

2009

Programme 2009



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PARC in 2009

Our 2009 programme includes research and member meetings that continue to centre on providing a deeper understanding of the performance of individuals, groups and organisations. We aim to 'vary the pace' through a combination of breakfast meetings, informal lunches and the usual afternoon and evening meetings, in addition to our research agenda.

Our original model was based on the notion that successful organisations need:

- A clear and compelling strategy from the executive team which is effectively communicated throughout the organisation
- An engaged, capable and motivated workforce
- An environment which encourages high performance with minimal barriers to effective operation
- A performance measurement system which is clear, unambiguous and can track performance at all relevant levels of the organisation.

Since our founding in 2004, we have researched and discussed several supporting elements of our model and our 2009 programme continues this approach.

The 2009 programme begins in February by reporting on the results of PARC's research into the topic "Rewarding for Future Success". The financial turmoil of 2008 has demonstrated how seemingly robust businesses can fail through the pursuit of inappropriate, short term performance goals and rewards. Building on Professor Sir Andrew Likierman's 2007 workshop, Paul Williams will present practical approaches to developing forward-facing measures to deliver long term business success.

In our April meeting "Developing High Performing Organisations – the Real Roots of Sustainable Performance" we shall summarise and review our series of linked executive performance and reward meetings running through late 2008 into 2009. This workshop will take the form of a debate, led by Don Young and Tom Gosling, to examine the field of beliefs, assumptions and practices that comprise executive reward.

Considerable business advantage can result from comparing the value employees place on certain forms of compensation relative to the cost to the employer. In light of the changing international and employment climate, these issues are now of substantial interest to many organisations. In our May masterclass, Professor Kevin Hallock of Cornell University will address the issue "Balancing the Compensation Equation: Cost to the Organisation v Value to Employees".

In July, the Rt Hon John Redwood will deliver PARC's 2009 Keynote Speech at the Summer Party. Whilst John is equipped to offer views on a variety of topics, we are particularly interested in his thoughts and ideas on pensions, especially the issue of funding schemes. We have therefore asked that within broad boundaries he focuses his views on this topic.

The meeting will be a first class opportunity to hear from someone with an informed point opinion and who, in all probability, will be in a position to influence policy. At the same time it will be a chance for him to gauge the priorities and thoughts of members.

In view of the constantly evolving nature of the executive pay scene, we have invited Carol Arrowsmith of Deloitte & Touche to return to lead our breakfast briefing in September on "Keeping up to date with Issues in Senior Executive Pay". This is a meeting which has proved to be highly popular with our members in the past.

Given the widespread nature of employee share plans alongside recent trends of equity market volatility, accounting changes and cost containment, it is important to consider whether employee share plans are effective. During 2009, PARC will be joining with Hewitt New Bridge Street and WorldatWork to conduct a major research project into the issue "A Share in the Future: Employee Share Plans – their effectiveness and their future". The results of this significant research project will be presented at our November meeting.

The year concludes in December with our Annual Review and 2010 Programme Launch, where we will look back over the year's activities and ahead to 2010, along with commentary from Rt Hon Vince Cable, MP.

It is anticipated that 2009 will present some challenging issues for our members and PARC appreciates that it will be helpful for them to have the opportunity to come together to discuss the emerging performance and reward issues in areas such as pensions, executive reward etc. as the year unfolds. To this end, we will also be organising a number of ad hoc exchange meetings to allow members to share their views and the challenges they face on these important and fluid topics. Members will be provided with information about these meetings in due course.

Finally, in addition to our PARC 2009 Programme, PARC members are invited to participate in an International Conference being run in October 2009 by our sister organisation, Corporate Research Forum (CRF). This conference will focus on the theme "Delivering Performance through Leadership, Talent & Change – The Integrated Approach" and will offer a powerful blend of research, thought leadership and practical examples.



Who we are

Mairi Bannon, Director: A graduate of Glasgow University, Mairi spent most of her HR career working in continental Europe. She then moved to London and, in 1995, established Strategic Dimensions, an executive search business focused on sourcing senior professionals in the UK and mainland Europe. She is also a director of the Corporate Research Forum and has a post-graduate degree in HR.

