

2018

OneSolium





# OUR WHY

*In 2015 we launched the OneSolium program – to communicate our Solium culture to the 300 employees around the globe. We wanted to articulate and connect everyone to the core elements of our culture that make us unique and enable our success.*

*We now have over 800 employees and our culture is more ingrained throughout the organization than ever – and it continues to evolve and strengthen. Our teammates have awarded each other over 1,100 OneSolium Awards for embodying our values – you’ll find lots of these stories and nominations within this book.*

*This year’s book focuses on the **Why**. **Why** do we want to be here and what does that mean to each of us individually? My **Why** is rooted in:*

- 1. Solving hard problems, alongside people I adore working with*
- 2. Bringing tangible and valuable solutions to our customers that get used by hundreds of thousands of people*
- 3. The pervasive entrepreneurial spirit we retain and continue to foster*
- 4. Our unfailing commitment to being the global leader in our space*

*This why I feel privileged to be part of this team and what motivates me every day. I hope you enjoy this book, the celebration of our culture, and exploring your **Why**.*

Sincerely,  
*Marcos Lopez, CEO*



*Marcos Lopez*



# OUR PROMISE

Simplify the complexities of equity administration for our customers, helping them more efficiently manage regulatory, compliance and human capital.





# OUR PURPOSE

Provide clients with smarter software. Remarkable service and relationships built on trust and reliability.

# The Golden Circle



## VALUES CONNECT EVERYTHING

When we think about solving hard problems with the help of others in ways that result in beautiful, simple solutions – we know that we are embracing **collaboration** and **innovation**. When we are drawn to Solium by the people and the way we work together – the values of the organization align with yours, your **why** is not far behind. Values are the qualities that we hold highest in ourselves and in others. We recruit, promote and foster these values in all of our interactions with customers, vendors, and partners and most importantly in each other.

And when **you** discover **your** WHY... why then... there's nothing holding you back!



Marketing Team building



Cross functional UBS Team

# OUR VALUES

-  Excellence
-  Integrity
-  Collaboration
-  Innovation
-  Gratitude
-  Transparency
-  Empathy



*Barcelona Team*



*Flashback! Solium opens the TSX*



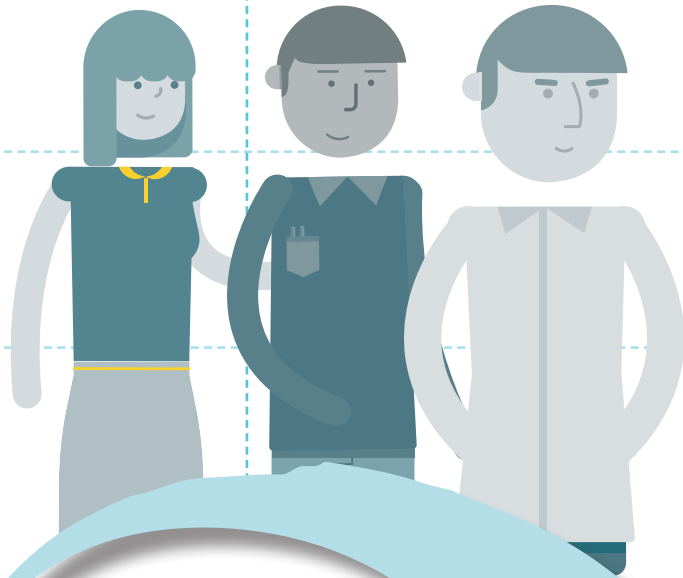
*Social hour in Olot office*

# DISCOVER YOUR WHY

A chain letter begins the discussion around **why**.

A blue envelope with a white letter inside. A yellow lightning bolt is positioned above the letter, and a yellow pen nib is positioned above the letter. The letter contains the following text:

*Why do you work at Solium?  
On the tough days, why do  
you still get out of bed and  
come to work? Why did you  
leave another company to  
come to work here?*



*Over 100 employees responded. Throughout the book you will find a few of the notes they crafted.*

**1. READ THE LETTER(S) ATTACHED.**

2. Within 24 hours of receiving this, write a few words about why you work at Solium

3. Attach a copy of the letter that you have written to the letter(s) attached

4. Make three photocopies all of the letters (including this cover letter, the letters attached and your letter)

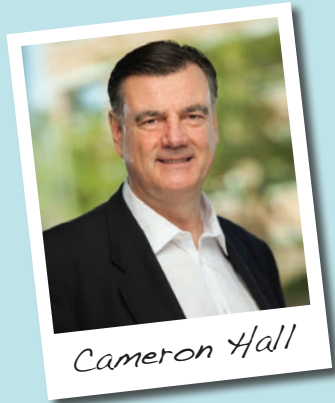
5. Find 3 new envelopes and on the front of each, write the names of the people whose letters you received with the cover letter, followed by your name

6. You will now have 4 envelopes (the original and the 3 new ones), write a new and different name on each envelope of an employee who has not yet received the chain letter and that you find interesting (try to find others in other departments or regions)

7. Send these envelopes to those new names that you have chosen

**DO NOT BREAK THE CHAIN.** You have 48 hours to complete this from the time you receive the envelope. **Breaking the chain will bring bad luck and you will have slow internet for life.**





*Cameron Hall*

## MY WHY: CAMERON HALL CALGARY, CANADIAN OPERATIONS

**I was recently asked “Why do you work at Solium”?**  
*I gave the fast answer - “that it’s all about the people”.  
“We have great people in our organization and they  
deserve great leadership that cares” ... I am definitely  
inspired by inspiring others to be better.*

And I love working on hard problems ... and we face lots of hard problems. A complex domain and proprietary software, make things really complicated. There is something deep inside of me

that loves taking the insanely complex and with great teamwork, distilling it down to a simple, elegant, beautiful solution. And I love winning. I’m competitive, want to succeed and to be a part of a winning company. I need customers to tell me that we are so much better than our competitors that it’s insane that they didn’t buy from us earlier and it kills me if we lose business to anyone ... even if it is an excel spreadsheet.

*“If Solium didn’t exist, what would I be doing?”*  
The answer is that I would probably be wandering around looking for a winning team of bright and interesting people that want to solve the hard problems in simple elegant beautiful ways and have some fun doing it.



## MY WHY: ASHLEIGH CHASE BOSTON, US RELATIONSHIP MANAGEMENT

*I love how innovative and up for change this company is. I came from a very large Financial Services firm with a ton of bureaucracy and not a lot of flexibility. So being able to meet with a client, ask them if something can be done differently and reaching out (directly!) to Product to get a solution, sometimes that day is pretty mind blowing. We are inventive and creative thinkers and use our amazing technology to build some pretty cool tools for our clients.*



*Ashleigh Chase*



*Iain Wilson*

## MY WHY: IAIN WILSON CROYDON, EMEA OPERATIONS

***Some things were just meant to be and that is what I feel about how I came to work with Solium.***

I first became aware of Solium while working for Computershare in about 2004. One of my larger clients – HSBC – finally made a threat when we turned them down for what was about their millionth development request in succession. I remember the threat was along the lines of *“there are some new and exciting players out there doing some really good stuff and if you continue to treat your clients like this, you’ll lose clients to people like Solium.”*

For me the name stuck. Solium. A few years later I did my first piece of business with the oil and gas giant Shell and began the multi-year project of hoovering up all of their equity plan work from a multitude of providers. Shell Canada was the last piece to come across and I remember the fondness and high regard my most loyal client had for Solium as the outgoing vendor. Actually, we had won the business on a technicality (a de-listing from TSX) and Shell left Solium regretfully. This victory was bitter sweet and the imprint of Solium ran a little deeper in me as a result.

### ***How did Solium garner such deep respect from my client?***

As Solium grew, Solium’s name cropped up more and more, especially from the mouths of my Canadian colleagues. (F\*\*\*in\* Solium!) Quotes like *“these guys are killing me”* and *“we gotta buy Solium”* peppered our global meetings as the losses mounted. This was a real David and Goliath battle and the giant was learning grudging and bitter respect. In the right light, the little guy can cast a long shadow and slowly but surely, Solium weaved its way into new markets, finally landing in the UK. The fearless but respectful upstart. I have enormous respect for my previous employer. What they have achieved in the global equity plan market is a remarkable feat but by the time Solium reached out to me, the ground was fertile. I had watched Solium become successful in a way that grabbed my attention like no one else ever had.

