before being implemented into the new global total rewards system as a standard across all business units

Dynamic, real-time, on-demand access to TRS and all information making up the summary

Documents

Dashboard

Users

Cash Awards

Share Awards

Share Option A

Executive Bene

Documents

Reports

Admin

Total Reward Statement



Pack 1 of 5 ← Previous Pack Next Pack →

Search for individual TRS:

View

Close Email <

Send Email

Send All Emails

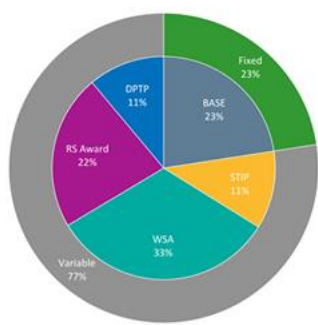
Alan Jackson
Quality Control Specialist

HWC
Total Remuneration Summary

Doyle-Zboncak
Westport, USA

TARGET COMPENSATION (USD)

BASE	STIP	WSA	RS Award	DPTP	TOTAL
630,000	315,000	910,000	627,400	310,000	2,792,400



COMPENSATION DURING LAST THREE YEARS (USD)

	BASE	STIP	WSA	RS Award	DPTP	OTHER	OPTIONS	TOTAL
2016 (P)	630,000	100,000	910,000	627,409	210,000	300,000	290,000	3,067,409
(G)			504,000	180,000	210,000	300,000	290,000	
2015 (P)	600,000	150,000	854,200	150,000	150,000	160,000	175,000	2,239,200
(G)			528,000	0	150,000	160,000	175,000	
2014 (P)	600,000	330,000	755,062	371,149	140,000	180,000	150,000	2,526,211
(G)			522,000	180,000	140,000	180,000	150,000	

(P) - Paid out award value; (G) - Grant value of the corresponding paid out stock awards



OUTSTANDING STOCK / FUTURE COMPENSATION (USD)

Vest Year	WSA			RS Award			DPTP			OTHER			Total Est. Award Value	
	Grant Year	ADS / Ordinary Shares	Est. Award Value	Grant Year	ADS / Ordinary Shares	Est. Award Value	Grant Year	ADS / Ordinary Shares / Grant Value	Est. Award Value	Grant Year	ADS / Ordinary Shares	Est. Award Value		
2017	2015		2,821,858	2014	146	15,000	15,783	2013	4,472,533	32,413,390	273,485,827			273,501,610
2018								2013	1,032,540	17,360,508	15,019,520			15,019,520
2019								2014	867,756	17,360,508	12,622,541			12,622,541
2020								2015	738,267	17,360,508	43,095,598			43,095,598
TOTALS			2,821,858		146	15,000	15,783		84,494,915	344,223,486				344,239,269

Notes
Alan Jackson moved from Doyle-Zboncak New York, USA to Doyle-Zboncak Westport, USA in July 2015.
Please note, the RS Award 2014 vested on 15-Nov-2017 is not included in either the Compensation Paid section or the Outstanding Stock / Future Compensation section.

To: ajackson@doylezboncak.com

Cc: rewardteam@hwcltd.co.uk

Subject: **Total Remuneration Statement**

Dear Alan

Please find attached your current Total Remuneration Statement.

If you have any questions concerning this, please contact us at

rewardteam@hwcltd.co.uk.

