

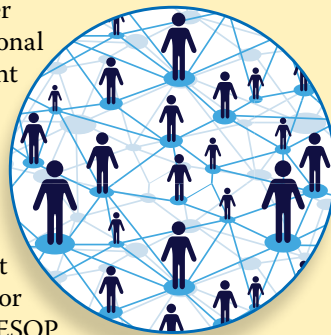
Employee Ownership Report

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IN THIS ISSUE:

Setting up Multinational ESOPs

ESOP companies with operations in other countries often want to include international employees in ownership. The predominant advice has been to use phantom stock or stock appreciation rights for these plans because they are relatively simple. An actual multinational ESOP has been seen as at best impractical. In a recent NCEO issue brief, however, we found that a multinational ESOP may make sense. For example, Daymon International, a 100% ESOP that provides store brand management services in the U.S. and several other countries implemented an international ESOP. An international ESOP has no compelling tax advantages compared to other arrangements, but it does allow companies to more closely parallel benefits for U.S. employees. Government contractors



Continued on page 7

FEATURES

Setting up Multinational ESOPs	1
Survey Results: How Much Trust Do Employees Have?.....	1
Call for 2013 Conference Sponsors and Speaker Proposals.....	1
What Do ESOPs Look Like?.....	3
ESOP Case Study: The Management Trust	4
Approaches to Pay at ESOP Companies.....	6
Rosen Ownership Opportunities Fund.....	13

COLUMNS

Working Better.....	2
Highlights from the NCEO's <i>Equity Compensation Report</i>	5
Employee Ownership Q&A.....	9
Cases & Rulings.....	10
Ownership News	12
Companies	14
Owners' Page.....	15

NCEO RESOURCES

NCEO Contact Information / Notes	2
NCEO Bookshelf	14
NCEO Events	16

Survey Results: How Much Trust Do Employees Have?

Trust is vital to developing a workplace where employees think and act like owners, but it is not a single, unified characteristic. There are many aspects of trust, such as trust in coworkers, trust in leadership, and trust in the ownership plan. Trust in leadership, the focus of this article, also has a number of subcomponents, including trust in supervisors, trust in senior management, and trust in the leadership team.

The NCEO's employee ownership survey provides an opportunity to look at these different aspects of trust in leadership at employee-owned companies and how they relate to other components of a strong ownership culture. The survey is designed to gauge employee perceptions and attitudes on a number of topics including plan understanding, decision making, and entrepreneurship. The current database contains responses from more than 15,000 employees at 89 employee-owned companies.

Trust in leadership varies dramatically from company to company. For example, in some companies, employees generally agree that there is a high level of trust in all categories; in others, employees may agree that there is a high level of trust in some categories. In others still there may be little consensus among employees on whether there is trust in leadership. There are, however, a few patterns that emerge across all the surveyed companies. Generally, employees

Continued on page 8

2013 ANNUAL CONFERENCE

Call for Sponsors and Speaker Proposals

On September 7, 2012, the 2013 Employee Ownership Conference proposal pages will become available on the NCEO Web site for sponsorship opportunities and speaking proposals. Links to all the information you need to sponsor and/or to speak will be located at www.nceo.org/conference. You will definitely want to be a part of this major event in Seattle, Washington, April 24–26, 2013, with a preconference day on April 23. Sponsorships are awarded on a first-come, first-served basis. Speaking proposals are due by October 5, after which they go through a selection process with an outside committee.

Questions? Contact Deborah Krant, NCEO conference director, at 510-208-1304 or dkrant@nceo.org.