***“ At Solium we do our thing differently from the others. We are singularly focused and ambitious and yet fiercely ethical. Our decency and our values bleed into the way we do business. Our transparency and honesty breed trust (never so apparent to me than at our annual Synergy conference) in our clients.***

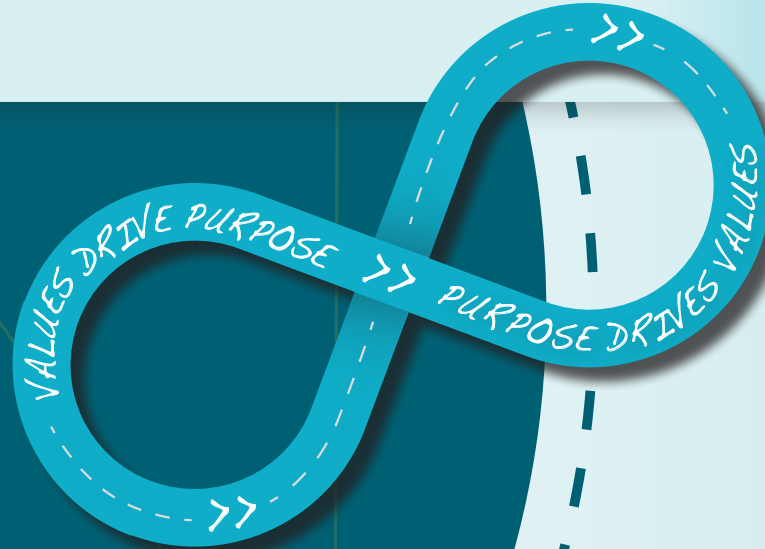
These are the reasons for which I joined Solium and the sense of purpose I gain from helping us bring these qualities to our markets in EMEA is why I stay.

***Finding the why!***



# CORE VALUES

- ◎ **EXCELLENCE**  
*Unfailing commitment to excellence*
- ◎ **INTEGRITY**  
*Positive intent, trustworthy*
- ◎ **COLLABORATION**  
*Team comes before the individual*
- ◎ **INNOVATION**  
*We are a perpetual work in progress*
- ◎ **GRATITUDE**  
*Humble yet celebrate success*
- ◎ **TRANSPARENCY**  
*We believe in being open, with all stakeholders*
- ◎ **EMPATHY**  
*We strive to connect with people, to hear the “why”*





## BEN HAZELWOOD

I enjoy the pairing of crazy challenges and grounded leadership. By that, I mean that while Solium wants to shoot for the moon, there's usually a recognition that shooting for the moon is difficult, and doesn't happen overnight. Whether it's a new initiative to conquer new markets, or a long-overdue process improvement, every day brings new challenges.

## TAMARA MCMAHON

I came to Solium for the people and the culture, and I stay for these things – but also, because though I can do the work I do almost anywhere, Solium offers an autonomy and opportunity for variety in my workday that is hard to come by. I like being part of a work-hard / play-hard team and I love that I get to plan internal events and activities that celebrate our successes.

## SUJEET KINI

Why Solium? I was looking to work for a public company that had the structure and maturity of a “large” company but the nimbleness of a software company and I found that at Solium. It has a great solution oriented culture with people solving complex problems but having a lot of fun whilst they are doing so!

## LISA BRISCOE

I, too, find it very easy to rattle off all the reasons why I love working at Solium. But my top reason has got to be the opportunity. It's endless. The freedom and encouragement to continuously be thinking bigger, to ideate and create something better than what's been done before.



*It links to our customer's why*

*I get to help participants with Equity awards. This is usually something that is a pleasant surprise and participants appreciate my help. I enjoy challenges and helping people, so stock plan administration allows me to fulfill two of my career goals at once. It is a great way for me to find my purpose at work.*

# WHAT OUR CUSTOMERS SAY

## WHAT I LOVE ABOUT STOCK PLAN ADMINISTRATION IS...

*The diversity of daily functions. Every day is interesting. Never boring. Love that I'm able to help with employees' financial health.*



*Being a part of something important that not many people really know about. Most people glaze over when the conversation turns to equity comp. I admit I was one of them. But with more knowledge and a great platform and support team I've grown to love it and the challenge it brings.*

*Making a difference in employees lives!*

*Exceeding participant expectations through the system, process and customer service*

*The excitement of the market. The challenge of administration. The people who work and benefit from the plan.*

*The joy that brings to exceed expectations and overcome challenges.*

*I love educating my employees about how stock ownership can help them achieve their long-term goals.*

*That it's a fascinating evolving complex space that continues to challenge us as administrators year over year, thus keeping us focus on creating the next best solution!*

*I learn something new every day, every day is different, and I get to partner with many great people throughout the organization!*

*It's exciting to share the knowledge I have with employees so they can value the benefits they receive. Also, it's been an amazing adventure for me as I've been involved with equity platform implementation, employee education programs, IPO, acquisition and other liquidity events. The industry just keeps getting interesting as private companies try to find new ways to compensate their employees.*

## Ode to Stock Comp



*I love stock comp, it's the best.  
Puts my mental faculties to the test.  
There's always something new to learn,  
While keeping track of that rate of burn.*

*My favorite part is helping grantees  
Use their stock to fulfill their dreams.  
Every year they plan what's best,  
To use their stock for when it vests.*

*Accounting for equity is not always fun,  
But it sure does feel good once it's done.  
Using Shareworks was a great decision,  
Even though we'll miss Derek in his new position.*

*I love stock comp, yes it's true.  
Of different jobs I've had a few...  
Although after nine years I have decided,  
I love the opportunities stock has provided.*



