

HWC



Tales  
of the  
Unexpected

John Thrower  
Managing Director

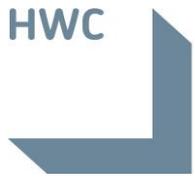
Claire Bedwell  
Client Services Director

# 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

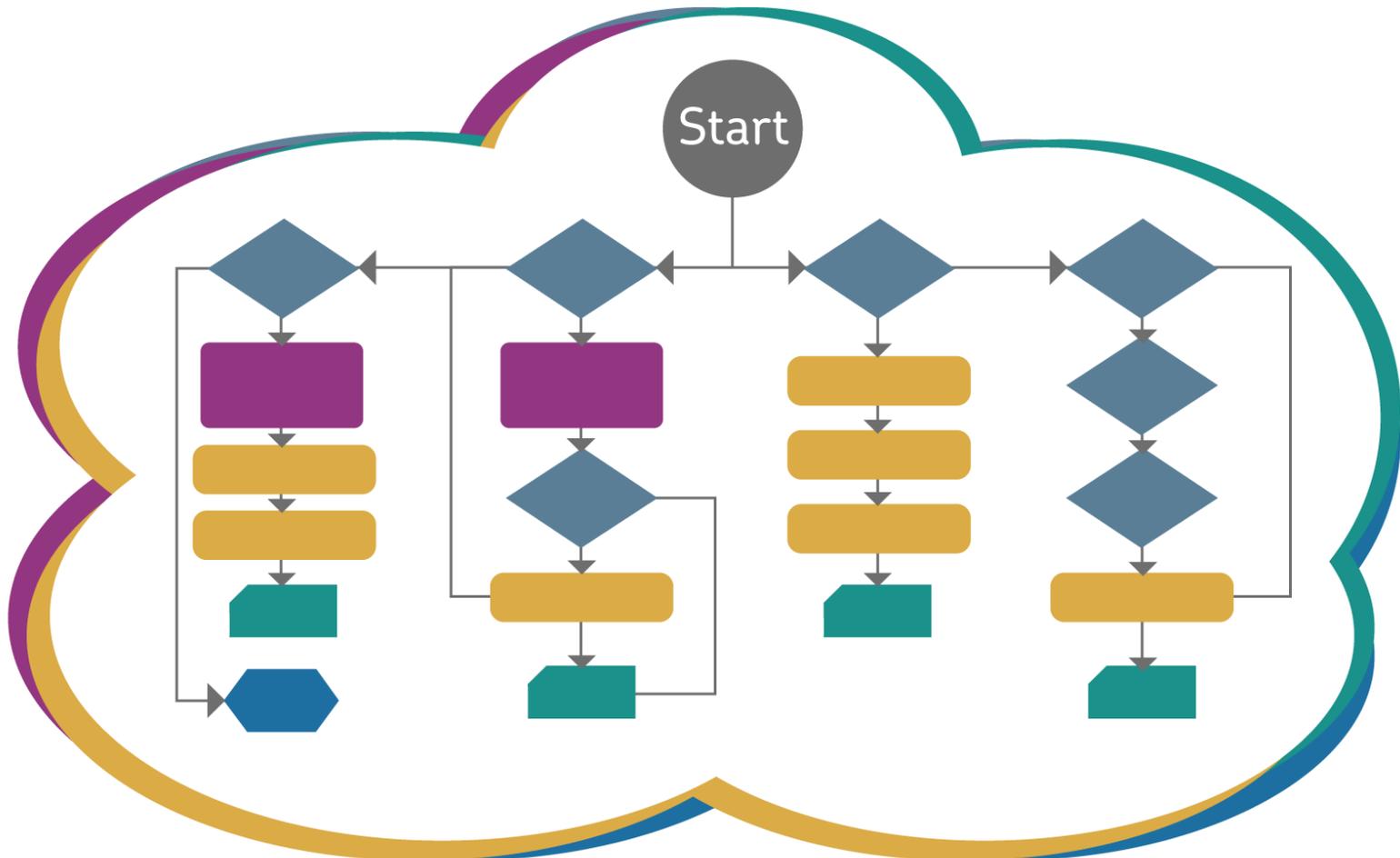
## HWC - Who Are We & What Do We Do?