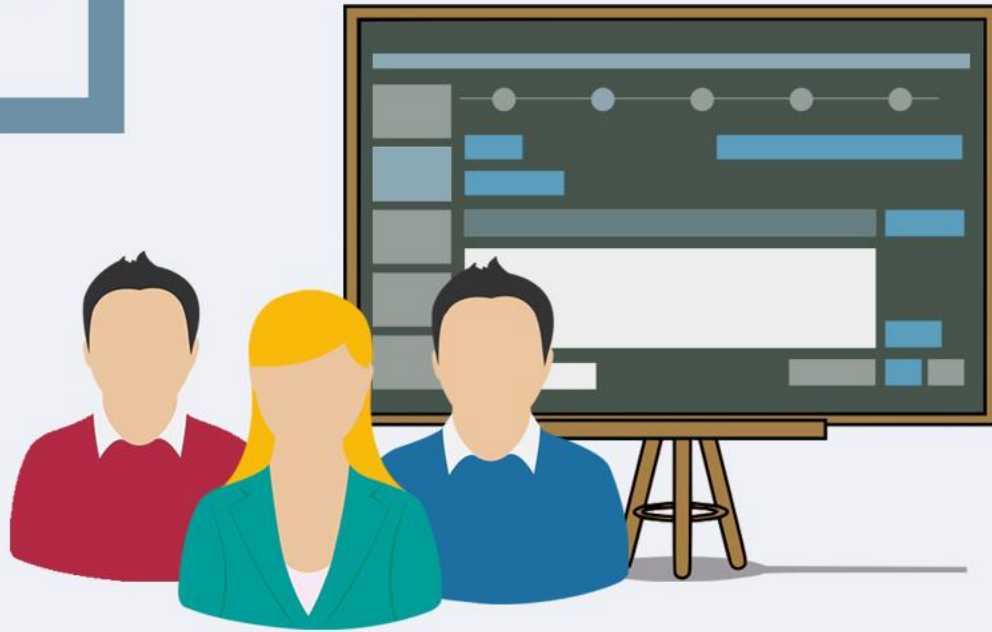
Kind regards

The Reward Team

30143 Dr Wanda Franklin Marketing Assistant Rath and Sons Accounting

30425 Mr Jerry Henderson Business Systems Development Analyst Dooley Inc Research and Development

HWC



HWC and Company
HQ support and train
users together

A gradual staged launch helped
reduce fear of change and the
unknown while user groups
were set up for discussion and
feedback



Michael Smith

Compensation Manager
Company A, London, UK

Activated: Yes

Plan Manager (Stock): Yes
Plan Manager (Options): No
Super Plan Manager: Yes

Flexible permissions can reflect complicated company and business unit structure

Module Permissions

						Modules					
Remove All						Remove	Remove	Remove	Remove	Remove	Remove
	Sector	Company	Office	Country	Region	View/Edit Exec Details & Remuneration	Online Edits System	Rolling Remuneration & Five Year Comparison	User Permissions Module	Salary Increase Proposals	Bonus Nominations
Remove	Company A					Yes	Yes	Yes	Yes	Yes	Yes
Remove	Company B					No	No	No	No	Yes	No

Michael Smith Can View

User Count = 48

Emp ID	Preferred Name	Last Name	Job Title	Company
4583	Jordi	Barton	Marketing	Company A
4603	Robert	Baxtor	Chief Strategic Officer	Company B
44615	Adrian	Braithwaite	Head of Planning	Company B
44620	Jose	Brittania	HR	Company A

HWC



Result #3

The client now has additional, knowledgeable resource in HWC to call upon, with no training downtime.

Last year 4
processed,
themselves;
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HWC

