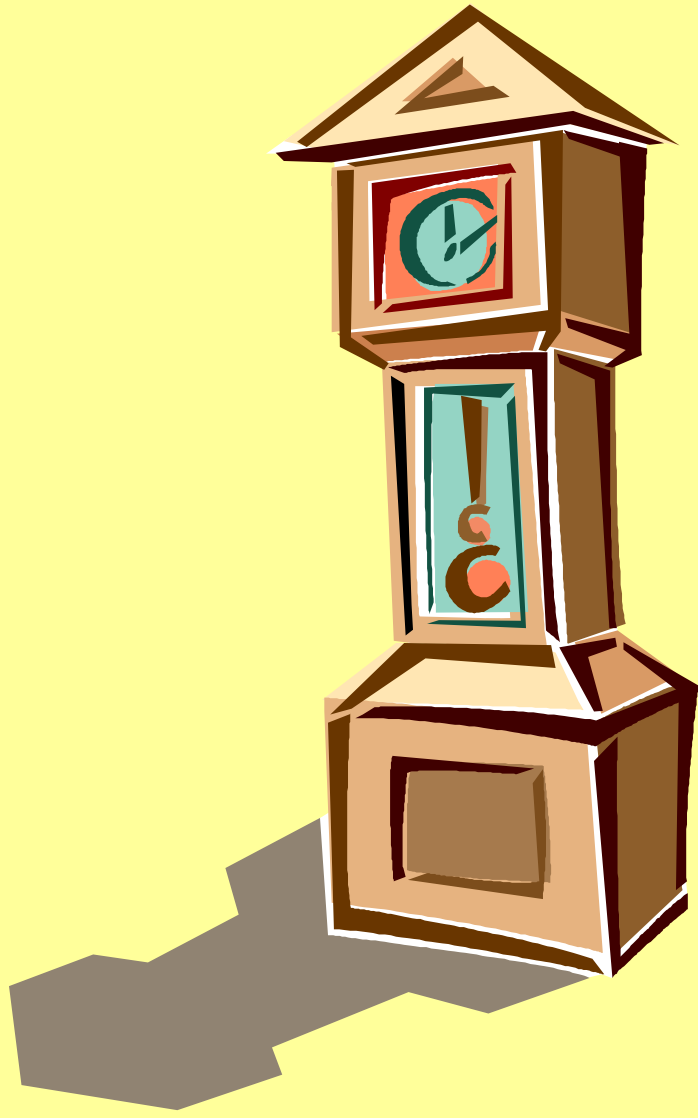


Marc Mathieu



EUROPEAN FEDERATION OF EMPLOYEE SHAREOWNERSHIP





European Business Representative Organisation

in the field of employee share ownership

- companies**
- employee shareholders**
- institutions**
- experts**
- trade unions**
- all people looking to promote
employee ownership in Europe**



2006

*The European
Employee Ownership
TOP 100*

Ranking and analysing all widest companies in the European Union, regarding employee share ownership



EUROPE CAP 100 – 2006

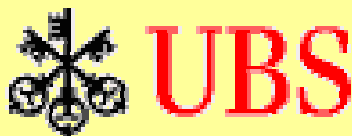
Capitalisation held by employees



TOP 10 EUROPE CAP 2006

Capitalisation held by employees
(millions EUR)

6.041 = 6%
87.000 €/employee



5.356 = 4,3%
47.000 €/employee

4.385 = 3,6%
48.000 €/employee



4.226 = 100%
54.000 €/employee

3.886 = 8%
61.000 €/employee



3.828 = 8,9%
38.000 €/employee

3.291 = 6,2%
30.000 €/employee



2.974 = 5,9%
48.000 €/employee

2.974 = 5,8%
27.000 €/employee



2.630 = 13,3%
23.000 €/employee





Top 10

Top 100

**Database of :
2.000 widest
European Groups**



2.000 widest European Groups

29 millions employees



2.000 widest European Groups

120 millions people

25% of EU population

(3-4 persons in family)



2.000 widest European Groups

87%

have

employee share ownership



2.000 widest European Groups

83%

have plans

to develop employee

share ownership more



2.000 widest European Groups

70%

have stock options



2.000 widest European Groups

49%

have

all-employee share plans
("broad-based")