Mike Haffenden, Director: In 1994, Mike founded the Corporate Research Forum, a centre of research into organisation effectiveness and development and was a founding partner of Strategic Dimensions. He previously held a number of senior HR positions.

David Lincoln, Director: David has held senior positions in both line HR and consulting. He has extensive international experience, having lived and worked in Germany, Switzerland, Greece and the USA. He now runs his own practice as a consultant and researcher in HR, with a special focus on reward and performance management. He has worked closely with academic institutions and business networks.

Nick Starritt, Director: Formerly Group VP for Human Resources at BP plc, and with extensive international HR and general management experience, Nick now runs the UK arm of Sirota Consulting, an HR consultancy. He is also a Board member of Northgate Information Solutions. A strong advocate for strategic HR, Nick has been voted 'top HR professional' by Personnel Today and The Independent newspaper.

Don Young, Research Associate: Don was Organisation and HR Director at Redland plc and Thorn EMI. He has been Chairman/co-founder of three successful consultancies, including YSC Ltd., the leading business psychology consultancy. With extensive international experience, Don has consulted with a range of top teams on the linkages between strategy and organisation, co-authored three books and published several research papers.

Benefits of membership

- PARC's research and meeting agendas – PARC meetings and research are led by international experts, practitioners and researchers in performance and reward management.
- Conversation & networking – PARC constitutes an unrivalled network of senior, like-minded experts and practitioners where PARC members can exchange insights into reward practices in a relaxed, confidential and informed forum.
- Original ideas – through a focus on developing approaches that are both original and practical.

Who should join?

Annual membership of PARC is open to all organisations. Participants are typically responsible for developing and managing reward strategy, policy and practice. They include Heads of Performance and Reward functions, HR Directors and other senior HR professionals. Annual membership reflects the premium value of our meetings, other services and our 'pre' and 'post' meeting literature. Membership comprises a broad array of organisations from both the public and private sectors covering many facets of business today – BP, BT, GlaxoSmithKline, HSBC, Reckitt Benckiser, BBC, Royal Mail, Ericsson and William Hill are examples.

What does PARC provide?

- Breakfast briefings
- Masterclasses and workshops
- Research meetings
- Case studies
- Bespoke research
- Practical takeouts
- Peer group discussions
- Access to thought leaders

The PARC team is also happy to facilitate discussions on any issues of concern or interest to members. We are pleased to arrange special interest groups or ad hoc discussions face-to-face or on-line for any members who feel they may benefit from the exchange of ideas or opinions on a specific topic not highlighted in our official programme. (Please see page 3 for further details.)

A regular series of PARC lunches is also organised throughout the year at which both existing and prospective members are welcome.

Our website (www.parcentre.com) contains information on all our meetings and past and present programmes together with member-only access to our knowledge base.



Research Report Meeting

26th February 2009, 4.00 pm – 8.00 pm

Venue: The Caledonian Club, 9 Halkin Street, Belgravia,
London SW1X 7DR

Speaker: Paul Williams

Rewarding for Future Success

Once again PARC is at the forefront of reward thinking!

At a PARC Workshop in late 2007 Professor Sir Andrew Likierman of the London Business School demonstrated the compelling need to develop forward-facing measures that will deliver long term business success. He argued that short-term financial metrics currently dominate executive reward programmes, and fall well short of what is required.

The financial turmoil of 2008 has subsequently demonstrated how seemingly robust businesses can be brought to the point of collapse by the pursuit of well remunerated, but inappropriate, short term performance goals and rewards.

Following on from the 2007 Workshop, PARC asked Paul Williams to research and develop Professor Likierman's ideas, with the accent on practical insights and case study data that can help the HR function to change top-level thinking.

In this seminar he will present his findings, and invite PARC members to discuss the levers available to HR and Reward Professionals to establish their leadership role in this critical area of successful business planning and strategy. This subject should be on every Board agenda.

This seminar has the exciting potential for some breakthrough thinking - and some down-to-earth practical "takeaways".