**A LOOK BACK AS WE MOVE FORWARD**





Acquires  
CAPMX  
Acquires  
Optionease



Acquires  
Corporate  
Focus  
First UK  
Synergy

2013



Paris  
office  
opens

2015



500+  
employees  
worldwide



First USA white label  
deal: 2016 Morgan  
Stanley partnership

2017



Launches  
Analytics  
Acquires  
Capshare



To be  
continued

2012

San Francisco  
office opens



First Australian  
Synergy

Solium acquires  
Global  
Share Plans

Hong Kong  
office opens  
Frankfurt  
office opens

USA white  
label deal: UBS  
partnership  
Six GEO awards  
for our customers

2018

Acquires  
Advanced HR  
Launches  
Meadow: New  
UX



Barcelona  
office  
expands



Sydney  
office opens





# OPERATING PRINCIPLES

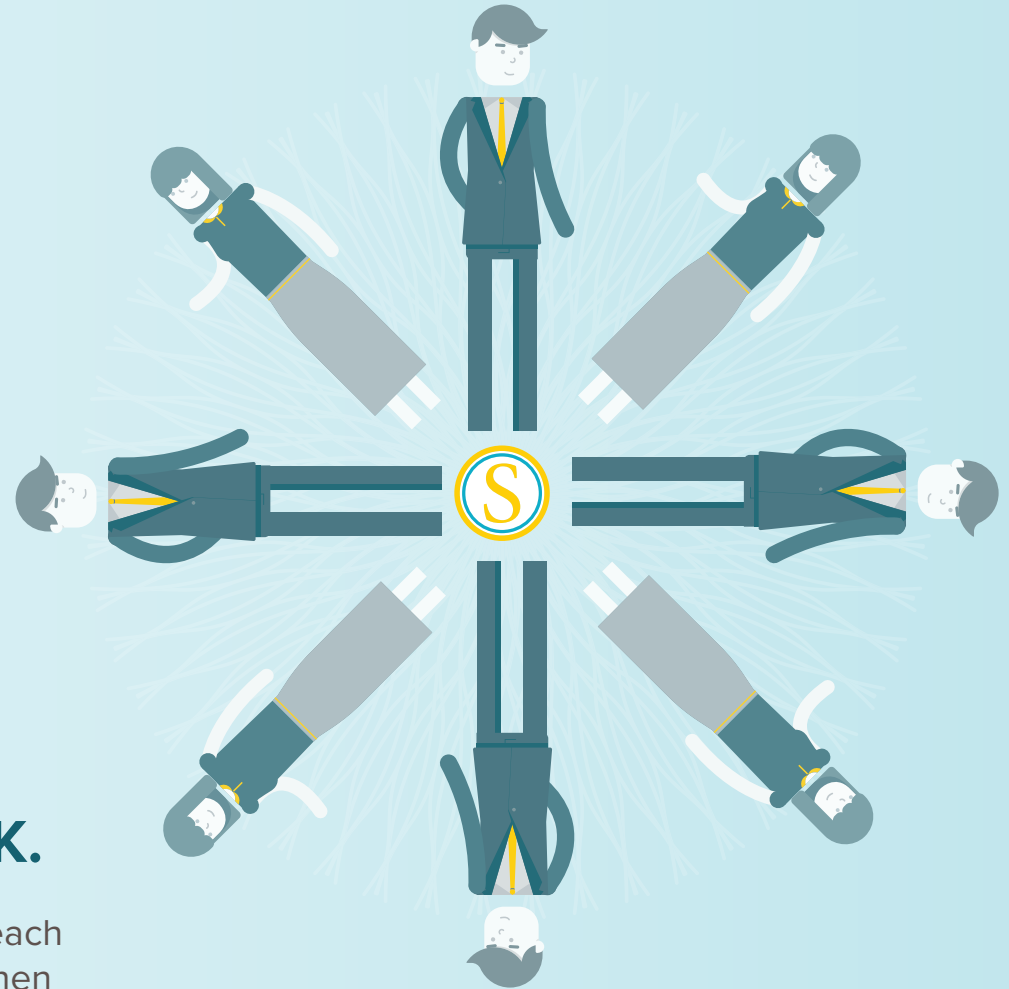
**A PRINCIPLES-BASED ORGANIZATION**

**TEAM BEFORE SELF**

**AN INSATIABLE DESIRE TO WIN**

**CONSTANTLY CURIOUS AND EVOLVING**

**WE THRIVE THROUGH CONTEXT,  
NOT CONTROL**



## OPERATING PRINCIPLES ARE OUR VALUES AT WORK.

They provide clues to how we like to manage each other “context over control”, what to lean on when making a hard decision “principles based – do the right thing” ... and a key to succeed at Solium “ be constantly learning and evolving”.



# A PRINCIPLES BASED ORGANIZATION

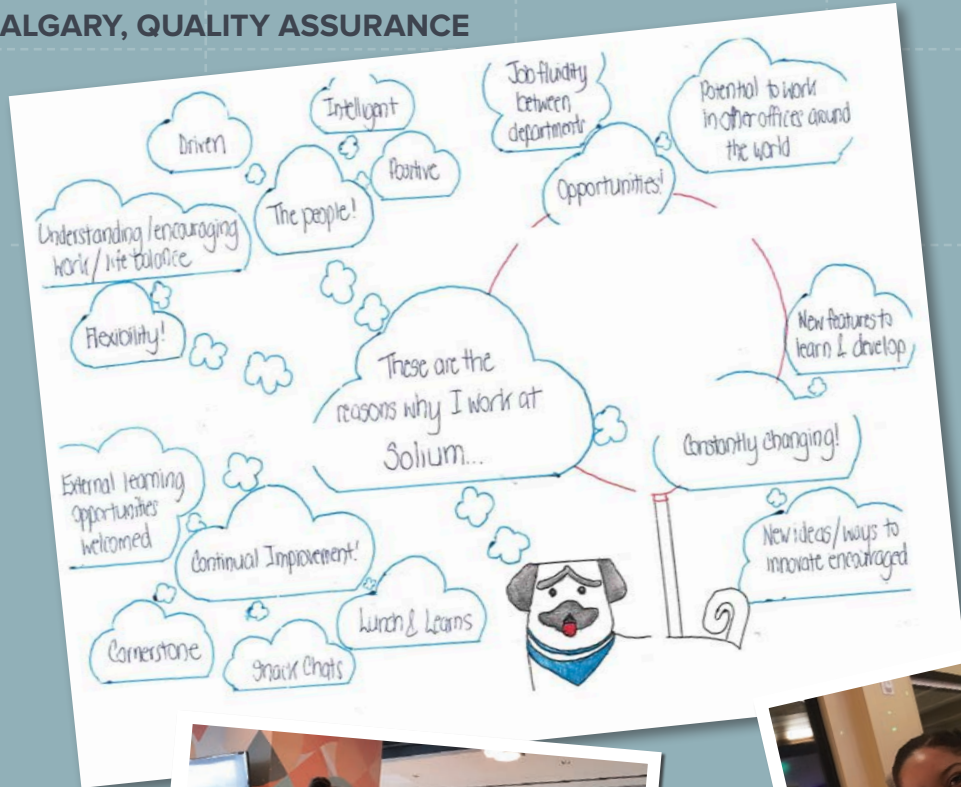
We do what's right because it's the right thing to do.

" We find a guiding light in our values: **integrity, transparency, incredible trust in others and empathy.** And we are driven by the trust that our customers and their employees put in us, every day."



# MY WHY: CHRISTINA LE

CALGARY, QUALITY ASSURANCE



EMEA Patio Surfs!



Women's Speaker Series



All smiles!





## MY WHY: JAMIE LYE

### CALGARY, DEVELOPMENT

Why do I get up in the morning and make that trek through the rain, sleet, snow, wind, hail, on that balmy Calgary summer day? There are many ways to answer this question; the people, the work, the culture ...

But for me there is no single answer that fits, it changes day-to-day and week-to-week.

The people that I get to work with are some of the brightest minds I have met and being able to challenge them and make them better and for them to challenge me and make me better is an amazing opportunity.

Having such a broad and deep domain gives me the ability to learn something new every day, and sometimes seems like a lifetime won't be enough to soak it all in; with all the options and support it feels like the opportunities are boundless.

Then there is the uniqueness of the Solium culture. Events such as Beer Fridays, social hours, bagel Monday's are fun and help to connect us to one another and the trust and belief in our core values of Excellence, Integrity, Collaboration, Innovation, Gratitude, Transparency, and Empathy make me feel like I am part of the fabric of the organization and that I can have a true impact on other Soliumites and the organization as a whole.

It is the combination of these things that energize me in the morning. It isn't just people, it isn't just culture, it isn't just the work. It is the combination and balance of these things that keeps me engaged and plowing through that sunny summer snow storm.





## ONESOLIUM SALUTE: ARDA PARTAMIAN

I wanted to share the below note from a potential customer on Arda going above and beyond (per usual).

Shout out to Arda for always answering our customers questions as quickly as possible with an unflinchingly amazing attitude. We obviously know how great Arda is, but it's such a testament to the caliber of her work when a customer goes out of their way to let us know.

Yay, Arda! Keep it up.

**Katelyn Dennis | Advanced-HR, Inc.**

Date: Friday, August 31, 2018 at 12:28 PM  
To: Katelyn Dennis

Subject: Arda

Hey Katelyn,  
I am the Head of People at Care/of and have been working with Arda on potentially sign up for Option Driver. I just wanted to tell you she's been incredibly knowledgeable, helpful, responsive, and overall a pleasure to work with. I am shocked you guys have a 4 person team as I discovered during the call. She has been so attentive that I would've thought you had an army of people over there.

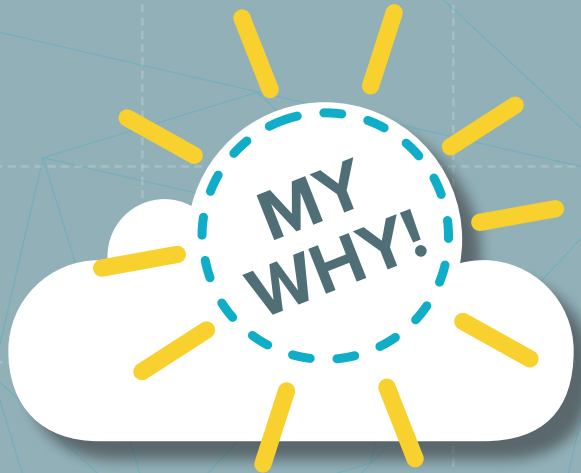
I wanted to pass along and make sure you knew how great Arda was!