2.000 widest European Groups

40,3%

have a "significant"

employee share ownership



Start of employee share ownership

FRANCE

1968



Start of employee share ownership

USA 1973

(Dinner with Senator Russell Long)



Start of employee share ownership

1979 (Margaret Thatcher)

UNITED

KINGDOM



Start of employee share ownership

FRANCE

1984



Start of employee share ownership

INDIA

1993



Start of employee share ownership

BELGIUM

1999



Start of employee share ownership
Most 2000 widest European Groups

**within last
10-15 years**



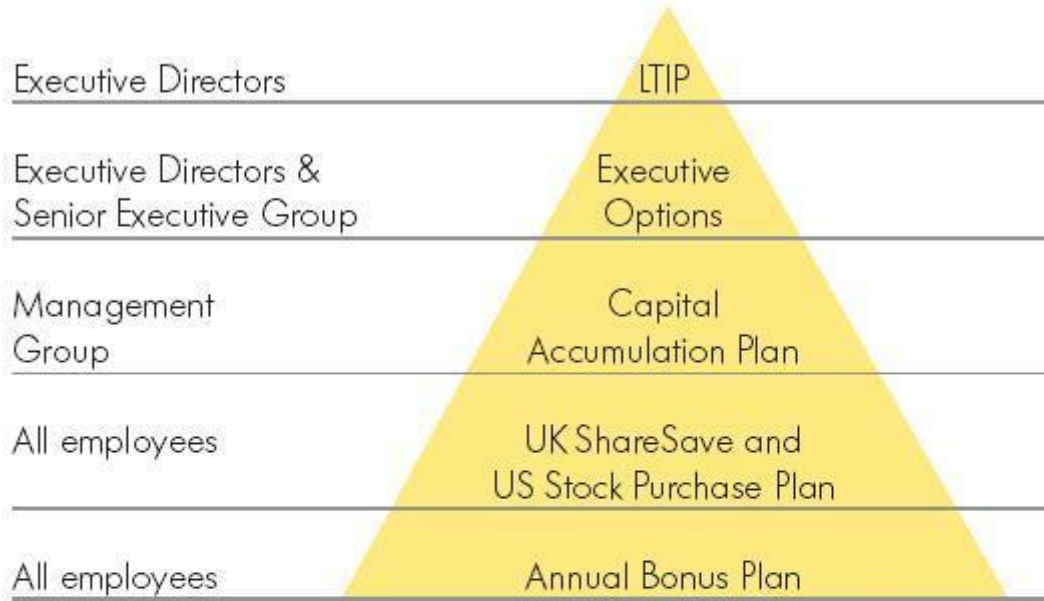
DATABASE

- **Capitalisation**
- **Employees**
- **% employee share ownership**
- **Capitalisation held by employee shareholders**
- **Detailed history and description of employee share plans and share option plans**
- **Having stock options or not**
- **Having broad-based plans or not**
- **% EO published or not**



Remuneration structure 2005/2006

(UK)



Executive Directors: Deferred Bonus Plan 2004, LTIP 2003 awarding performance shares;

Executive Directors and Senior Executive Group: Senior Manager Incentive Plan, Executive SOS 2003;

Management: Capital Accumulation Plan 2004;