Biography

Paul Williams has over 30 years' senior international HR experience, including HR Director positions at NCR, Heinz, Glaxo, Rolls-Royce and Smith & Nephew. In his last role as HR Director for Smith & Nephew, Paul was also President of the

subsidiary company in Japan. Paul is a member of the Senior Civil Service Pay Review Body (SSRB) which advises the Prime Minister's Office on pay in the top echelons of the Civil Service, the Judiciary, and the Military. He is also Chairman of Devonshire House Management Club, which has over 300 professional members whose common interest is the "human side of enterprise". He is currently working with the Conference Board in the US on research involving policy, ethics and compliance. He is also an active Member of the Governing Council of Aston University, and an occasional lecturer at Cranfield University and the Chicago Business School campus in London. Paul has extensive experience in the areas of strategy development, global executive reward, top team dynamics, and employee engagement.



Workshop

20th April 2009, 4.00 pm – 6.00 pm plus Dinner

Venue: Scott's of Mayfair, 20 Mount Street, Mayfair,
London W1K 2HE

Speakers: Don Young, Tom Gosling and Karel Williams

Developing High Performing Organisations: the Real Roots of Sustainable Performance

The recent turbulence in the global banking system is having profound repercussions in the 'real' world of industry and commerce. The last few decades have seen the development of close symbiotic relationships between quoted companies and the investment markets, cemented by share-based rewards and corporate governance.

Will the nature of these relationships and the values associated with them have to change in the post-crash world?

Drawing on PARC's recent offerings relating to executive performance and reward, in our April meeting we shall be staging a PARC debate to examine the field of beliefs, assumptions and practices that comprise executive reward.

This debate will be led by Don Young along with Tom Gosling and will:

- Examine the major influences on corporate performance and reward strategies pre-crash
- Question whether there will need to be a significant re-definition of what 'good performance' means
- Review what changes this may have on reward philosophies and the design of compensation strategies

A pre-meeting paper examining the relationship between organisation performance and executive reward will also be used to help frame the debate.

There are some surprising and challenging findings and practitioners may need to confront and question some traditional tenets of executive pay. We are anticipating a wide and vigorous debate amongst our PARC members and a number of outside specialists and interest groups who will also be invited.

Biographies

Don Young was Organisation and Human Resources Director at Redland plc from 1994 to 1998 and Thorn EMI from 1982 to 1990. He has been Chairman and co-founder of three successful consultancies: Value Partnership Ltd. (leadership development and change consultancy), YSC Ltd., (business psychology consultancy) and currently Woodbridge Partners Ltd., a social enterprise consultancy. He has had extensive international experience including international directorships with Nippon Monier (Japan) and Braas GmbH (Germany). He has been a member of top teams of several companies experiencing extensive change, leading the organisational change, development and implementation strategies, and working with some of the best contemporary thinkers on organisation and strategy. More recently, he has provided consultancy to a range of clients on the linkages between strategy and organisation, introducing value-based management programmes and conducting business and social research projects. In addition, Don has co-authored three books: 'Improving Work Groups', 'Top Team Development' and 'Having Their Cake', published several research papers and runs a major website www.havingtheircake.com examining the relationships between finance and industry.

Tom Gosling is a partner in PricewaterhouseCoopers' London reward practice. He specialises in advising boards and remuneration committees on all aspects of executive compensation, covering benchmarking, design, metric selection and calibration, investor consultation, and communication. His clients are predominantly large international UK and European companies, including ten FTSE-100 companies. He is also responsible for the firm's research activities in executive compensation, including the annual Review of the Year publication. He is a regular media commentator on executive compensation issues. Prior to moving into the executive compensation area, Tom was a corporate pensions actuary, and before that was a research fellow in the mathematics department of Cambridge University.

Karel Williams is director of the ESRC funded Centre for Research on Socio Cultural Change (CRESC) and a professor at Manchester Business School. He leads research by an MBS team which through the 2000s has worked on financialization or the growing influence of the capital markets on everything else; more recently the team has begun to work on how financial innovation produced the banking crisis and now depression. The team are long standing critics of shareholder value through books like *Financialization and Strategy* (Froud et al 2006). The CRESC centre provides a framework for broader collaboration with anthropologists and sociologists. With the sociologist Mike Savage, he is working to revive elite studies and the first result is *Élites Remembered* (Savage and Williams, 2008).