– Tak Nguyen



*Arda Partamian*





## MY WHY: ROBERT BRUCE

### CALGARY, DEVELOPMENT

*Why do I work at Solium? Why do I work anywhere?  
On the surface it's simple...*

- I'm excited to get out of bed every morning and come to work when I can be challenged at my job, and where I can improve myself
- I'm challenged to improve myself when I'm surrounded by people who are better than me
- I can surround myself with people who are better than me by teaching them to be better than me
- I can teach people to be better when I have the support of the organization and the engagement of fellow colleagues.

When you start to dig a little deeper into that chain of dependencies, there's a lot of things that can throw you off. Maybe the work just isn't challenging. Maybe your fellow colleagues aren't engaged and willing to push you. Maybe the business just isn't looking to go beyond the status-quo.

I had a colleague of mine come to me one day, and tell me "I'm leaving this company, and this is why..." It made me reflect upon my job, what I was getting out of it, was the company and its employees supportive of improvement? Did I get 7 years of experience, or did I just get 1 year 7 times over? I took a quick inventory of the people around me and decided that there wasn't really anyone left who I wanted to work with. I too decided to leave, and took a blind dive into a new job in a new industry completely not knowing what to expect other than **"I bet I can challenge myself"**, and landed at Solium. I have never once doubted that decision.

Reflecting back on the points I made up top, Solium provides me the opportunity to do all of those things. Here at Solium I can push myself and those around me to do amazing things every single day. We have the engagement, we have the knowledge, we have the drive to awesome things. There's nothing stopping anybody at Solium from achieving greatness. Progress in the future.



*Calgary Solium Social Club -  
cooking event*



*Nipika 2018*



*Insights Olot Team*

Our work often resembles a Cirque Du Soleil performance, incredible attention to synchronizing movement and execution, in what can appear to be total chaos - resulting in an amazing performance.



*Teamwork makes the dreamwork!*



*Some of the Aus Team!*



*Calgary Social Club - Stampede ho-down*



# TEAM BEFORE SELF

Solium operates in a complex environment in which there are few tasks that we perform at Solium that can be performed alone. To be extraordinary, we must heavily rely on our teammate's abilities and value their expertise.



**ONESOLIUM AWARD:  
CHRISTIE LEIBEL**

Christie is always a person that can be relied on if you're ever in need operational support and assistance or advice, and is always reaching out to assist other teams if overlapping work between regions may be outstanding and offer her help.

It's no secret that the Calgary Operations team is extremely busy the majority of the time to say the least, but regardless Christie is always willing to help, even if it means that she may have to work overtime.

Just the other day she was at work late helping me with a task for the Aus Ops team which I was extremely thankful for, and over the time I have been at Solium, this has not been the only instance.

Christie always has an upbeat and collaborative attitude which is reinforced by her actions when helping others.

Thank you so much for your continued support Christie!

– Laura Woodford

**Solium Principle: Team before self**



## MY WHY: CONRAD LEE SAN FRANCISCO, ADVANCED-HR

My path to Solium was a twist in the Advanced-HR saga. In a conscious effort to run from hedge fund management, I started at Advanced-HR in 2011. Seven years later, Solium acquired us!

Ever since the acquisition talks began, one facet of “Why Solium” has been clear. The People. My first interaction with Solium was through Marcos – An unassuming, energetic, passionate, and curious stranger to Advanced-HR that wanted to know everything about the company. Through an initial demo, I knew he valued the product suite and customer base, but realized he valued our team as people even more. I had no clue he was the CEO of a 750-person organization trying to acquire us until later. This interaction has taken various forms with Solium employees before and after the acquisition, and I couldn’t be more grateful.

The second facet of “Why Solium” pertains a bit more to my job, and what drives me - Product and Growth. When I first joined Advanced-HR, I saw an amazing resource that did not have visibility beyond a few hundred companies and two dozen venture firms. Working alongside key stakeholders to build products and datasets, while growing the business has been a highlight, and I see much of the same opportunity with Solium when it comes to private companies and the venture space.

I am excited to be on this journey with Solium. I look forward to uncovering more opportunities for product and growth to drive each other. Most importantly, I am humbled and grateful for the folks I have met and the quality of character which flows throughout the organization.





Solium



# WHO LET THE DOGS OUT? TEMPE DID!

BY: PAM ELLIS

Alcohol and canines apparently make a great combo! The Tempe office ran its inaugural Wine Survivor contest to raise money for Lost Our Home Pet Rescue, a local organization dedicated to rescuing pets from abandonment or homelessness. Nearly \$400 was raised by our generous employees to pay adoption fees for three dogs looking for new families. Not only was it a great cause that our team rallied around, we actually got a visit from Queenie, Faith, and Dingo. It was so much fun to meet and play with these sweet doggies.

To raise our donation pool, fifteen contestants in Wine Survivor were challenged to outwit, outlast, and outdrink their comrades. The numbers gradually dwindled down through elimination over the course of a month, culminating in the crowning of cut-throat contestant Kelsey Krahn who backstabbed her way to a win. Just kidding, her winning strategy was all based on running under the radar and making sure her name wasn't picked. She took home a whole lot of wine and bragging rights.

Who will win the next round and what well-deserving organization will benefit from our team's philanthropic efforts?

Stay tuned!





*Chris Black*



*Sean Bower*

## MY WHY: CHRIS BLACK CALGARY, DEVELOPMENT

Initially I came to Solium because I wanted to be part of something big. It is exciting to be involved with a company that has the kind of growth Solium is experiencing right now.

However, after starting here, I soon discovered that what really gets me out of bed every morning is the people I work with. The team here really is top notch. I've never experienced the passion and drive every single person has to make Shareworks and Solium a little bit better every day. That pride of ownership inspires me to do the same.

## MY WHY: SEAN BOWER CALGARY, QUALITY ASSURANCE

Two words put together in my best effort to describe the reason I have to come to work every day for this company over the last 11 + years. The people in this organization have a passion and energy that is hard to understand unless you have seen it in action. There is a core group of individuals that were here even before I started that inspire you to be better. A group of individuals that will jump into any problem in any department and help figure out what an issue is and try to solve it. There is no ego and no sense of entitlement here because no one is above the simplest task if it is for the betterment of the entire company.

In my time here at Solium I've seen Managers help enter data for client implementations, Executives answer calls for participants entering transactions, SVPs cut code to help make things work quicker and a CEO test functionality on the platform so we could ship sooner.

All with one singular objective and that is to make Solium great.

The end result is employees that feel empowered to take on the tough tasks and achieve beyond what they normally would because they know there is a group of people there to support them through the fires that may lie ahead ....

***And the best part of it all?*** Is that this core group individuals that would jump into a problem headfirst and help no matter what the issue was went from a handful of inspirational individuals to an entire corporate culture of some 700 plus employees.

***So ya, the people. That's why I work at Solium.***



*Riad Kadri*



*Nipika Team Building*

## **MY WHY: RIAD KADRI** **CALGARY, CANADIAN CLIENT SERVICE**

### *Why do I work at Solium?*

The culture here at Solium is the most unique corporate culture I have ever experienced. We come in every morning together ready to take on the day, if something goes wrong, you can be sure that your teammates will be ready and waiting to help you take on your most difficult challenges. There is no “me” or “I”. There’s “we” and that is the best part about working here. We are no different than a living organism, we all work together and do our part in growing and keeping things going.



*Brushing up on stock options!*

# HELPING OTHERS TO FIND THEIR WHY



Paul Le Roy

## PAUL LE ROY

I can't remember exactly how it happened, but after Banff last year I was running a mentoring program. I had no mentees, no formal mentoring experience and no codified objectives or outcomes for the program – an excellent start! What I did have however was a desire to help, and hopefully, make a positive impact on some of our people.