All-employees: UK SAYE Scheme 2003, US ESPP 2003



Continuum

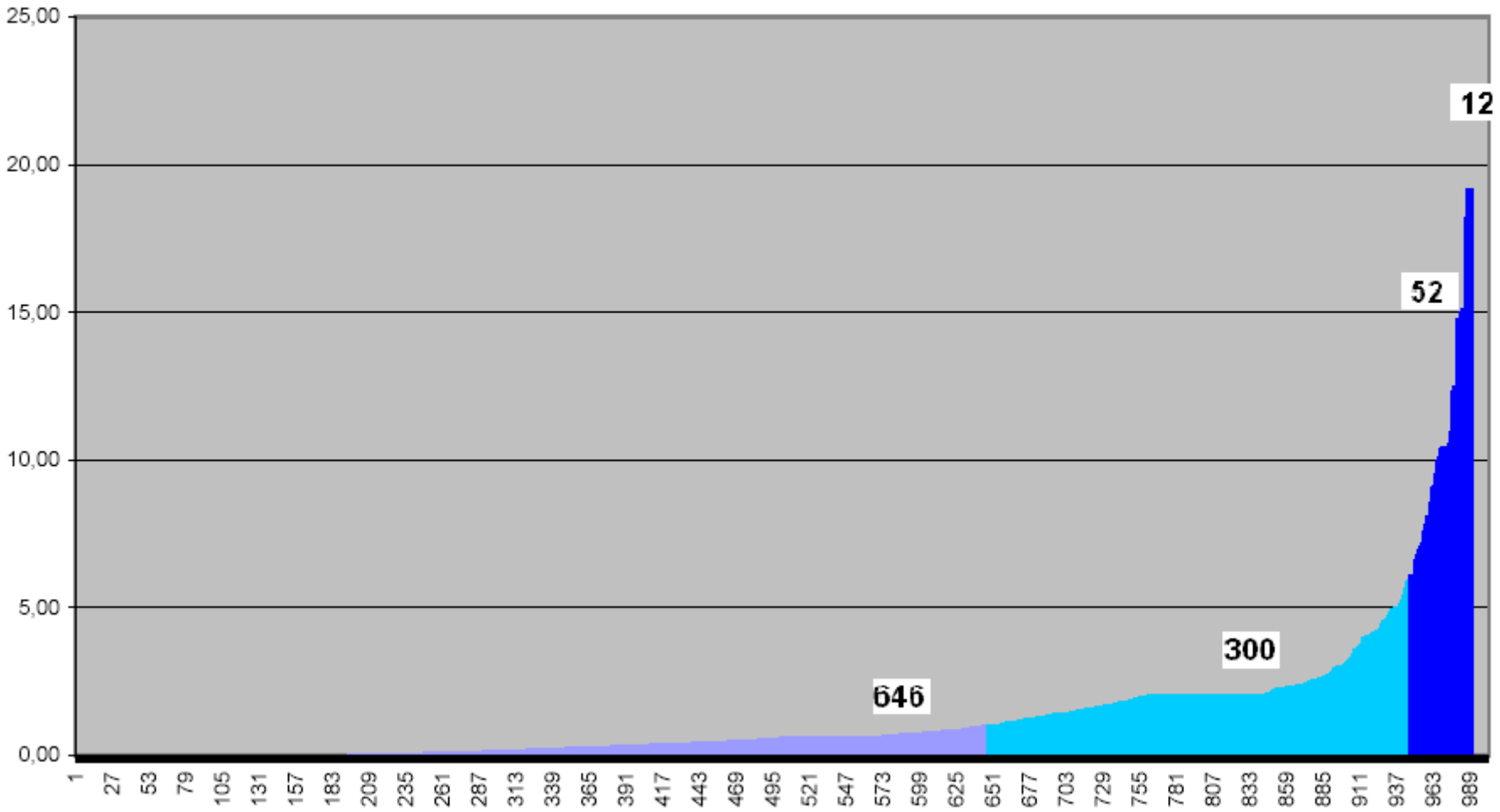