Masterclass

21st May 2009, 4.00 pm – 8.00 pm

Venue: The Caledonian Club, 9 Halkin Street, Belgravia,
London SW1X 7DR

Speaker: Kevin Hallock, Cornell University

Balancing the Compensation Equation: Cost to the Organisation v Value to Employees

Considering the *value* employees place on certain forms of compensation – relative to the cost to the employer – can lead to considerable business advantage. In light of the changing international and employment climate, these issues are now of substantial interest to many organisations.

As companies consider different employment practices and different ways of compensating their employees, it is increasingly important that they understand the true value employees place on each element of the compensation and benefits package. If the mix of compensation changes or certain benefits are reduced, what are the likely consequences for employee effort, satisfaction and retention or the likely consequences for firm profitability? Clearly, choice offers advantages to employees but introduces associated costs.

Furthermore, it is extremely difficult to properly elicit the true "value" employees may place on certain benefits and types of compensation, although this can be done. One way to do this is to just "ask" workers, but surveying employees has some disadvantages. There are, however, other ways to explore these issues and understand employee preferences.

Drawing on a short paper produced by Professor Hallock, in this session we will:

- Discuss the costs and benefits of cafeteria-style plans
- Explore the potentially significant differences between how workers are paid and how they would like to be paid
- Draw on several cases including one organisation which set total compensation for its employees and then observed their choices over the type or mix of compensation (e.g. base pay, at-risk bonus, stock options) and across different employee groups (e.g. men versus women, more senior versus less senior)

- Explore recent research on how to measure the value employees place on stock options by observing actual employee stock option exercise behaviour.

Biography:

Kevin F. Hallock is Professor of Labour Economics and Human Resource Studies and Director of Research at the Center for Human Resource Studies (CAHRS) at Cornell University in New York. In addition, he is a Research Associate at the National Bureau of Economic Research in Cambridge, Massachusetts and a Senior Fellow on Executive Compensation, Board Compensation and Board Practices at The Conference Board. He also serves on The Board of Directors of WorldatWork. Kevin has a strong interest in incentives, rewards and total compensation, including executive compensation. He has recently been researching and working with organisations on questions related to pay mix and potential differences between the cost of compensation to the firm and the value of compensation to different employees. He has written extensively on executive compensation and his work has been discussed in various national publications including the Wall Street Journal, New York Times, and Business Week. He is the recipient of the Albert Reese Award for Best Dissertation on Labor Economics from the Industrial Relations Section at Princeton University and the John Dunlop Outstanding Scholar Award from the Labor and Employment Relations Association. Kevin earned his Ph.D. in economics from Princeton University.



Keynote Speech & Summer Party

9th July 2009, 3.30 pm – 8.00 pm

Venue: Haberdashers' Hall, 18 West Smithfield,
London EC1A 9HQ

Speaker: Rt Hon John Redwood

Keynote Speech & Summer Party

The 2009 Keynote Speech will be delivered by the Rt Hon John Redwood. Whilst John is equipped to offer views on a variety of topics, we are particularly interested in his thoughts and ideas on pensions, especially the issue of funding schemes. We have therefore asked that within broad boundaries he focuses his views on this topic.

The meeting will be a first class opportunity to hear from someone with an informed point opinion and who, in all probability, will be in a position to influence policy. At the same time it will be a chance for him to gauge the priorities and thoughts of members.

After John's session members will have a chance to continue their networking and discussions over a few glasses of wine in very convivial surroundings.

Biography

Rt Hon John Redwood is a Member of Parliament and former Minister. An experienced Company Chairman, financial and business innovator and adviser to leaders of large organisations, he has chaired 5 different companies in industry, finance and services. He pioneered privatisation in the UK and around the world, helped develop debt swap and private finance, has run substantial pension funds and developed ideas in investment management. He has thought and written extensively about globalisation and is now working on business and government leadership styles and success and on the Credit Crunch. His website, www.johnredwood.com has a big following amongst those who wish to keep up to date with the world economy.