***My “why” to start a mentoring program is pretty simple: in 20 years of work I hadn't had a mentor myself and there were some particularly difficult periods where a wiser, more experienced head may have helped guide me through some of those challenging decisions and situations.***

That isn't to say I didn't get help along the way – no one makes it alone, however I didn't have a person who really invested in me and I think that at particular times in our careers this can make a remarkable difference in the outcomes.

So in February I sent out an email. It was pretty straightforward – a bit about me, my offer to mentor and an ask for candidates to respond with what they did at Solium, something interesting about themselves, what makes them tick,



oh and something that they could teach me as well. Respondents had a paragraph to work with. I didn't really have a sense of what the response would be, after all I had only been in the business a year (on the other side of the world) and I suspected that most staff probably didn't even know who I was!

In the end I had about 80 responses, which was overwhelming and very humbling as I only expected a handful. Some people put a large amount of work into their emails (and went significantly over the one paragraph response!) and I felt compelled to read each one and respond to as many as I could. I was taken back by how many accomplished and interesting people we have at Solium and I'm grateful to all of those who shared their stories. However, this created a new problem – there were so many worthy mentees, so how do I choose? I felt bad that so many would miss out.



*Easter bunny  
& friends*



*Cobra Kai Team!*

After much deliberation I settled on 4 mentees and committed to running group sessions on each of my visits to Calgary. Whilst this was a lot to commit to, and much more than I planned, I've totally enjoyed the process, learnt more about the business and built meaningful relationships with people that I wouldn't otherwise. I hope that the mentees feel the same way! I believe more than ever that mentoring is valuable and I was surprised how much I personally got out of the process. One piece of advice I have and the thing that I will take away from this experience is that a mentor and mentee relationship is centered around sharing and listening, and is most successful when there is reciprocity.



# AN INSATIABLE DESIRE TO WIN

... (but we never compromise on respect: for ourselves, our customers and our competitors)

We compete fiercely and approach all of our opportunities as sacred ... and we never take our customers for granted because serving them, allows us the opportunity to be great.



## MY WHY: GARY LEVINE BOSTON, LEGAL

I was recently asked “Why do you work at Solium”? For me, it was a pretty easy answer since I’ve told so many people over the past few years. People wonder why do I work for a company that is a 2,600 mile drive from Boston where I live.

I joined Solium in 2013 as part of an acquisition so I did not join Solium by choice. There are many companies that are at least 2,000 miles closer but I come back to work each day because of the challenge.

**IT’S GLOBAL.** When I joined Solium, I was working for a US share plan business. So when I started at Solium, I was excited to work for a truly global organization. At Solium, our customers and my colleagues could be connecting with me from anywhere in the world 24 hours a day. It takes a while to just get familiar with the time zones. Over a million employees from 150 countries trading shares on 12 stock exchanges around the world ... that’s pretty global.

**IT’S COMPLEX.** In my current role, I lead our legal and compliance team. And I often say, if Solium were just a software company, it wouldn’t be that complex. If it were just a financial services company, it wouldn’t be that complex. But, as a publicly-traded, financial services, technology company operating under the laws and regulations of every country where we do business ... that’s pretty complex.

**IT’S MOVING FAST.** Solium is moving fast by any measure. It takes every bit of our energy to just “hold on for the ride” and make sure we don’t hit the guardrails. And, I get to work with very smart people on my team and on every team who can handle the daily challenges with grace and laughter and keep us moving forward ... pretty fast.

**IT’S FUN.** As a cyclist, some days remind me of riding in a “peloton.” It’s fun, it’s fast and we depend on each other over and over again to stay on course or avoid a crash.

# WE ARE LIVING IN A SIMULATION



*By Janice Webster*

This fall, I had the pleasure of leading the Australian team through a Business Simulation. During this session, participants worked together to deliver a product to a client. Participants embodied roles which ranged from sales to operations, managers to individual contributors. And like the real-world, there were time pressures, budget constraints, and quality issues throughout the exercise.

I love being an observer at these events. I see the best and worst of it all! As the activity progressed, more pressure was applied; timelines were accelerated, and the “client” grew more demanding and critical. In the end, the task was accomplished through great acting (#goldenglobe), amazing teamwork, collaboration and empathy. The team recognized as the pressure grew, communication diminished. They acknowledged the importance of regular communication, and how challenging it can be.

What impressed me the most their collaborative spirit. Together, helping each other, they found creative ways together deliver the final product. They showed me that at Solium’s roots, there is a true passion for each other and our clients.

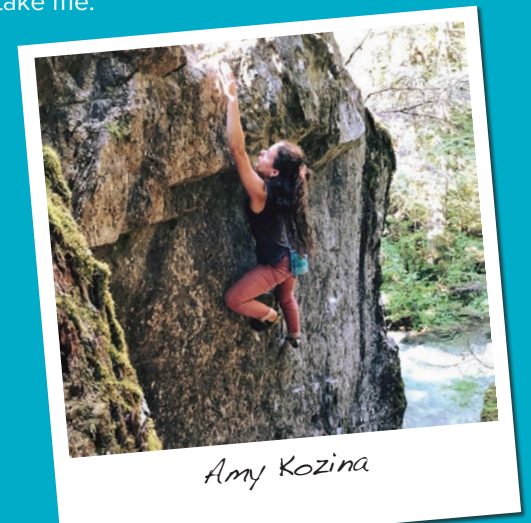
## MY WHY: **AMY KOZINA** CALGARY, QUALITY ASSURANCE

I was intrigued by Solium before I even started working here. If I remember correctly, the job posting said: “Do you want to work at a place that has the sex appeal of a Rick Springfield ballad and the dual functionality of spork?” All I could think to myself was, “Hell ya I do!” And when my first day rolled around, I promise you, Solium did not disappoint. Immediately I knew I had been immersed in a group of wickedly intelligent, seriously open-minded, and wildly creative people; right away I knew I would be alright here.

Working at Solium means constantly problem solving and overcoming new challenges. My managers expect a lot from me, and because of that I want to show up and do my best! There are really so many reasons to love it here: I feel stimulated, appreciated, and impactful; I am encouraged to speak my mind and think outside of the box; I have been mentored and have had the opportunity to be a mentor.

There is so much potential for personal and professional growth here, that I get really excited thinking about all the different places this career will take me.

I also really enjoy craft beer...



*Amy Kozina*





## MY WHY: JOE VRACA SYDNEY, RELATIONSHIP MANAGEMENT

My story commences three years ago. A role for a Special Projects and Implementation manager appeared on the Australian job search website I'm browsing. Interest was sparked; but to be frank I didn't know what an employee share plan was, nor did I have an idea what Solium was. Questions flooded in; who is this Shareworks? Why after five interviews I haven't been offered a role? How have I managed to see the same dude that interviewed me at the gym two days later?

Fast forward a few weeks and I'm starting my first week in the Sydney office. Week two I'm advised to pack a suitcase and get ready to spend eight weeks in Calgary learning about my role as an official SPI manager. This is my first exposure to an overseas work trip. My first exposure to a semi casual dress office (I did not pack accordingly – too many collared business shirts and not enough v-neck t-shirts). My first exposure to life

at Solium and my first exposure to the culture that keeps me coming back day after day after day. Albeit I had to reintroduce myself to all my Sydney colleagues on my return (flashback to Scott Scobie blatantly yelling out "Who the hell are you?!" to me and the office when im at my desk), but a cheeky beer on a Monday fixes my incognito status right up. Three years later and I now manage some of Solium's biggest clients in BHP and Macquarie Group.

I suppose I really haven't addressed why I work at Solium...until now! This place has an energy which you cannot find in a Red Bull can. There are days where work life is pleasant; clients are happy, staff are crushing it, the sun is shining and there's a real buzz in the office (maybe we left the windows open). Those days are great and I cherish every one of them. But life doesn't always throw those days at you. There are days where the going gets tough, real tough. My 80s idol, Billy Ocean, summed our situation up perfectly: "when the going gets tough, the tough get going". We really get going in Solium Down-Underland. We get stuck in; we get dirty and we excel. We're akin to a good espresso; the crema always rises to the top. This is what gets me out of bed each morning; knowing that the people around me are willing to make a difference, make a sacrifice, and deliver when it truly matters.