**1 employee
holding 1 share**



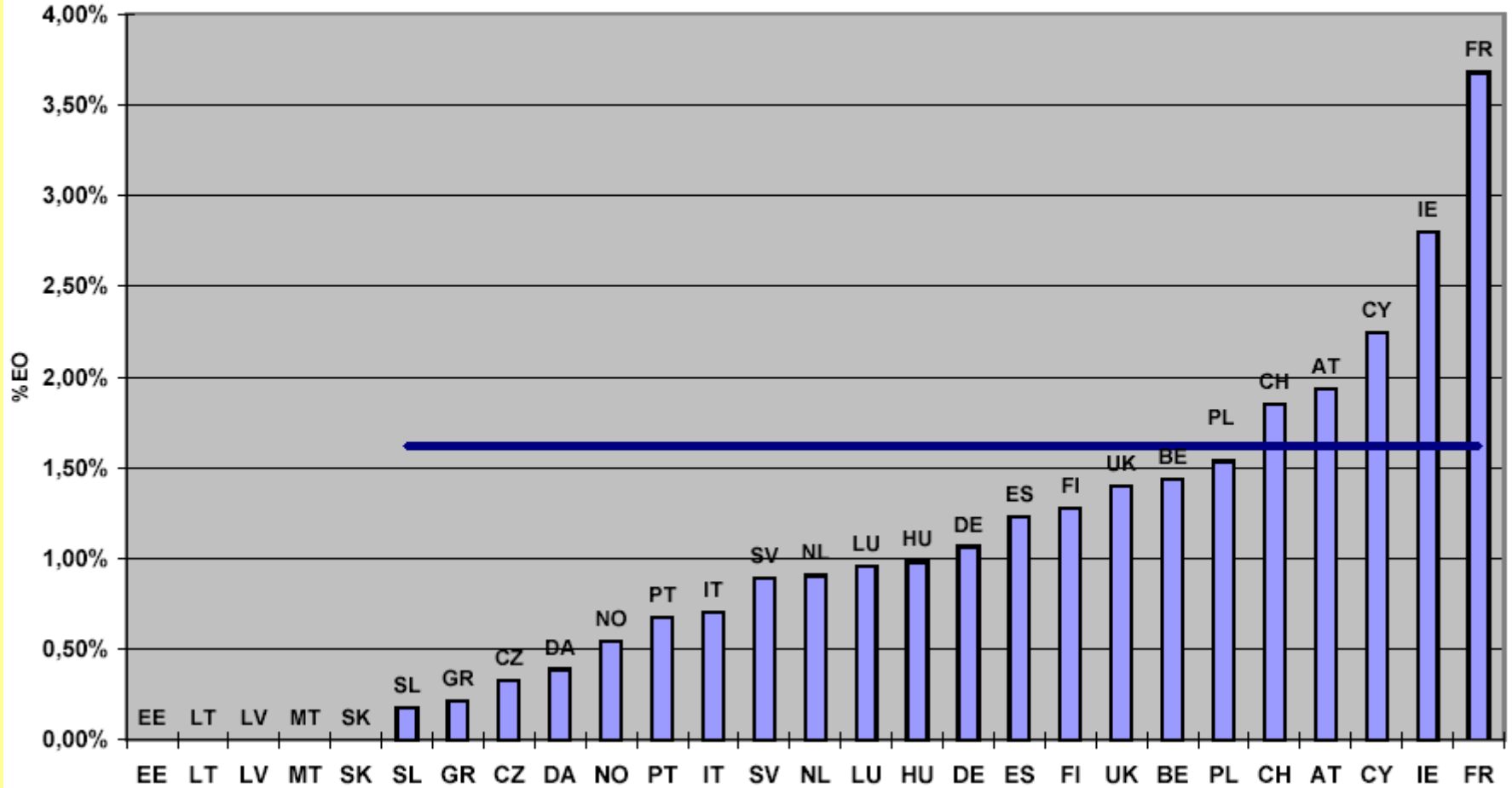