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**

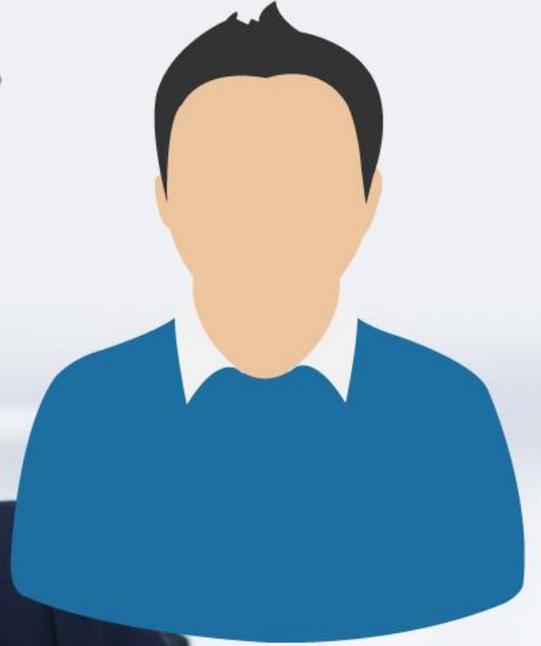
178 miles away Active 4 hours ago

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.



# 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

**i** 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	
<b>New Buy-Back Payment Due</b>				<b>Total Payable This Financial Year</b>					
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				
<b>Total Due</b>				\$0	<b>Total To Pay</b>				
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 &amp; 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%				<a href="#">Update</a> <a href="#">Remove</a>

## 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			<a href="#">Update</a> <a href="#">Remove</a>	

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			<a href="#">Update</a> <a href="#">Remove</a>
Salary	GBP	40,000.00	Promotion	01-Jul-2008	2,000.00	5.26			<a href="#">Update</a> <a href="#">Remove</a>
Salary	GBP	38,000.00	Annual Review	01-Jul-2007	2,000.00	5.55			<a href="#">Update</a> <a href="#">Remove</a>

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 &amp; 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 ( <a href="#">show/hide</a> )	12-Apr-2017 16:08	Jim Whitmore	<a href="#">Download</a> <a href="#">View/Edit</a> <a href="#">Re-Send</a>
2017	2017	Document Pack - 7 documents ( <a href="#">show/hide</a> )	12-Apr-2017 16:09	Jim Whitmore	<a href="#">Download</a> <a href="#">View/Edit</a> <a href="#">Re-Send</a>