His public service career has included being Member of Parliament for Wokingham since 1987, Chief Policy Advisor to Prime Minister Thatcher (1983-1985),

Government Minister (1989-1993), Cabinet Minister (1993-1995). During his time as a Minister he privatised the PSA, wound up the National Enterprise Board, introduced a new system of local government taxation, opened the telecoms industry up to further competition, acted as the UK's lead financial service Regulator from the DTI and acted as a salesman for the UK as a place for inward investment.

He has been a Director at NM Rothschild (1980 - 1989), a Director and Chairman at Norcos plc (1985 - 1989), Chairman of a private investment company (2000 - 2008), Chairman of Concentric plc (2004 - 2009) and Chairman of Evercore Pan Asset (2008 onwards). At Norcos he fought off a take over bid and helped the team achieve a 37% return on capital in basic industry activities and at Rothschilds he took privatisation overseas and advised seven different governments.

He has an M.A. (Oxon) from Magdalen College Oxford, a D.Phil from St Antony's College Oxford, is a Distinguished Fellow, All Souls College and has been a Professor at Henley Business College and Middlesex University. He has published books on wider ownership, the advent of global markets, privatisation, private finance and the state of modern politics.



Breakfast Briefing

22nd September 2009, 8.30 am – 10.30 am

Venue: Deloitte & Touche LLP

Speaker: Carol Arrowsmith, Deloitte & Touche LLP

Keeping up to date with Issues in Senior Executive Pay

The topic of senior executive pay continues to be raised as a subject of frequent debate in PARC meetings. Not surprisingly, it continues to feature regularly in the media, with little sign of discussion abating. It is not just financial institutions who are confronted with such challenges – a looming recession is likely to raise significant challenges to performance pay for executives in general.

The executive pay scene is still constantly evolving and in response to this, we have invited Carol Arrowsmith to return to lead another Breakfast Briefing in 2009, in which she will examine developments and issues and their challenge to RemCos and Reward Directors.

This session will consider a number of topical questions, including:

- What key issues and trends have emerged over the past year and what responses are expected to emerge in the near future?
- What key areas are investors (and regulators) focussing on?
- What particular challenges are companies currently facing?
- What real-life examples can we draw on to identify potential solutions to the current challenges?

Biography

Carol Arrowsmith leads Deloitte's UK Executive Compensation Consulting practice. She has over 20 years' experience in advising companies on compensation strategy and equity incentives.

Carol has extensive experience in the design, implementation and communication of

reward strategies and equity incentive plans. She has been involved in projects ranging from total remuneration reviews for listed companies to bespoke approaches aimed at attracting and engaging top talent. She has particular expertise in advising some of the largest international companies, with executives based throughout the world. These clients cover a broad range of businesses from the industrial to the service sectors. They include companies based and listed in the UK, the US, South Africa, Australia and other countries.

Carol has a degree in psychology, a Masters in business and is a Fellow of the CIPD.



Research Report Meeting

19th November 2009, 4.00pm – 8.00pm

Venue: Haberdashers' Hall, 18 West Smithfield, London
EC1A 9HQ

Speakers: Hewitt New Bridge Street, WorldatWork
and PARC

A Share in the Future: Employee Share Plans – their effectiveness and their future

Employee Share Plans are widespread – many organisations utilise them and coverage extends from the shop-floor to the Boardroom, as well as beyond their US and UK origins.

Given important factors including volatility in the equity markets, changes in accounting charges and growing cost constraints, it is important to critically consider whether employee share plans are effective. Do they motivate employees and efficiently reward their contribution? Have they been successful in unifying the interests of employees with investors? What are the trends and how uniform is the application of these schemes, in terms of global organisations?