100%



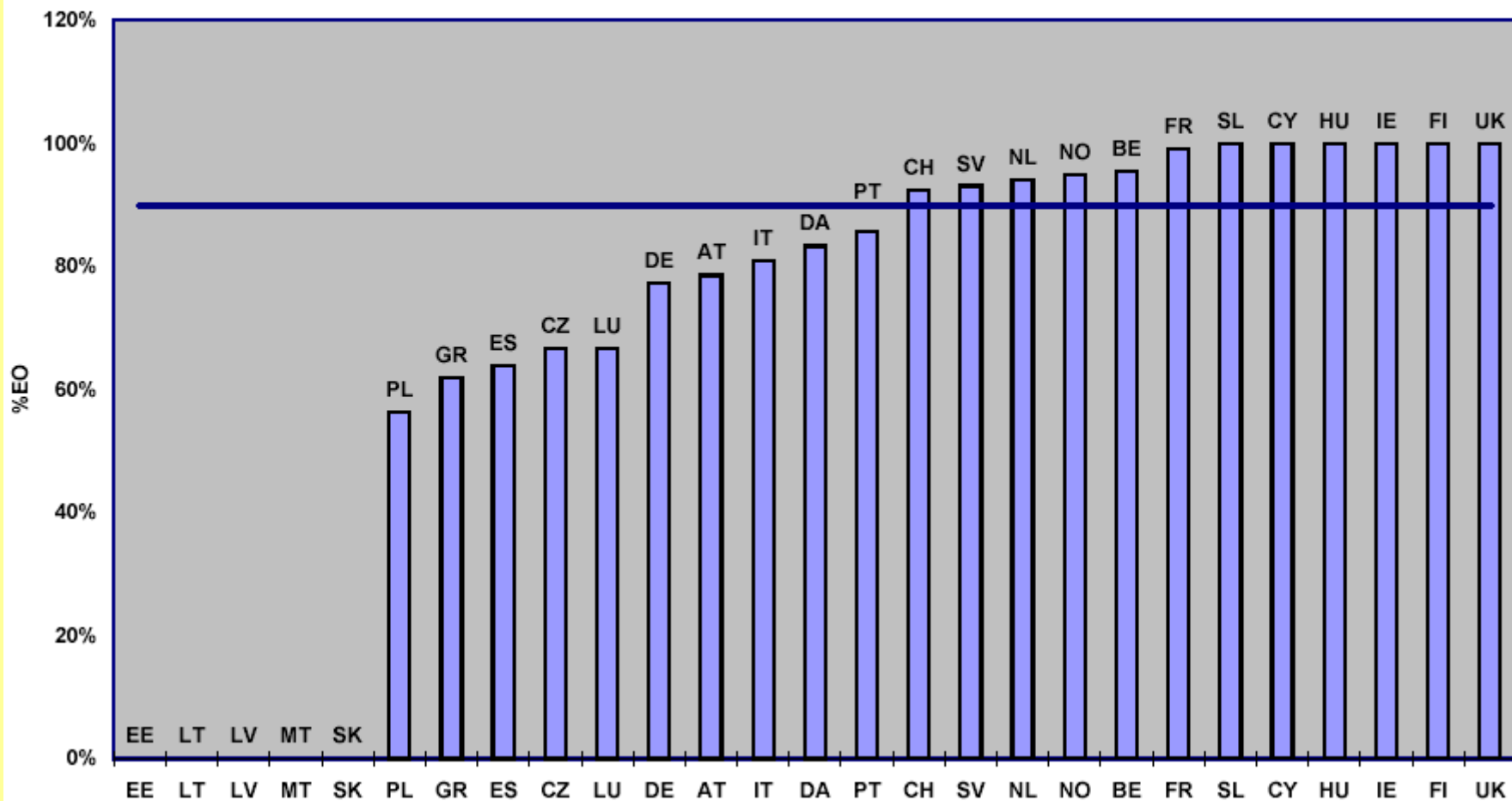
%EO by company (1.000 largest)