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

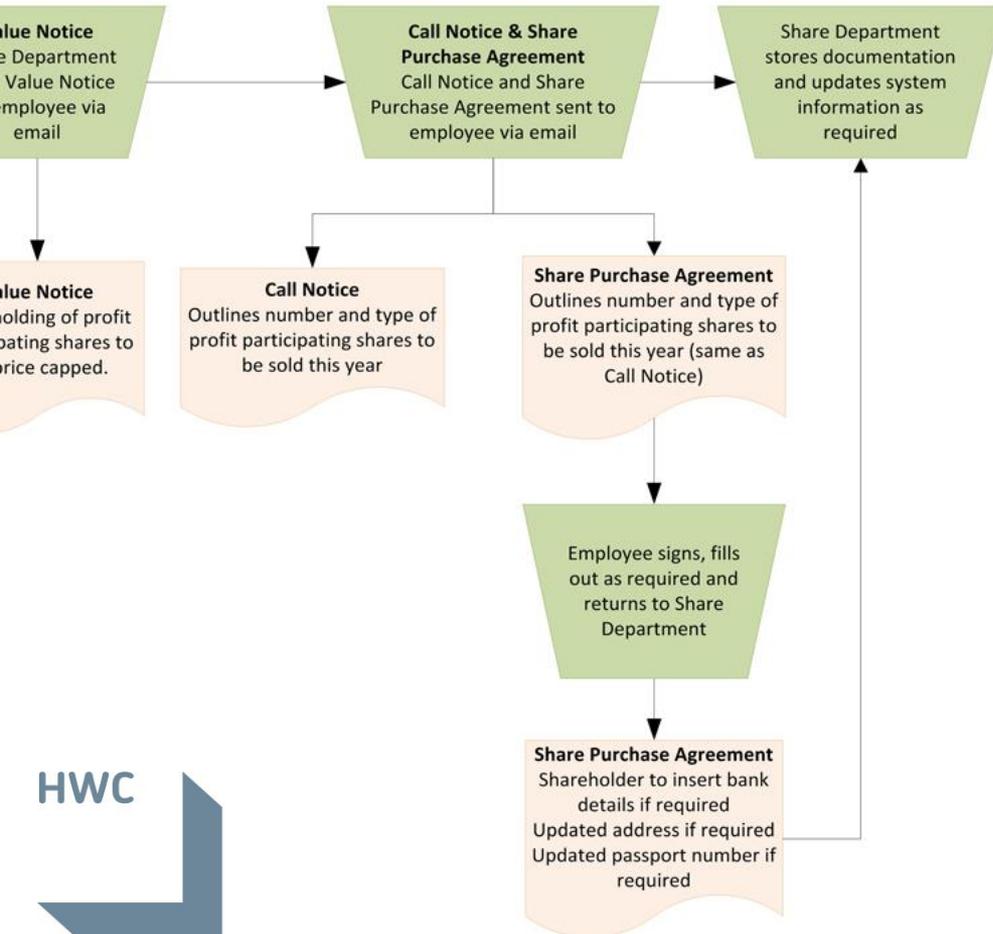
 Application Administrator

 Junior Administrator

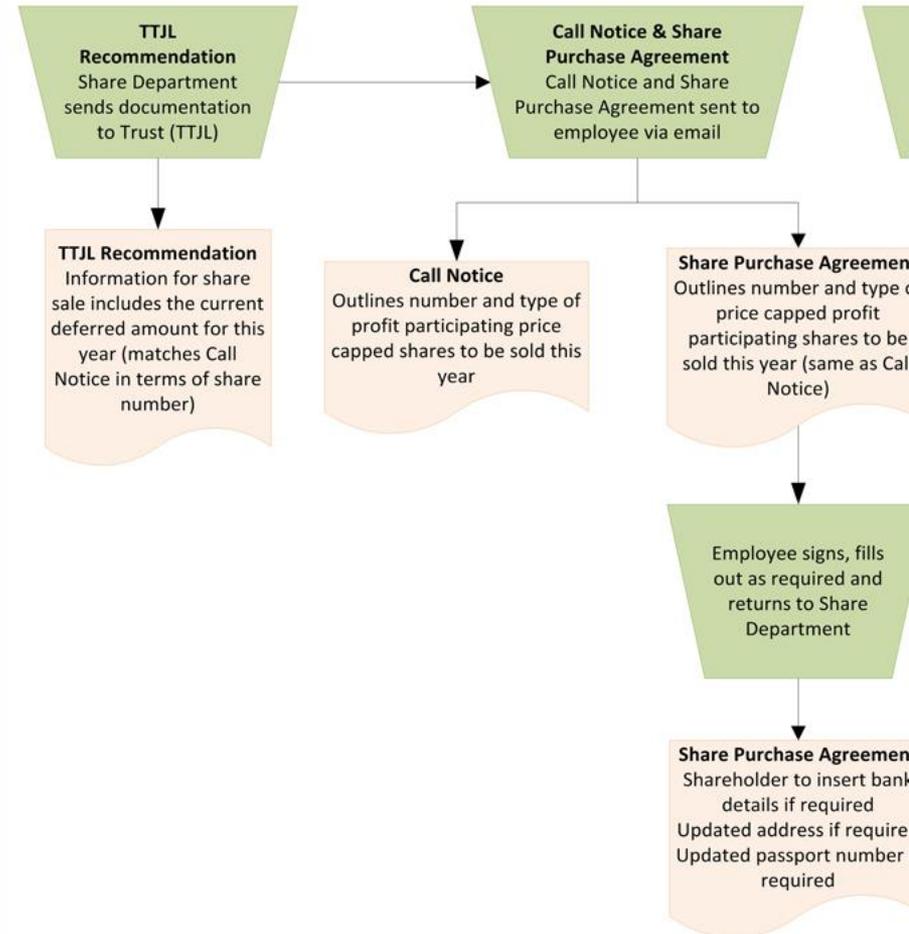
 Senior Management

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 &lt;