In 2009, PARC will collaborate with Hewitt New Bridge Street and WorldatWork to conduct a major research initiative into the topic of Employees Share Plans. The results of this research will be captured in a joint research report, which will in turn form the basis of this meeting. The research will address a wide range of issues relating to the effectiveness and future of employee share plans, including the following:

- What is the current state of play regarding design, availability and take-up of employee share plans on a national and international basis? What innovative practices have emerged in this area?
- Why do companies have these schemes? Tax relief? Retention? Part of the 'employee wealth' package? To make employees 'owners' of the business and share in corporate success (and failure)?
- Are companies looking to reduce or extend these schemes? If so, why?

- Do they work? Are they a cost-effective form of reward? Are they "valued" by employees? How do we measure their effectiveness? As a form of reward payment or retention tool? As an integrated source of personal savings and financial planning?
- Have international companies extended their plans to all employees? If so, why? If not, why not? What are the implications of applying plans globally into differing jurisdictions/cultures (particularly as US and European economies struggle, but India, China, Gulf States and South American markets flourish)?
- Does the volatility in global equity markets present problems for these plans? What are the dangers, opportunities or appropriateness in a recession?
- Have the UK/US accounting charge regulations changed attitudes to share plans? Does this herald a reduction in their use? Will market volatility have a greater impact?
- Given the regulatory, economic and cultural issues, what are the key considerations in communicating share plans? How are these plans integrated into total reward?
- What does the general future direction for share-based reward appear to be? Will they provide an efficient use of capital and optimal return on investment? Can they continue to be seen as a tool to enhance performance whilst creating employee involvement as well as connectivity between performance and personal returns? Will there be new trends in the design of these schemes in response to changing economic and employment environments?

The meeting will be run by a combined presentation team from PARC, Hewitt New Bridge Street, and WorldatWork.





Annual Review & 2010 Programme Launch

8th December 2009, 6.30 pm

Venue: The Ivy, 1 West Street, Covent Garden, London WC2H 9NQ

Speaker: Rt Hon Vince Cable, MP for Twickenham and Lib Dem Shadow Chancellor of the Exchequer

Annual Review & 2010 Programme Launch

A look back over the year's activities and a chance to look ahead to 2010 with commentary from Rt Hon Vince Cable, MP.

Biography

Vincent Cable graduated from Cambridge University, where he was President of the Union, followed by a PhD at Glasgow University. He has had a varied career which includes time at the Foreign Office, Chatham House and as Shell's Chief Economist. Vincent Cable was first elected to Parliament to represent Twickenham in 1997. He has been the Liberal Democrat Shadow Chancellor since November 2003 and is currently Deputy Leader of the Liberal Democrats. He has published several books and reports on international economics, trade and environmental issues.



CRF International Conference

7 – 8th October 2009 (Day 1: 11.00 am – 5.30 pm
plus Conference Dinner. Day 2: 8.30 am – 4.30 pm)

Venue: Hotel Avenida Palace, Barcelona

CRF International Conference: Leading the way in Talent, Change and Performance – An integrated approach

Outline:

Just as in the early 90's when CRF was formed, organisational and HR leaders must work together to pull their organisations out of recession and ensure their fitness for the future.

CRF is staging its first international conference because it feels the time is right to help HR set a new course, and to seize its opportunity out of a time of adversity.

Leadership, talent, change and performance lie at the heart of any People Agenda. These areas are where HR must demonstrate the value it adds to organisational effectiveness. Company examples and in-depth discussion will be used to drill down into the 'what' and 'how'.

Content & Outcomes:

Faculty – a world-class gathering of experts, academics and practitioners

Graham Prentice, HR Director – Nestlé Nutrition

Tim Miller, Director, People, Property and Assurance – Standard Chartered Bank

Herminia Ibarra, Cora Chaired Professor in Leadership and Learning – INSEAD

Laurence Barrett, Director of Resourcing & Development – Prudential

Bill Pasmore, SVP for Global Organization Learning Development – Center for



Creative Leadership

Nigel Hurst, SVP HR, HEI (former SVP HR Unilever)

Colonel (retired) Louis Csoka, Founding Partner – APEX Performance

Lieutenant Colonel Carl Ohlsen, Director, USMA Center for Enhanced Performance -
US Army

Leutenant Colonel Nate Allen, National Defense University – US Army

Accommodation & Costs:

One free Conference place is available to PARC members as part of their annual membership. Accommodation can be reserved at the venue but does not form part of the free Conference place. Accommodation will be allocated on a first-come, first-served basis but if necessary, alternative accommodation close to the Conference venue will be made available should the Conference hotel become fully booked. A non-refundable deposit is paying at the point of registration and a two-night stay is recommended.