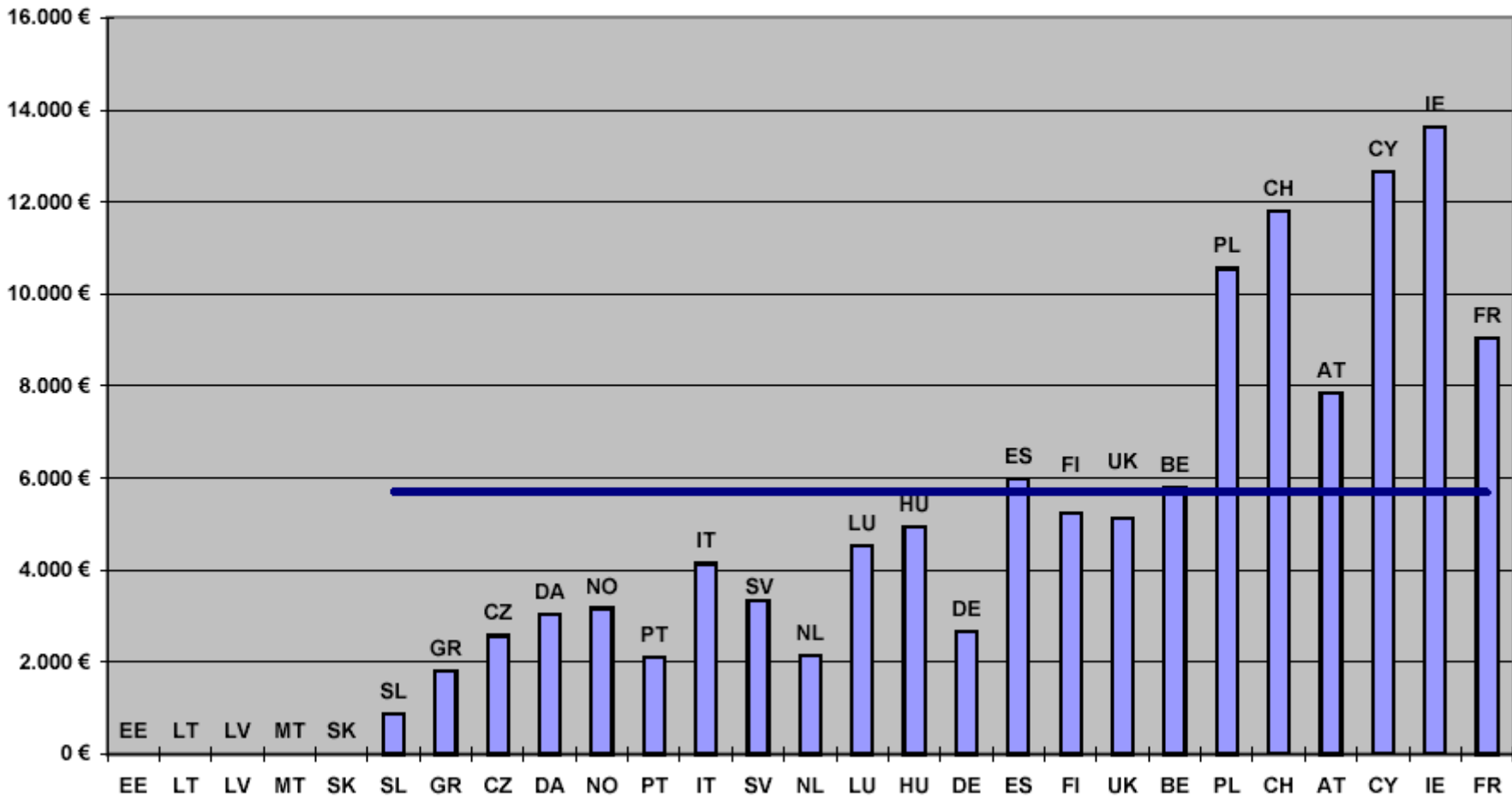
% EO by country
(1.000 largest companies)



% companies having EO by country
(amongst 1.000 largest)



Amounts held by employee, by country
(1.000 largest companies)