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

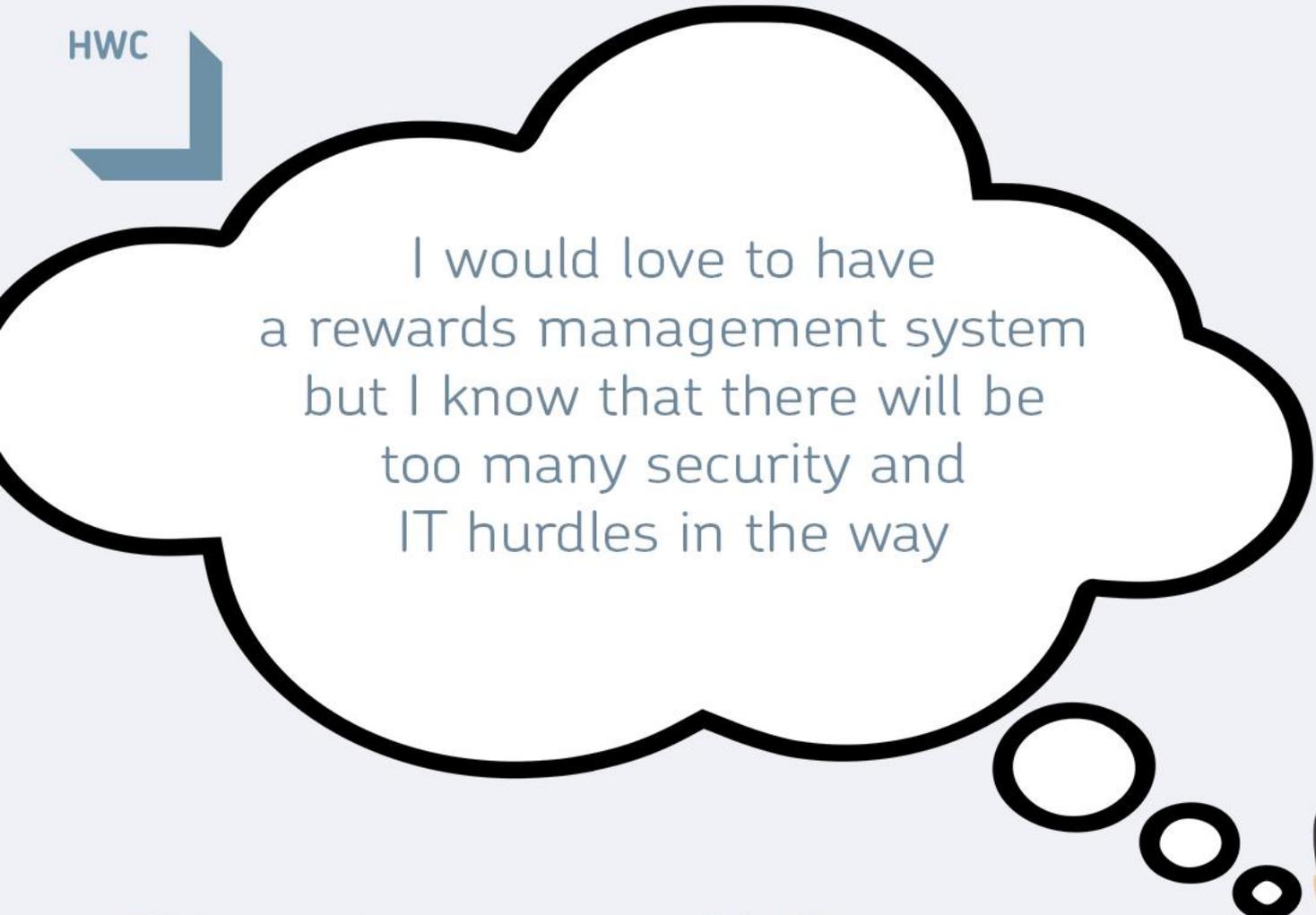
The client now has all calculations and business process documentation for new hires or in case of emergencies.

