



parc

2022 CONFERENCE

Managing Reward in Our Uncertain World

WEDNESDAY 15 JUNE 13.00 – 19.30 BST

In-Person Conference: Haberdashers' Hall, Central London

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We look forward to welcoming PARC members and guests to PARC's 2022 Annual Conference, which will be held at Haberdashers' Hall in Central London.

Two years into the 2020s and already the last decade is looking straightforward and uncomplicated by comparison. Accelerating focus on climate change, geopolitical volatility, 'pandemophobia', shifting expectations of companies and the inexorable march of technological and demographic change are set to dominate the economic and business environment of the coming decade. Add to that the shock of military conflict in Europe giving rise to a broader economic war involving most of the world's major economies, and the 2020s is likely to be a more challenging decade for international business than most of us have seen in our working lives.

What should businesses do to prepare – and what is the role of reward in creating focus on the critical 'must win battles' that will sustain companies through this challenging period? We will hear critical insights from financial commentators, business academics and reward professionals, giving their perspectives on how companies might respond to this constantly evolving rapidly business environment.

Attendance Options

PARC MEMBERS:

Register by logging into your PARC account [online](#) or by emailing eva@parcentre.co.uk.

The conference is available to three attendees from each PARC member as part of your annual subscription. Extra places may become available at an additional cost.




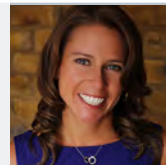


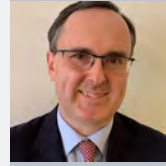

NON-MEMBERS:

Tickets for non-PARC members cost £195 + VAT per person. These are available by emailing eva@parcentre.co.uk.

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[+ Register here](#)

AGENDA: WEDNESDAY 15 JUNE

13.00	WELCOME AND INTRODUCTION CONFERENCE CO-CHAIRS: Celia Baxter and Peter Blausten Each session will be delivered as below, followed by discussion and Q&A within each.	 CELIA BAXTER has a portfolio of Non-Executive, Senior Independent Director, RemCo Chair and Audit Committee roles.	 PETER BLAUSTEN is an Independent Senior Advisor, supporting public and private sector organisations.
13.15	The World We Now Live In – International Business Perspective Philip Stephens will give his assessment of the evolving geopolitical and economic environment in which global business now needs to operate, taking account both recent events and the longer-term trends which will shape the 2020s. The relatively benign (<i>post Berlin Wall</i>) trading environment enjoyed by multinational businesses for the past 30 years (US dominance, lowering trade barriers, deregulation, global supply chains) has come to a sudden and shocking halt. We are seeing shifting international relationships – (Sino-Russian / stronger EU / more engaged US) – and a new world order in trade and supply chains. Climate shocks and the shift to Carbon Net Zero are set to have a massive impact on economies, and ageing populations will exacerbate the pressure on government finances. What will be the lasting impact of the end of ‘the end of history’?	 PHILIP STEPHENS is a writer, commentator and historian. He is a Contributing Editor at <i>The Financial Times</i> where he was previously Director of the Editorial Board and Chief Political Commentator. His latest book <i>Britain Alone: the Path from Suez to Brexit</i> , was published in 2021. He is a frequent speaker and moderator at conferences on European, transatlantic and global affairs, and offers analysis and advice to business leaders on geopolitical risk.	
14.05	From Surviving to Thriving: Leading Growth in Uncertain Times Rebecca Homkes will look at what this radical uncertainty means for businesses. Developing strategy in the current environment requires the ability to navigate ‘perfect storms’ in the short term, whilst keeping a clear eye on the horizon and the opportunities for growth. Drawing on her Survive-Reset-Thrive framework, Rebecca warns that, in times of rapid change, many companies get stuck in survive mode. Those that develop the capacity to learn at speed are best able to reset and thrive. This enables businesses to see the opportunities arising from uncertainty and to develop longer-term strategies whilst retaining the flexibility to move at speed and respond to the increasing severity of the next set of events.	 DR. REBECCA HOMKES is a high-growth strategy specialist with the LBS’s Dept. of Strategy and Entrepreneurship, an Educator at Duke CE, and a previous Fellow at LSE’s Centre for Economic Performance. Her consultancy advises CEOs and executives of global enterprises on developing and executing growth strategies through uncertainty. A global keynote speaker, she is a member of several boards, and has written for various major publications.	
15.10	How Does Reward Make a Difference? We will hear from three experts in the field of reward on the role of reward in driving organisational performance: <ul style="list-style-type: none"> • Getting the Balance Right. Tom Gosling will examine the tensions between the increased scrutiny and expectations of companies to benefit stakeholders on the one hand, and the flexibility to make rapid shifts in strategy and direction to enhance shareholder value on the other. How can companies balance the need to improve financial performance with the pressure to ‘do the right thing’? How do companies resolve the confusion over ESG target setting in strategic goals and incentive plans; how should this apply at executive level and throughout the organisation; where does ‘purpose’ fit in; and how should all this be communicated to shareholders and wider stakeholders? • The Global Pivot to Asia. Jason Shaw will provide insight into how individuals react to performance-based pay comparing Asia with the ‘West’ – drawing on a recently completed global study. With observations and practical implications from the new data, he will highlight differences in reward patterns, reactions and also ‘effectiveness’. How do concepts of fair reward differ in Asia? How can companies attract and retain talent in this competitive market? Is there really such a thing as the ‘Asian model’ and is it possible to draw general conclusions about such a vast area? What is the impact of Asian demographics? What impact is ESG and the shift to CNZ having? • Europe – Retrenchment or Resurgence? Peter Boreham will give complementary insight into the most significant developments in the pursuit of business in the EU. Is there really such a thing as European business practice and is it possible to draw conclusions about such a diverse economic and cultural area? What are the trends and implications of EU/UK demographics? How has Covid impacted employment policies and reward practices between countries? What are the major reward challenges facing European organisations in the next 3-5 years? Is the renewed EU unity likely to hold? 	 TOM GOSLING is an Executive Fellow in the Department of Finance at LBS where he contributes to the practice of responsible business by connecting academia, public policy, and corporate action. He has 20+ years experience as a board advisor, most recently at PwC where he established and led the executive pay practice. A regular commentator and broadcaster, Tom has a PhD in Applied Mathematics and is a Qualified Actuary.	 JASON SHAW is the Shaw Foundation Chair in Business at the Nanyang Business School, Singapore. Recently Editor-in-Chief at the <i>Academy of Management Journal</i> , his research has been published in the <i>Journal of Applied Psychology</i> , <i>Strategic Management Journal</i> , <i>World@Work Journal</i> , and <i>Harvard Business Review</i> . He has visiting scholar positions and other speaking engagements globally.
		 PETER BOREHAM is Mercer’s UK and European Practice Leader for executive reward, based in London. He has twenty five years’ experience advising the remuneration committees and management teams of leading companies in the UK, the rest of Europe and North America on reward, corporate governance and transactions. He is a Fellow of the Institute of Actuaries.	
16.40	Q&A AND DISCUSSION WITH THE REWARD PANEL		
17.10	SUMMARY AND CONCLUSIONS CONFERENCE CHAIR: Peter Blausten		
17.30	CONFERENCE DRINKS RECEPTION SPONSORED BY: Wagestream		
19.30	CONFERENCE CLOSE		