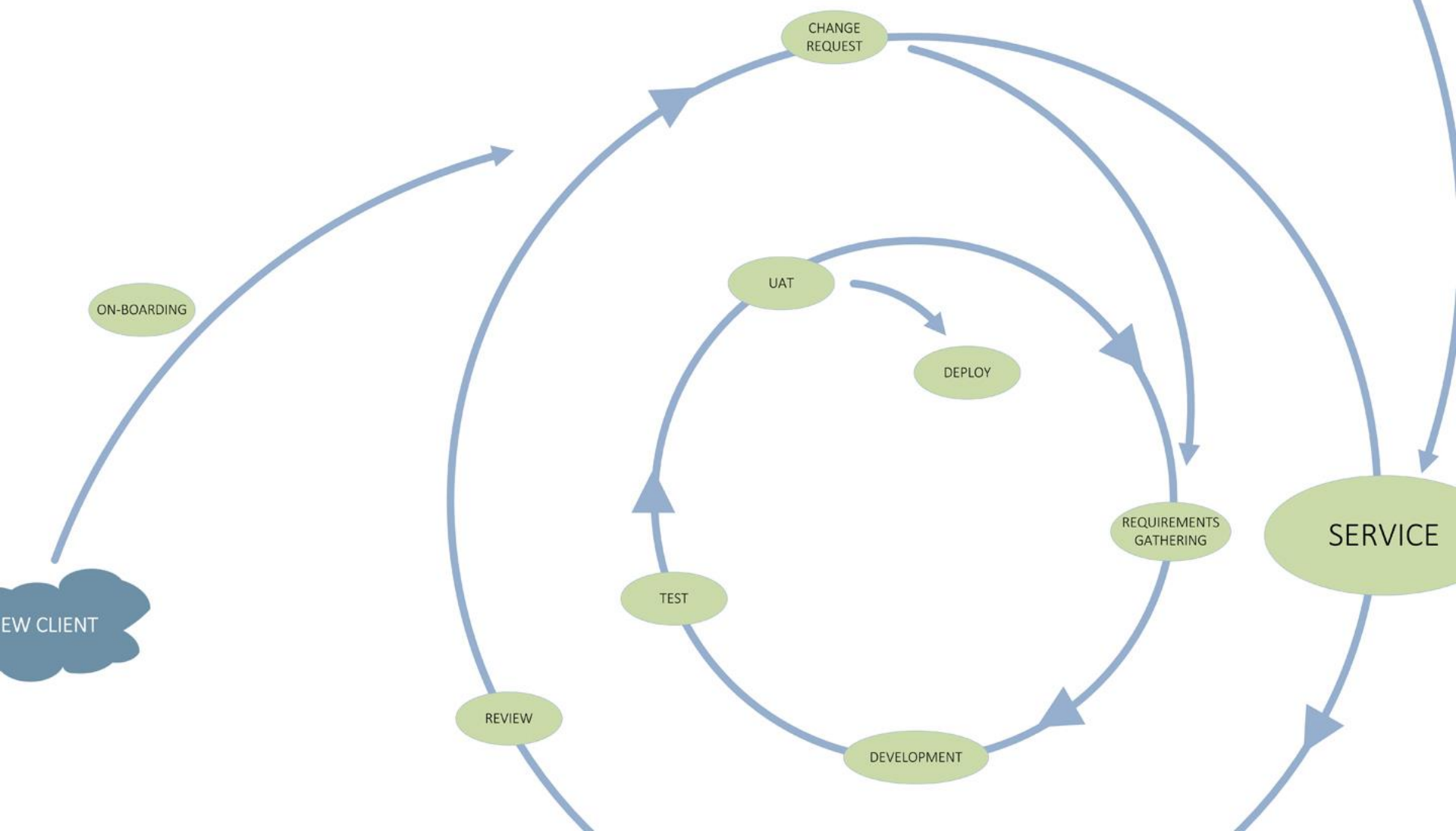


Evolving...

CONSULTANCY

BUSINESS

LEGAL



Jake Bowyer

Reward Analyst, WPP

WPP



- TAXI AKQA OgilvyOne worldwide H&M KANTAR SET
- WUNDERMAN GIG cognifide comarco PQQCC XAXIS fisheye
- ecpblue the food group H&O ALWAYS adpeople Salmon KANTAR PUBLIC imagina
- LIGHTSPEED cba gog greyhealth group KANTAR MEDIA CHIME BRAVO HOGARTH
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- essence maxus ME KANTAR MILWARD BROWN KBM GROUP Joule 9ine Hill + Knowlton Strategies SMOLLAN kinetic
- cohn&wolfe KANTAR IMRB DAVI FITCH The Government & Public Sector Practice KANTAR TNS spafax geometry global B|W|R Public Relations KANTAR FUTURE
- UNITED VISIONS BU Burson-Marsteller ieq. KANTAR WORLD PANEL DIGIT icomobile axicom groupm WEXLER WALKER FORWARD
- WUNDERMAN HEALTH msc Social.Lab WPP SCANGROUP PRISM HS Ad TAPSA Y&R cerebra Peclers Paris vbat I COLEY PORTER BELL KANTAR VERMEER *S,C,P,F... lab wing esp
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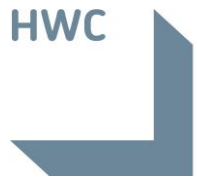
WPP 2016



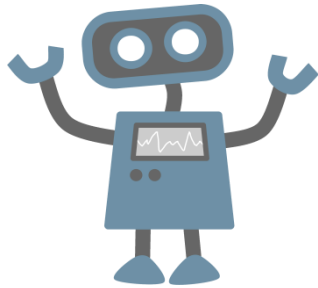


Solution requirements





And Finally



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Q + A
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