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 &gt;&gt; Groups

Population Groups

Users &gt;&gt; Populations

Shareholders &gt;&gt; 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				
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	No Access				
Administrator	<input checked="" type="checkbox"/> on <input type="checkbox"/> off	Authorisation Level 1	No Access				
Junior Administrator	<input checked="" type="checkbox"/> on <input type="checkbox"/> off	No Authorisation	No Access				

Save Permissions



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



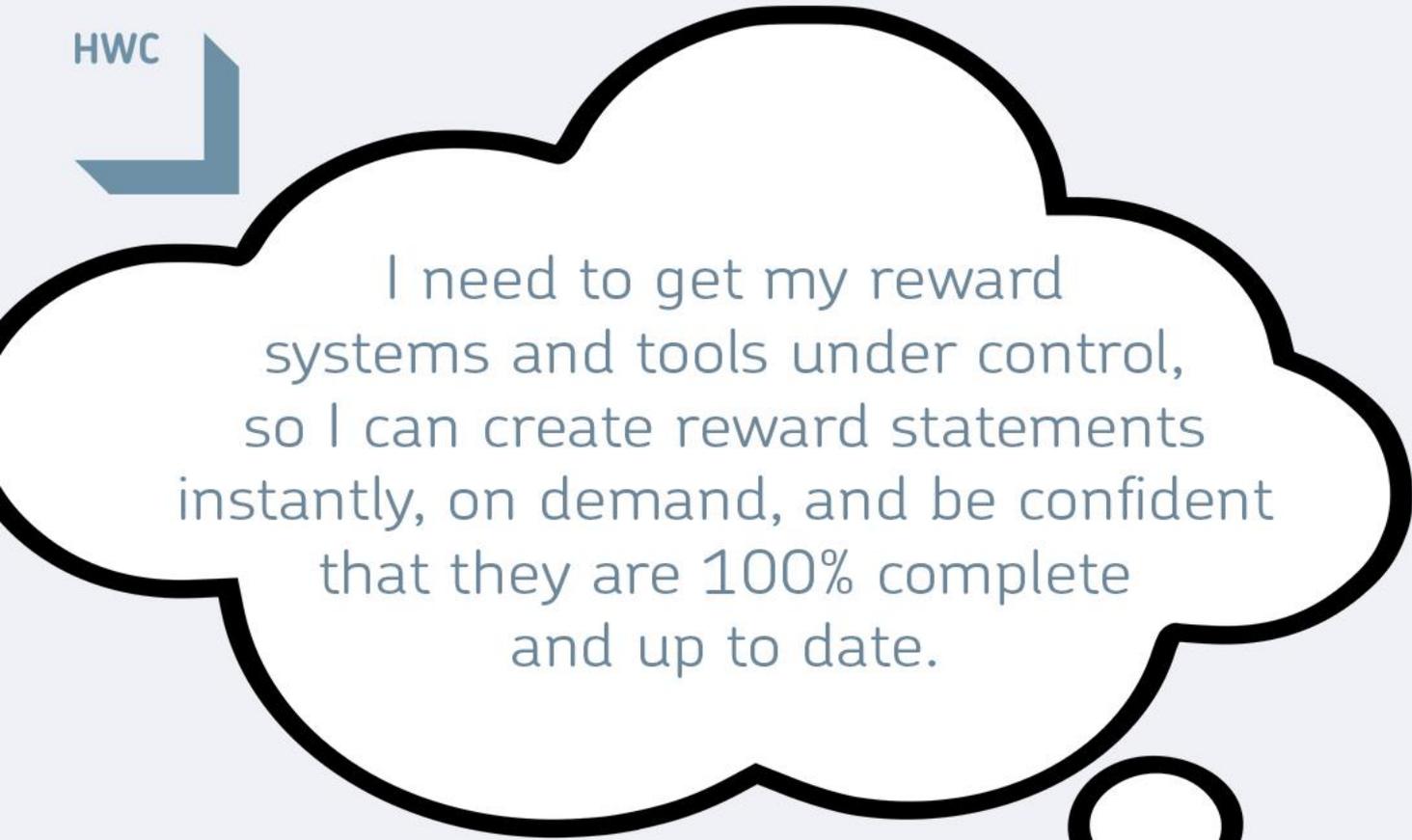
## Result #2

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

Progress: 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:

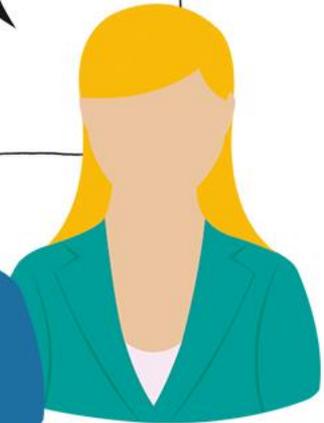
Company:  Office:  Country:

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		<input type="button" value="Enter Proposal"/>
67891						<input type="button" value="Enter Proposal"/>
41215						<input type="button" value="Enter Proposal"/>
141516						<input type="button" value="Enter Proposal"/>
171819						<input type="button" value="Enter Proposal"/>