There are bunch of other reasons as to why I work here; but the above is the reason why I stay. When I hear feedback about the amazing work my team is doing; knowing full well what we've traversed through to get there; it makes it all worthwhile.





*Winner, winner*



## ONESOLIUM AWARD: MICHAEL LEBLANC

I have never seen LeBlanc take credit for something, but he generally works 10-12h days without concern for his self. His pure goal is to empower his team and remove obstacles from their path so that they can succeed. He is always happy to take time out of his busy schedule to have a good chat with the people under him. His excellence in leadership depends not on his ability to control his meager underlings, but instead he uplifts them to greatness by empowering them to make their own decisions within their areas of personal excellence.

– Mitchell Ludwig

**Solium Values: Excellence, Collaboration, Empathy**



## ONESOLIUM AWARD: SARA CLARK

I just want to commend Sarah for the work she's doing in Hong Kong. Having just been in town for a few days for meetings with Alibaba I came away so impressed with her knowledge of the local business acumen, her progress with creating awareness of the Solium brand and learning the culture in general. A herculean task has been placed in front of her, (one that can be difficult to do with a team, nevermind basically by yourself) but unsurprisingly she's doing an absolutely amazing job.

– Mike Esposito

**Solium Principle: Team before self**



## **ONESOLIUM AWARD: NICHOLE CLEMMER AND SAMANTHA PLANT**

Samantha and Nichole recently went to our Australia office to spend a week with our peers in Operations there. Both Nichole and Samantha went with an open mind and excitement to learn more about how that office keeps their reconciliations down under 5 days, as well as share with them how we in the US operate. This was a great experience for both and a great showing of teamwork as well as open mindedness. Great learnings for all and great effort!!

– Patti Landry

**Solium Values: Innovation, Collaboration**



## **ONESOLIUM AWARD: MUHAMMAD MUSTAFA**

Mo has been our undo button....on more than one occasion. As Migration Specialists we are constantly testing, and trying to fit a square peg into a round hole and often we need someone to help us when we try a little to hard. Mo is always there. He is always calm and patient in understanding the why and what we need and how quickly we will need it always putting his time in to make sure we can get to our work. We as a team are very thankful we have his support as we transition to a faster velocity. Thanks Mo!

– Brittany Gray  
(on behalf of the UBS Migrations Squad)

**Solium Values: Collaboration, Empathy**

# SYNERGY

3 DAYS  
20+ CLIENT SPEAKERS  
60 SESSIONS



## IN MID-JANUARY WE REACHED A SIGNIFICANT MILESTONE — SYNERGY SOLD OUT!

*By: Christina Garden, Lisa Briscoe and Jordan Wulforst*

For the first time ever, we reached our capacity for our annual client conference, Synergy. We can attribute this to the strong momentum that came out of our 2017 conference, opening registration early, and our client facing teams hitting the ground running and encouraging clients and prospects to register early. While we wish we had endless conference space to accommodate everyone, we did our very best to meet the demand.

### *The Line Up*

We had an outstanding conference line-up consisting of 60 sessions covering a broad variety of topics including Shareworks updates and tips, hands-on workshops, and industry best practices. There was some pretty amazing speakers too! This year we had the most client

speakers to date with over 20 clients from great companies including Uber, Ball Corp, Shopify, Google, Enbridge, SpaceX and HP – attendees always love hearing what their peers have to say!

### *The Synergy Experience*

With the event selling out 3 months early, our focus shifted from promotion to the experience. This ranged from the prep before the conference to identifying opportunities of how we could make 2018 the best year yet!







*Jordan Rindahl,  
the man, the legend*



*Chow Down!*

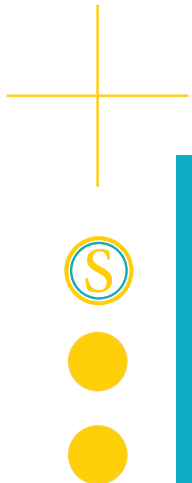
## MY WHY: JORDAN RINDAHL CALGARY: PRODUCT MANAGEMENT

To say that you are here because of the people it is always the easy answer but that is because it is so true. On any given day you will see a random act of kindness amongst team members. From a walk and a coffee to OneSolium's to planning going a party for a variety of reasons for co-workers.

That willingness to help out a friend extends into work as well. You can't take a tour of the office without seeing multiple heads together trying to solve some of the weird and wonderful problems that are thrown our way. And everyone does it willingly and with a smile on their face. It is all for the common good and helping to keep things moving forward.

The other main thing that keeps me coming back is that every day presents a different set of challenges. As Solium continues to do grow so do our clients and their needs. When we are able to help a client with a large problem and help them become more efficient, that is a good day!

Lastly, we have some truly amazing clients that make coming to work a lot of fun. A co-worker once said to me that he has never worked for a company where staff had such a close relationship with clients.



# CONSTANTLY CURIOUS AND EVOLVING

To be a lifetime learner and to freely and actively join a journey of limitless development ... that's probably the single most important quality for success at Solium.

Our work is often challenging and always changing as we attempt to intellectually conquer both our customers' domain of equity compensation and master the intricacies of the value found in the Shareworks software.



## MY WHY: CARLOS COLSA

### CALGARY, PARTICIPANT SERVICES GROUP

*I work at Solium because I do what I love to do the most: **Help People!***

Every day that I come to work I get the opportunity to talk to people all across the world, from all backgrounds, from the CEO to the frontline and I get the chance to help them solve their issues. Some of them want to be assisted, listened, others just supported or empowered when using the Shareworks Platform.

When I first came I was looking for a change from the grueling pace of the hospitality industry that was devouring all my time and leaving huge challenges in my work life balance. The idea was to change industries and stay at Solium for 2-3 years to gain experience in the Financial Industry without losing my passion for service.

After a while I realized that being a fully trilingual speaker allowed me to interact with the participants and make them feel comfortable when speaking their language, this allowed them to better express their issues and helped me to better tailor the solutions.

But I also encountered a jewel that I thought was lost when I left the Bahamas. I found a strong, very caring and supportive team that helped me to grow as a person and also aided me to absorb the culture and adopt the traditions of my now home and country.

There has been a lot of challenges through time, some from the participants and the companies, other from old practices and even some from mother nature, but me and my teammates have remained side to side encouraging each other to keep doing what we do best: Help People!

*That's why I work at Solium!*



*Deborah White*

## MY WHY: DEBORAH WHITE

### CALGARY, QUALITY ASSURANCE

I love that every day is something new, interesting and challenging. There is always a new bug or new functionality that needs to be mastered. I am constantly busy and never bored. The continual learning has helped me to grow and makes me feel like I am involved in the success of the company.



# IS IT FRIDAY YET?

WRITTEN BY  
THE GUARDIANS  
OF THE EQUITY



## THIRD ANNUAL 'CLASS OF' HIRES

*On May 1, 2018 we kicked off the 3rd annual 'Class of' hires! Take a look through the eyes of the Guardians of the Equity — is it Friday Yet to see what they have experienced and learned over the past 3 weeks!*

**WEEK #1** During our first week at Solium (and in Calgary), we went to Banff and hiked up Sulphur Mountain. We also did a horseback trail and got wet in a natural hot springs. The Calgary Beer Fest was good times as well! All throughout these experiences, we laughed a lot. We got to know each other personally for the first time at on National's patio. @natalie-agbeke was an excellent guide. We enjoyed our first lunch together with Mike. We partook in the ceremonial beer drinking on Friday, and most of us told an embarrassing story about ourselves while the others snuck away. We also had awesome sessions with fabulous facilitators. We were impressed by the wealth of experience

and knowledge everyone was bringing to the table. We learned about the culture and the values that makes stand out. The class was impressed at how friendly and approachable everyone was at Solium.

