

**EMPLOYEE OWNERSHIP TRAINING & EDUCATION PROGRAMMES
NUMBERS OF PROGRAMMES BY TARGET PUBLICS**

<u>COMPANIES</u>	9	9
• Companies getting started.	1	
• Companies with concerns about employee cynicism.	1	
• Companies considering ESOPs	1	
• Company thinking about implementing an ESOP	1	
• Companies in the process of implementing an ESOP	1	
• New employee-ownership companies seeking to build a strong foundation for ownership behavior	1	
• Successful companies who want to take ownership to the "next level"	1	
• Companies with an established plan who just need a refresher.	1	
• Companies wanting to rekindle the initial enthusiasm about employee ownership	1	
<u>EMPLOYEES</u>	55	84
• All employees.	6	
• All employees of SMEs and individuals	1	
• Employees	11	
• Informal nonmanagerial leaders.	1	
• Active front line employees	1	
• Employees involved with employee's participation	1	
• Employees at companies that have stock plans and equity compensation.	1	
• Employees of employee-owned companies (sociedades laborales)	16	
• Employees of co-operatives	2	
• Employees of workers' co-operatives	10	
• Employees of Italian co-operatives	3	
• Employees of Mondragon Group	1	
• Employees at ESOP companies.	1	
<u>EMPLOYEE OWNERS</u>	29	
• Employee-owners, non managerial	16	
• ESOP	1	
• People from mature ESOPs	1	
• Employee-owners of employee-owned companies	6	
• Employee-owners, non managerial, typically coming from outstanding ESOP companies where developing a culture of ownership is considered an important aspect of corporate success.	1	
• All Members of workers co-operatives, Tous les coopérateurs des SCOP, qu'ils soient dirigeants, élus, associés et autres salariés	1	
• Employee-owners of Italian co-operatives	2	
• Employee-owners of TULLIS RUSSELL GROUP	1	
<u>MANAGEMENT</u>	34	64
• Managers	18	
• SMEs managers	2	
• SMEs leaders and managers	1	
• SMEs leaders	1	
• Managers of workers' co-operatives	3	
• Managers of employee-owned companies (sociedades laborales)	4	
• Managers of Italian co-operatives	3	
• Managers of Mondragon Group	2	

<u>MIDDLE MANAGEMENT</u>	12	
• Team leaders	2	
• Supervisors	1	
• Middle managers	5	
• Middle-managers of Italian co-operatives	1	
• Middle-managers of Mondragon Group	3	
<u>SPECIFIC MANAGEMENT</u>	18	
• Operating officers, Responsables Opérationnels	1	
• Human Resources managers	1	
• Managers in charge of Social Affairs, Law Departments, Training Departments, Responsables Affaires Sociales, Juridique, Formation.	3	
• Managers in Social Affairs	1	
• Managers of law departments	2	
• Company trainers	1	
• Managers of training departments	1	
• Problemsolving teams	1	
• Financial managers, financial officers, Responsables Financiers	2	
• Managers in charge of Human Resources, Employee Financial Participation, Compensation & Benefits, Responsables Ressources Humaines, Epargne salariale, Rémunérations & Avantages.	2	
• Anyone involved with building an ownership culture, including (but not limited to) those involved with ESOP communications, human resource development, training or organizational change	1	
• Compensation & benefits managers	1	
• Financial planners who need to understand the basic terminology and instruments of equity compensation.	1	
<u>SENIOR MANAGEMENT</u>	7	30
• Senior managers	1	
• Senior management team members	1	
• High managers of medium-sized enterprises from Staff departments	1	
• High managers of medium-size enterprises from Financial departments	1	
• ESOP company senior executives	1	
• Senior managers of Mondragon Group	2	
<u>EXECUTIVES</u>	23	
• Directors and senior managers	10	
• Executives	1	
• Executives from privates companies	2	
• Executives from privates companies and ESOPs	1	
• Executives and decisions-makers of larges entreprises (CEO, HRD, financial directors)	2	
• Managing Directors	1	
• Executive Directors, members of Executive Committees	2	
• Chief Executive Officers of companies with an employee stock ownership plan (ESOP)	1	
• Members of Executive Boards, Membres des Comités de Direction,	1	
• Directors of Italian co-operatives	2	
<u>ENTERPRISE GOVERNANCE</u>		55
<u>BOARDS AND OWNERSHIP</u>	9	
• Members of the Board of Directors	1	
• Members of Supervisory Boards	2	
• Board Betriebsräte.	1	
• Steering committee members	1	
• Employee-owners being members of their company's Board of Directors	1	

• Share Councillors of TULLIS RUSSELL GROUP	1	
• Members of Italian co-operatives	1	
• ESOP Company Associates	1	
<u>TRADE UNIONS AND EMPLOYEES DELEGATES</u>	21	
• Employees delegates	3	
• Trade unionists	2	
• Shopfloor leaders	5	
• Trade-Union delegates	3	
• Trade-Union delegates and people in charge of collective bargainings	2	
• Members of Work Councils, Membres des Comités d'Entreprises	6	
<u>EMPLOYEE OWNERSHIP</u>	13	
• Employee owners, especially those employee owners who are members of their company's ESOP Committees	1	
• Members of ESOP Committees (Membres des Conseils de Surveillance des FCPE)	2	
• ESOP Managers	3	
• ESOP Executives	1	
• ESOP Communication Committee members	1	
• Employee-owners' associations (C3 - Associations d'actionnaires salariés)	1	
• Directors of employee-owners' associations	1	
• Presidents of employee-owners' associations	1	
• Directors representing employee owners	1	
• Committees members of workers co-operatives	1	
<u>OTHER STAKEHOLDERS</u>	12	
• All	1	
• Owners preparing to share equity with their employee	1	
• Retiree of an ESOP Company	1	
• Unemployed	8	
• Unemployed graduates who could become workers of employee-owned companies (sociedades laborales)	1	
<u>CONSULTANTS AND PROFESSIONALS</u>	13	13
• Advisors and consultants	2	
• Professional advisors and service providers	1	
• Professionals who work with ESOP companies or who have clients thinking of establishing an ESOP	1	
• Attorneys who need to understand the basic terminology and instruments of equity compensation.	1	
• Accountants who need to understand the basic terminology and instruments of equity compensation.	1	
• Labor-Management Cooperation Professionals	1	
• Equity Compensation Professionals, Professionals in the field of equity compensation	1	
• ESOP professionals who help ESOP companies deal with the issue of repurchase obligation	1	
• Careers in employee ownership: Valuers, Plan Administrators, Trustees, Trainers, Lawyers, Actuaries, Organizational Development Specialists	1	
• Service provider interested in governance, ESOP committees, and communication issues	1	
• CEP (Certified Equity Professional) designees seeking continuing education credit.	1	
• Analysts at brokerages that want to learn more about equity compensation	1	
<u>STUDENTS</u>	9	9
• Graduate students	1	
• Masters and graduates	1	
• MBA students	2	
• Regular students of Mondragon Region	5	