202122						<input type="button" value="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

Company ▼

Overdue? ▼

Preferred Name

Office ▼

Review Date ▼

Last Name

Country

### 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

Dashboard

Users

Cash Awards

Share Awards

Share Option Awards

Executive Benefits

Documents

Reports

Admin

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

Documents

Total Reward Statement



Pack 1 of 5 ← Previous Pack Next Pack →

Search for individual TRS:

**View**

Close Email <

Send Email

Send All Emails

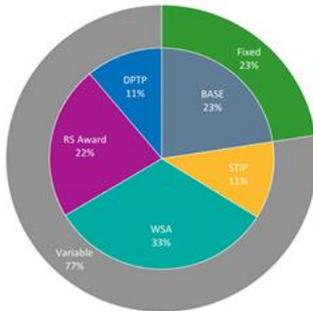
**Alan Jackson**  
Quality Control Specialist

**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	Grant Value	Est. Award Value	Grant Year	ADS / Ordinary Shares	Grant Value	Est. Award Value	Grant Year	ADS / Ordinary Shares	Grant Value	Est. Award Value	Grant Year		ADS / Ordinary Shares	Grant Value	Est. Award Value
2017	2015		2,821,858		2014	146	15,000	15,783									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
<b>TOTALS</b>			2,821,858			146	15,000	15,783									<b>344,239,269</b>

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;  
offices from 20  
countries.