**WEEKS # 2 & 3** Moving into the second week as the **"Guardians of the Equity"** was no easy feat. Discovery was the name of the game and some of us made the most of it. From visiting the mountains, the Banff hot springs and Lake Minniwanka to having duck poutine for the first time, it was a chance for our group to bond and get to know each other on a personal, **"I saw you in your swimsuit"** type level. We were lucky enough to meet a diverse group of people from all over the

world including Australia, Britain and South Africa, as well as the odd Canadian. Some of us were still settling in to Calgary life, so fun was not on the cards, especially when you have a two-year old daughter and your wife leaves on holiday for a few weeks and your daughter is in that bossy stage and won't give you a break.

It was also the continued chipping away of this big Shareworks behemoth that everyone talks about. Slowly getting to know the culture of the company and getting bombarded with hours of dense information. In addition, getting help from our mentors, and playing ping pong was critical in our understanding of how the platform works, obviously! We improved our network of people across the organization, did karaoke with @eugene-mccarthy, got served drinks at @riad-kadri's birthday and also conquered all the restaurants in the close proximity of our building. All-in-all a busy time and only a taste of the exciting times to come.



*And Beer!*



*Those suits though...*

## WHY SOLIUM?

No one is ever too busy to answer any question you may have. Everyone is very nice and approachable! There is a great team dynamic, the energy level is always high and positive. We get work done, but we still like to have FUN! (Watch out for the NERF guns!)

There were people from all over Canada as well as the US attending the training sessions, both facilitating and participating.

**AND BEER.**

|                    |                              |                   |                    |                           |                       |
|--------------------|------------------------------|-------------------|--------------------|---------------------------|-----------------------|
| Agbeke, Natalie    | Cooper, Taylor               | Hall, Jessica     | Majumder, Amit     | Olegario, Mark            | Skujina, Inese        |
| Ahern, Peter       | Dimaite, Laura               | Hazen, Sandra     | Marchetta, Anthony | Ong, Jochebed             | Smith, Nathan         |
| Alvarado, Kimberly | Dobson, Jana                 | Hedges, Joseph    | Marsh, Paul        | Ouazzani Chahdi, Wissame  | So, Irene             |
| Anderson, Jared    | Dominguez, Ramon             | Herlihy, Erin     | Matthew, Jenifer   | Pham, Cong                | Taylor, Marc Antoine  |
| Asmussen, Kendra   | Drew, Brian                  | Hyldig, Christian | McCabe, Joshua     | Potter, Ashlee-Lynn       | Timmons, Connel       |
| Atteberry, Diane   | Falabella Sanchez, Nefi Rene | Jackson, Diane    | McCoy, Michael     | Praca, Lilian             | Torres Bedon, Daniela |
| Befus, Glen        | Farlin, Holly                | Jackson, Matthew  | McInnis, Joel      | Prasetyo, Mahindra        | Uddin, Asif           |
| Bezverkov, Matthew | Fitzgerald, Bryan            | Kassam, Karim     | McIntyre, Taylor   | Quinn, Mason              | van der Borgh, Edith  |
| Blackwood, Barbara | Garrett, Jacqueline          | Kicey, Susan      | Merola, Anthony    | Radford, Shane            | Veloz Munoz, Hector   |
| Boe, Ashlee        | Ghulami, Ahmad               | Kousar, Shaista   | Moon, Travis       | Rakotomalala, Maminaiaina | Wall, Geraldine       |
| Boyd, Suzette      | Gorman, Sean                 | Kozina, Amy       | Moore, Daniel      | Redekop, Nicole           | Walton, Spencer       |
| Bradshaw, Kaliska  | Gray, Brittany               | Kyros, Jonathan   | Moore, Daniel      | Ruiz-Castaneda, Jahmssen  | Williams, Candice     |
| Brindley, James    | Gray, Logan                  | Labarre, Matthew  | Murray, Patrick    | Scott, Martha             | Woods, Brandon        |
| Bui, William       | Gryzko, William Shane        | Lu, Tianyu        | Myhr, Alexander    | Serban, Claudiu Augustin  | Woods, Jennifer       |
| Castaneda, Dryssen | Guruparan, Lavan             | Lucia, Lauren     | Nguyen, Michael    | Serdiukova, Luliia        | Yavis, Jacob          |
| Clemmer, Nichole   | Hachey, Honorine             | Lye, James        | Norton, Roger      | Singh, Josima             | Zoschke, Cassandra    |
|                    |                              |                   | Odlum, Lauren      | Singh, Yudesh             | Zsuffka, Madeline     |



# SHAREWORKS

## Certification Master

MASTER LEVEL CERTIFIED

|                    |                         |                     |                    |                           |
|--------------------|-------------------------|---------------------|--------------------|---------------------------|
| Bezverkov, Matthew | Hachey, Honorine        | Melenchuk, Steven   | Majumder, Amit     | Ong, Jochebed             |
| Bohra, Joseph      | Hadden, Jonathan        | Mulqueeney, Conor   | Marchetta, Anthony | Ouazzani Chahdi, Wissame  |
| Branco, David      | Haessner, Leigh         | Murray, Lindsay     | Marsh, Paul        | Pham, Cong                |
| Brassard, Melissa  | Hardie, Andrew          | Murray, Patrick     | Matthew, Jenifer   | Potter, Ashlee-Lynn       |
| Brideau, Erin      | Hashemitari, Seyed-reza | Nagy, Brooke        | McCabe, Joshua     | Praca, Lilian             |
| Comito, Aldo       | Henderson, Daniel       | Potter, Ashlee-Lynn | McCoy, Michael     | Prasetyo, Mahindra        |
| Cutrone, Luca      | Hollow, Rhys            | Purdy, Joseph       | McInnis, Joel      | Quinn, Mason              |
| Debs, Rima         | Hsu, Mei-ying           | Pyasi, Neta         | McIntyre, Taylor   | Radford, Shane            |
| Dosemagen, Jeremy  | Jaecker, Kirsty         | Redekop, Nicole     | Merola, Anthony    | Rakotomalala, Maminaiaina |
| Duffy, Jordan      | Kadri, Riad             | Kousar, Shaista     | Moon, Travis       | Redekop, Nicole           |
| Fedele, Cassandra  | Kyros, Jonathan         | Kozina, Amy         | Moore, Daniel      | Ruiz-Castaneda, Jahmssen  |
| Ghulami, Ahmad     | Legaree, Joseph         | Kyros, Jonathan     | Murray, Patrick    | Tsang, Stephen            |
| Giddings, Shawna   | Maher, Matthew          | Labarre, Matthew    | Myhr, Alexander    | Walton, Spencer           |
| Girling, Adam      | Marchetta, Anthony      | Lu, Tianyu          | Nguyen, Michael    |                           |
| Girling, Daniel    | Mathews, Simone         | Lucia, Lauren       | Norton, Roger      |                           |
| Gorman, Sean       | Mccarthy, Eugene        | Lye, James          | Odlum, Lauren      |                           |

Note: Certification names pulled November 2018

CELEBRATING MILESTONES





*Design Thinking Workshop*

**UNDERSTAND  
IDEATE  
DECIDE  
PROTOTYPE  
VALIDATE**

# DESIGN THINKING AT SOLIUM



*Communications Team*

***Last November, all Solium employees were invited to participate in an employee engagement survey. We followed up on the feedback from these surveys in dedicated focus groups during February and March. The major trends and findings from this research were discussed in our Q1 and Q2 town halls, and you can see the survey and focus group results on Confluence. With all this great information, naturally the next step was to take action to address some of the gaps we have all been feeling.***

Solium's answer to the question of "what's next?" was the brilliant Design Thinking Workshop, held on August 22 and 23 in Calgary, AB. In this workshop, Solium employees came together from every department and every region around the globe for an intensive 2-day collaboration. The main goal of the workshop was to utilize the tools of design thinking in order to create an action plan based on the survey and focus groups data.

The engagement survey and focus groups highlighted a few main themes. For the workshop, half of us focused on the problem of communication, while the other half honed in on career and



*Career & Performance Team*

performance management. These two groups went through the entire workshop in parallel, coming together in the last few hours of the conference in order to share our proposals for action plans.