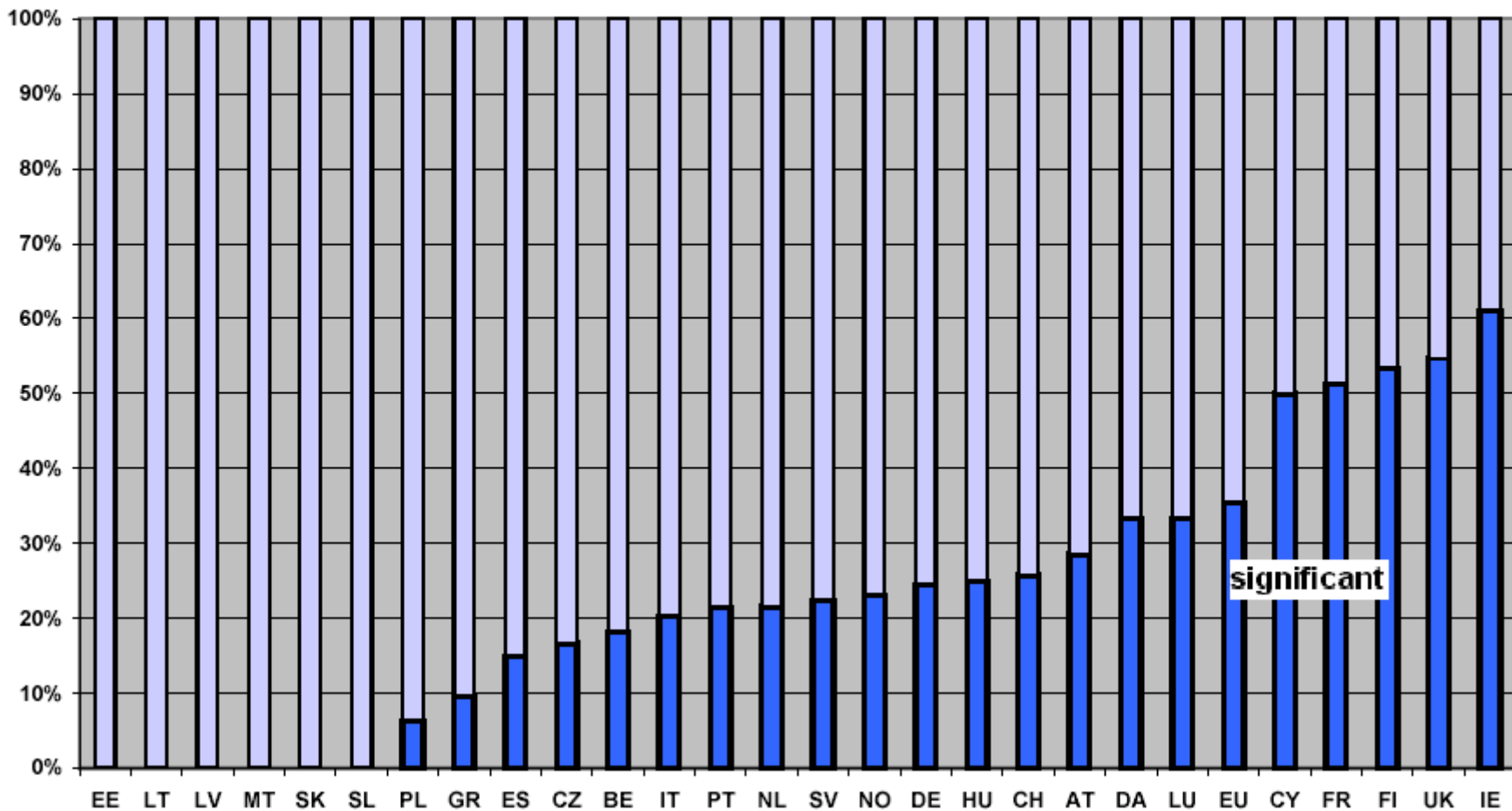


Classification

up to 1%	insignificant or embryonic
1 to 6%	significant
6 to 20%	strategic
20 to 50%	determining
more than 50%	controlling



%EO significant or not, by country
(amongst 1.000 largest companies)