Event Registration:

Initial interest in the event is high, so we advise early reservation of places. To register, please visit www.parcentre.com or www.crforum.co.uk or contact Lynn Little on +44 (0)20 7470 7104 or email: lynn@crforum.co.uk

Member Meetings at a Glance

Rewarding for Future Success	26th February 2009
Developing High Performing Organisations: the Real Roots of Sustainable Performance	20th April 2009
Balancing the Compensation Equation: Cost to the Organisation v Value to Employees	21st May 2009
Keynote Speech and Summer Party Rt Hon John Redwood	9th July 2009
Keeping up to date with Issues in Senior Executive Pay	22nd September 2009
A Share in the Future: Employee Share Plans – their effectiveness and their future	19th November 2009
Annual Review and 2010 Programme Launch Rt Hon Vince Cable, MP	8th December 2009
CRF International Conference: Delivering Performance through Leadership, Talent & Change – The Integrated Approach	7 – 8th October 2009



PARC Publications

Reward in High Performance Organisations	Apr-04
Performance Measurement Systems	Oct-04
The Enthusiastic Employee	Feb-05
Communicating your Reward Practices	Mar-05
Reward in Retirement	Mar-05
Planning for Performance	May-05
The Measurement of Human Capital	Sep-05
The Role of the Board in Creating a High Performance Organisation	Nov-05
Perspectives on High Performance	Dec-05
Mergers & Acquisitions: Drivers of failure & the dangerous role of Incentives	Feb-06
The Role of the Board Remuneration Committee	Mar-06
After the Perfect Storm: Rethinking Retirement following the Pensions Crisis	Apr-06
Global Developments: HR sans frontieres	May-06
Assessing the Effectiveness of Organisations: Is your Company successful?	Jul-06
The Rising Suns: Business & HR Challenges in the emerging Asian markets	Sep-06
What Works in Executive Incentives?	Oct-06
How Pay Really Helps Business Succeed	Feb-07
Re-thinking the Retirement Plan in the Context of Employee Wealth	Apr-07
The Challenge of Operating Globally	Oct-07
Resilience: How Companies prepare for Success in the Future	Nov-07
High Performance Work Environments	Feb-08
Tax Simplification	Apr-08
Employee Wealth Creation as a Lever for Organisation Change	May-08
Performance Pay: A Recipe for Disaster?	Jul-08
Senior Executive Pay - 2008 Update	Sep-08
Managing Executive Performance for Organisation Results	Nov-08
How Institutional Investors View Corporate Performance	Nov-08
Rewarding for Future Success	Feb-09
Developing High Performing Organisations	Apr-09
Balancing the Compensation Equation: the cost to the organisation v value to employees	May-09
Pensions after the Crunch	Jul-09
Current Issues in Senior Executive Pay	Sep-09
A Share in the Future: Employee Share Plans – their effectiveness and their future	Nov-09

For information about PARC Meetings

PARC, One Heddon Street, Mayfair, London W1B 4BD Telephone: +44 (0)20 7432 4565

For information about PARC membership, please contact: Claire Dyer on the above telephone number or email claire@parcentre.co.uk

For information about PARC meetings please contact Eva John-Lewis on the above telephone number or email eva@parcentre.co.uk

Website: www.parcentre.com

Venues

The Caledonian Club,
9 Halkin Street, Belgravia,
London SW1X 7DR



The Ivy, 1 West Street,
London WC2H 9NQ



Haberdashers' Hall,
18 West Smithfield
London EC1A 9HQ



Scott's of Mayfair,
20 Mount Street, Mayfair,
London W1K 2HE



Full venue details will be circulated with meeting invitations.



Performance & Reward Centre

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