\$ were  
least once  
991  
units and 62



HWC

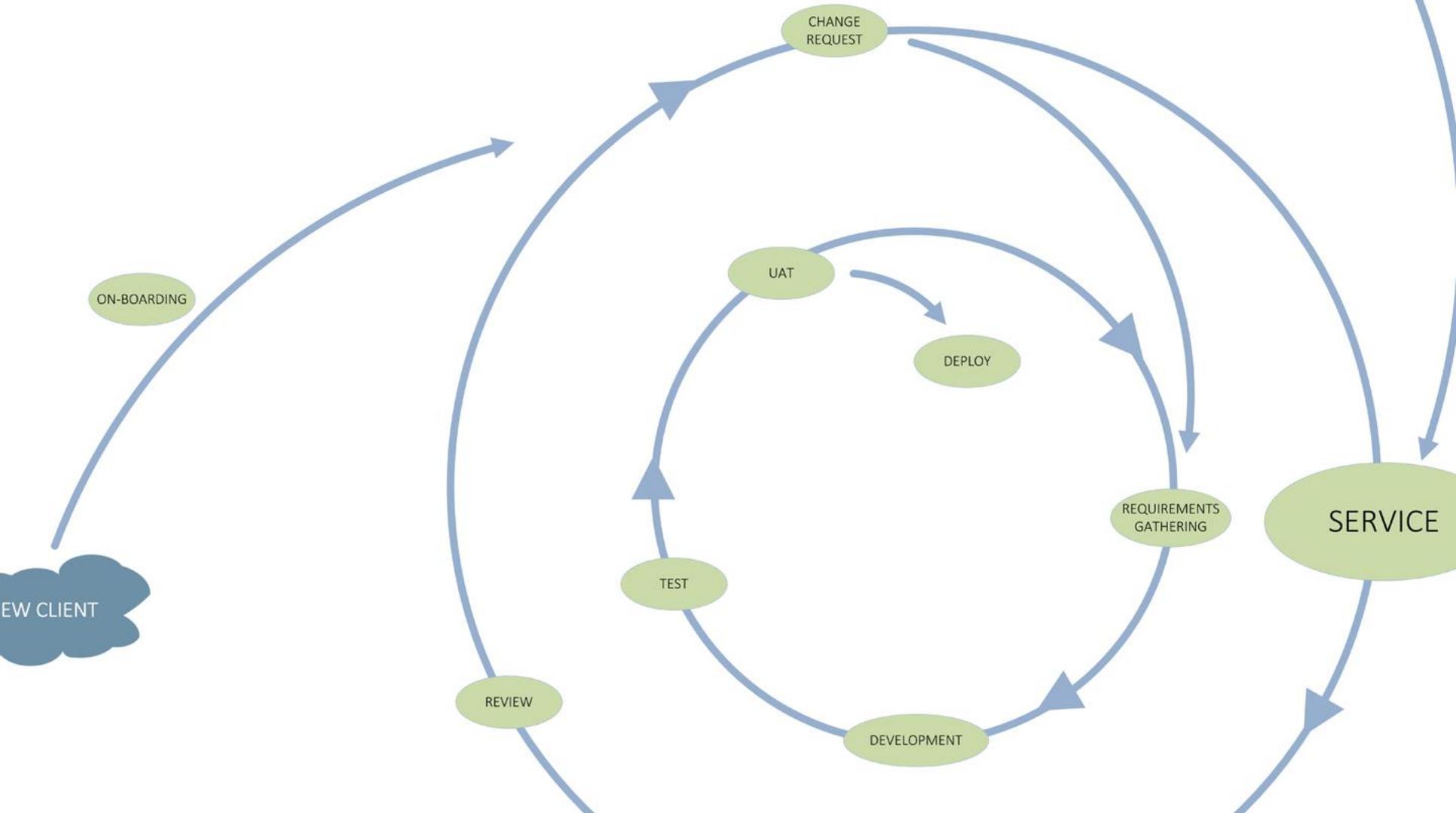


# Evolving...

CONSULTANCY

BUSINESS

LEGAL



# Jake Bowyer

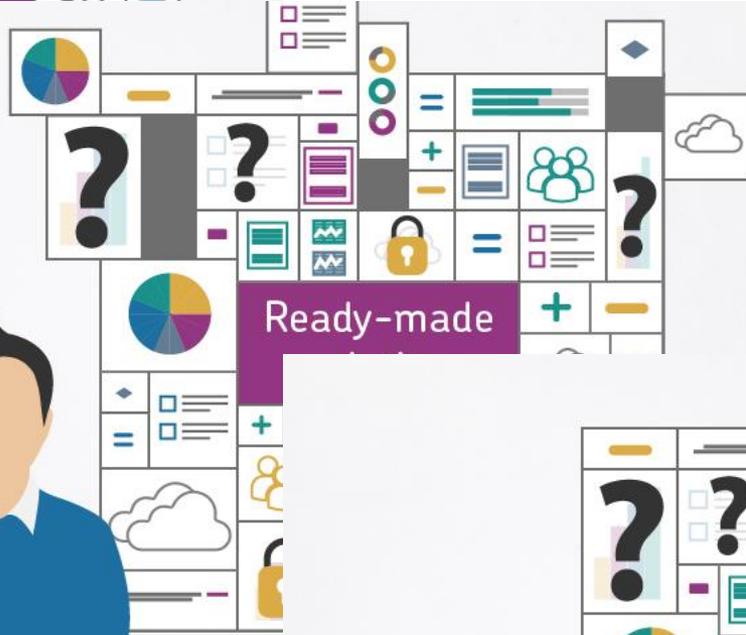
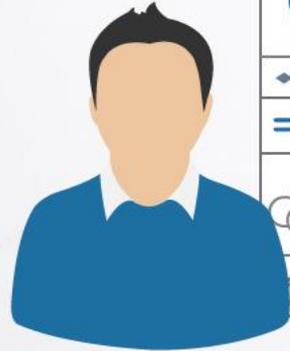
Reward Analyst, WPP