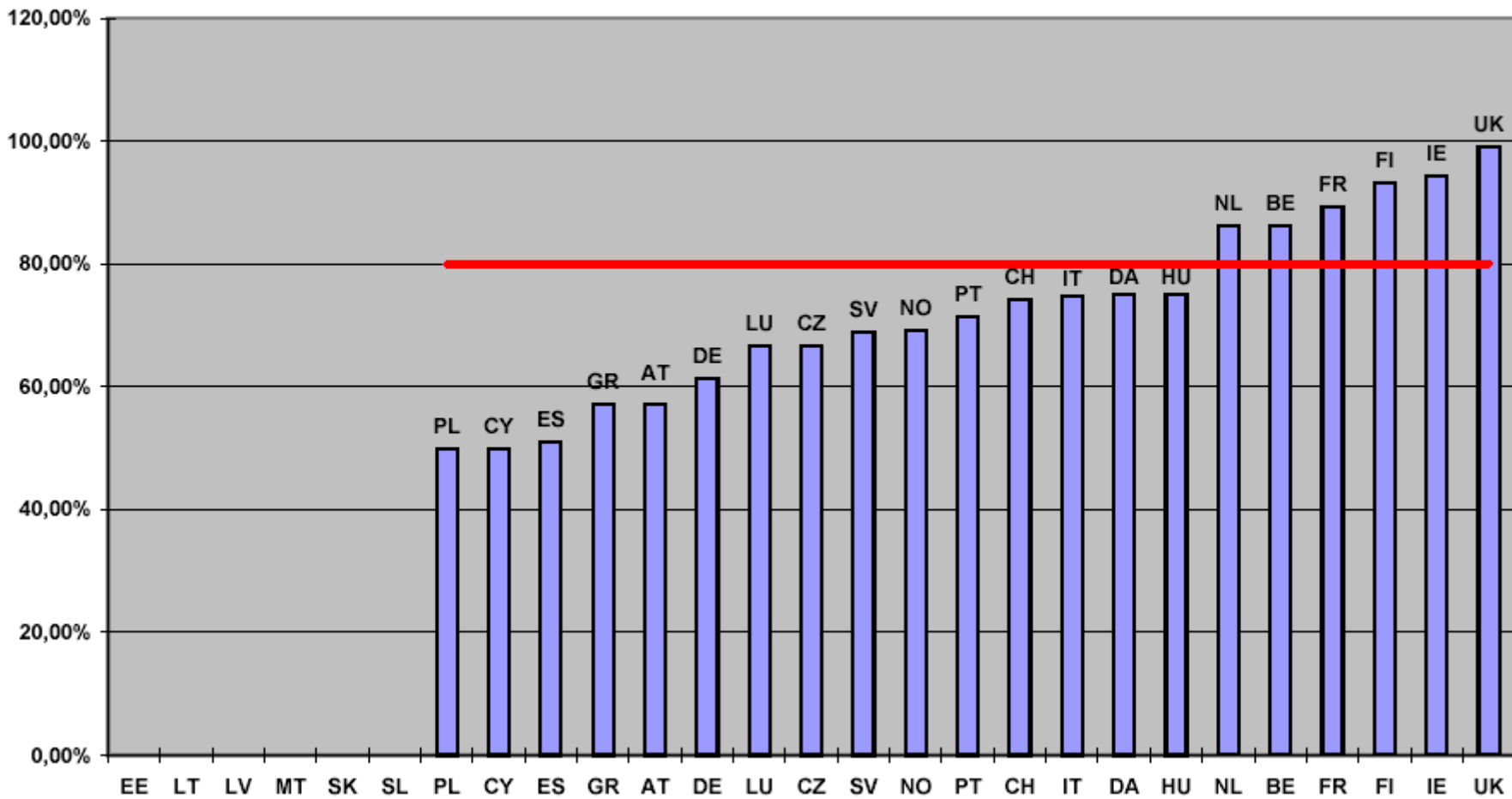


**% EO significant
(1.000 largest companies)**

IE	61,1%
UK	54,7%
FI	53,3%
FR	51,2%
CY	50,0%
EU	35,4%
DA	33,3%
LU	33,3%
AT	28,6%
CH	25,8%
HU	25,0%
DE	24,5%
NO	23,1%
SV	22,4%
NL	21,6%
PT	21,4%
IT	20,3%
BE	18,2%
CZ	16,7%
ES	14,9%
GR	9,5%
PL	6,3%
EE	0,0%
LT	0,0%
LV	0,0%
MT	0,0%
SK	0,0%
SL	0,0%



% companies having stock options by country
(amongst 1.000 largest)



New Member States

No legislation

No awareness

Ideological vision

Low political attention



IMPACT OF EMPLOYEE OWNERSHIP ON CORPORATE PERFORMANCE

+2% to +6%
annual growth
(average)



EMPLOYEE OWNERSHIP

ACTIONNARIAT SALARIE

EMPLOYEE SHARE OWNERSHIP

ENTREPRENEURIAT SALARIE

EMPLOYEE ENTREPRENEURSHIP

ENTREPRENEURSHIP

(co-entrepreneur)



OWNERSHIP
+
PARTICIPATION



How?

- **Free share grants, yearly**
- **Stock options grants, yearly**
- **Share purchases, yearly**



How?

Most used model in the world

- **Employee Stock Purchase Plans**
- **Yearly**
- **20% discount price,**
free of tax and social security
up to 10% annual salary
- **3 years blockage**



How much?

Ten years ago:

- 5% of company's capital
- 0,50% of capital, yearly



How much?

Today:

- 15% of company's capital



Call for legislation to new Member States

How?

Most used model in the world

- **Employee Stock Purchase Plans**
- **Yearly**
- **20% discount price,**
free of tax and social security
up to 10% annual salary
- **3 years blockage**



Thank you for your attention

For more information

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