# WPP



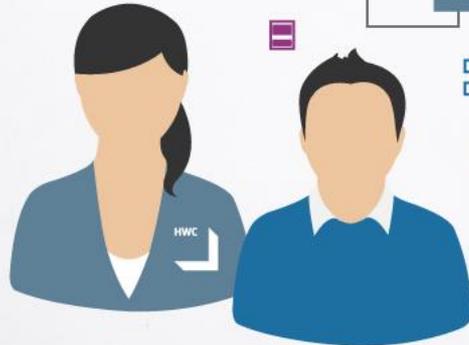
- TAXI AKQA OgilvyOne worldwide H&M KANTAR SET
- WUNDERMAN G&G cognifide comarco P&G XAXIS fisheye
- the food group H&O ALWAYS adpeople Salmon KANTAR PUBLIC imagina
- LIGHTSPEED cba greyhealth group KANTAR MEDIA CHIME BRAVO HOGARTH
- DSG DENVER SQUARE GROUP SIZGI metro JOHANNES LEONARDO gi MUM Landor CATALYST
- KANTAR RETAIL ADK< Agistics Ogilvy CommonHealth Worldwide THE STORE neo@Ogilvy Globant Ogilvy Public Relations
- essence maxus KANTAR MILWARD BROWN K&M GROUP Joule 9ine Hill + Knowlton Strategies SMOLLAN kinetic
- cohn&wolfe KANTAR IMRB bdg ieq FITCH The Government & Public Sector Practice KANTAR TNS spafax geometry global B|W|R Public Relations KANTAR FUTURE
- UNITED VISIONS Burson-Marsteller Eicoff group MEDIACOM GAIN THEORY tenthavenue groupm WEXLER WALKER FORWARD
- WUNDERMAN HEALTH msc HILL+KNOWLTON Y&R Peclers Paris vbat COLEY PORTER BELL KANTAR VERMEER \*S,C,P,F... wing
- gtb SUDLER HENNESSEY Social.Lab WPP SCANGROUP PRISM HS Ad TAPSA Y&R cerebra GGA KANTAR ADDEDVALUE acceleration mutualmobile PRIME GROUPSJR
- Benenson Strategy Group mirum THE PARTNERS H-ART BARROWS Ogilvy & Mather Advertising VML acceleration RED PRIME J. WALTER THOMPSON WORLDWIDE
- quisma Buchanan POSSIBLE WPP Digital johnnet OLASC RADIUS Lambie-Nairn Farm darion P CHI&PARTNERS WPP AU NZ MINDSHARE
- PENNY SCHINDLER BERLAND SANTO Mando at interlude THE DATA ALLIANCE bottle rocket FINSBURY GPG KANTAR HEALTH rockfish P R GREY SCHOLZ & FRIENDS blue state digital

WPP 2016



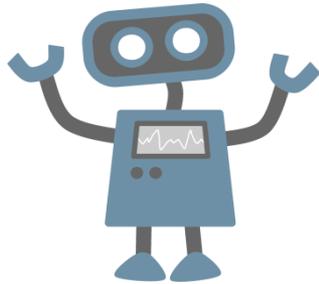


### Solution requirements





# And Finally



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Q + A  
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