***The rest of this article outlines what happened in those two intense days.***



## DAY 1: UNDERSTANDING AND DEFINING THE CHALLENGE

In design thinking, it is paramount to first understand and define the challenge. At Solium, we tend to be very good at reacting effectively to new and unknown situations. While this type of reactive work is good for “fire-fighting” situations, it doesn’t lend itself well to deliberate and focused operational planning. It was a challenge not to jump straight into ideas and solutions right away! Design thinking requires a disciplined approach to setting up the parameters of the problems we were going to tackle. The first step in the process is to observe and to understand the problem we were trying to solve.

We spent the first day crunching the data from the engagement survey and focus groups in order to identify some of the biggest trends. We discussed our observations and tried to really understand the root of the feedback. Like two-year-olds, we kept asking ourselves: why? Why? Why? Digging into the data allowed us to set the stage for our plans, and it also forced us to think about more than just our own individual perspectives.

Something else design thinking teaches us is that if we don’t know what we are aiming for, we will never hit our target. We used what we learned from the data to develop a vision for what it would look and feel like to work at a company with great communication and great career management.

Finally, each team worked in small groups to identify themes, and then to draft a “challenge statement”: a distilled statement defining the main problem we are hoping to solve. Then each small group brought their ideas back to the larger group in order to land on a consensus across the group.

## DAY 2: BRAINSTORM SOLUTIONS AND MAKE A PLAN

With our minds buzzing with possibility, we started the second day. Having spent a whole day trying not to jump straight into a solution, this was our chance to flex those problem-solving muscles. Each of the two topic groups spent the day ideating, refining, then choosing a single plan of action that would address our challenge statements with the highest possible impact in the smallest amount of time.

Our first activity of the day was quietly brainstorming our ideas on post-it notes. With a wide breadth of awesome ideas, the challenge we faced the rest of the day was to start narrowing down those ideas into a plan we were all happy with. We started by sorting those ideas, once again, into themes.

Our challenge statements set up the constraint that we must be able to implement our plan within the next 60-90 days. Therefore, our main criterion for sifting through ideas was to figure out which plan would have the biggest possible impact while still being attainable within that short time frame. To narrow that down, we divided into three groups (within each of the topic streams) to make a case for what we thought was the strongest idea.

### OUR TAKE-AWAYS

It was an action-packed couple of days, both exhilarating and exhausting for all participants. We walked away with new global connections, brains buzzing with ideas and inspiration, and most importantly, we walked away with concrete plans to improve both communication and career management at Solium before the end of 2018. We are all eager to bring the ideas of design thinking back to our respective teams, and excited to see what we can accomplish in the next few months.

Cong Pham, UX Designer, attests to the success of the design thinking process: ***“I didn’t think design thinking would be possible at this scale and with this many personalities. But after the past two days, I was blown away. It was a fantastic experience and I’m glad to be part of it.”***

Alex Kenvyn, Relationship Manager, who was representing our UK regional office, was especially energized by the global collaboration that we achieved: ***“I loved getting to meet so many new people from around the company!”*** Finally, there were so many different themes and ideas that choosing just one or two to act on seemed like such a shame. Thankfully, this is just the beginning, and all the work we did crunching the data and extracting useful ideas for improvements can be carried forward into 2019 – and beyond!



# INNOVATING AND IMPROVING OUR PROCESS



## ONESOLIUM AWARD: DRAGOS VAROVICI

Dragos heartily deserves a OneSolium for the huge effort that is Linguo, which automates the string translation process. If you have ever had the misfortune of copying/pasting thousands of lines of translations to and from an Excel spreadsheet, this will be immediately obvious to you. If you haven't, consider yourself lucky that Dragos saved you from that fate (and the corresponding wrist pain).

Recently he added Linguo support for the Mobile app, which was no small feat. We have three different file formats for strings, all with different rules. He happily modified the system to make it work for all three. The first time I did an import and a whole bunch of strings were automatically translated from translation memory, without me typing a character, I nearly wept with joy. This project has definitely saved 10s of thousands of dollars of developer and QA productivity.

Dragos even was working on the long weekend to import some rush translations for the Mobile app so we could meet a very aggressive deadline. What a team player. Thanks so much for your hard work innovating and improving our process Dragos!

– Jeremy Gale

**Solium Value: Innovation, Excellence, Collaboration**



*Dragos Varovici*

# Stocktoberfest

## SHAREWORKS

### A CELEBRATION FOR THE ENTIRE STOCK PLAN INDUSTRY.

#### *INCLUDING YOU!*

Think about a brand you love. It's first and foremost a great product, right? But we bet there is something about that brand – something on top of its great offering – that makes you say to yourself, “They just get me.” We spend a lot of time thinking about how to make Shareworks a brand that our market loves. That's why we created Stocktoberfest! It's all about love. And a lot of people really loved Stockoberfest.

#### *BELIEVE THE HYPE!*

Stock compensation gets kind of a bad rap, doesn't it? In a little-known industry that gets labelled as somewhat boring, Stocktoberfest says otherwise. It encourages everyone in this industry to reflect with pride on their work and walk with a bit of swagger. It recognizes and appreciates the difficulty of what they do and the contributions they make to their organizations. It stands back and says, “Actually, you're pretty awesome!” Clients, prospects and even a few competitors all told us they loved it – loud and clear.

### *YOUR STOCKTOBERFEST IS SHOWING*

But Stocktoberfest is a shared celebration for everyone. It's not just for our clients, prospects, and industry partners, but for you — our staff! We specifically wanted to include our staff in this celebration for all the aforementioned reasons. We wanted our staff (and that's all our staff, not just those of us at HQ or those of us who are client facing) to join in the celebration with the greater global industry.

To that end, we encouraged all our offices to join in the party, giving them the tools necessary but hoping they'd take it from there. We'll admit, we expected to encounter a bit of that characteristic Solium skepticism that we've all come to know and love. But a bit of magic happened! From Tempe to Barcelona to Croydon and back to Calgary, no one hesitated to grab a bratwurst and a Bavarian brew, don their dirndls and lederhosen (seriously, a lot of you have those things) and show pride in this idiosyncratic industry. And it was great to see such a diversity of team members get into the spirit — from IT to Operations, to Product — we discovered there is a little Stocktoberfest in everyone. Prost!



*Spain does Stocktoberfest*



## STOCKTOBERFEST SPANISH STYLE!

We celebrated Stocktoberfest in Barcelona and Olot on the same day – Sept 27th, with the offices linked by bluejeans so that we could enjoy the festivities together. Everyone got into the spirit of the event and we invited a very special guest to our Barcelona office who joined us in his 'lederhosen' to lend a very 'authentic' feel.

We enjoyed some German typical food (pretzels, bratwurst, sauerkraut, strudel, kinder chocolates), drinks – German beers and amazingly we found some German wine in Spain to keep within the theme. Our games involved holding 'containers' of liquid (not beer!), to see who could step up to 'carrying' steins in beer hall (maybe in a future life). We did have a great game of musical chairs with Oom-pah band music.

We played modified 'beer pong' (no beer and no drinking) but lots of fun and lastly we played a great game trying to pronounce German words and guess their meaning....I mean without Google translate what does this mean and how do you say it? **“Geschwindigkeitsbegrenzung”** and **“Weihnachtsmannschokoladeeinpackpapier”!** The winner of our modified 'beer pong' was Karina-Ajodha.

Join the fun [#stocktoberfest](#)



# STOCKTOBERFEST COMES TO LONDON

Stocktoberfest gave us an evening to remember. The lounge was decorated in Bavarian blue and white as we tried to bring a piece of Hacker-Festzelt to the Croydon office.

We enjoyed a banquet of German delicacies including a selection of sausages with German sauces and mustard, cured meats and Harzer cheese (that has to be smelt to be believed). This was helped down with German beers and wine.

There was some very competitive beer pong with German beer and Italian limoncello and prosecco in the mix. Pass the parcel that had dares and activities to be unwrapped (the resulting video has been withdrawn due to legal reasons. I think Richard Lispcom is over reacting myself – it was very funny) and pass the pretzel relay.





# THRIVE WITH CONTEXT NOT CONTROL

**It's a lot easier to know what to do,  
if you know why you are doing it.**

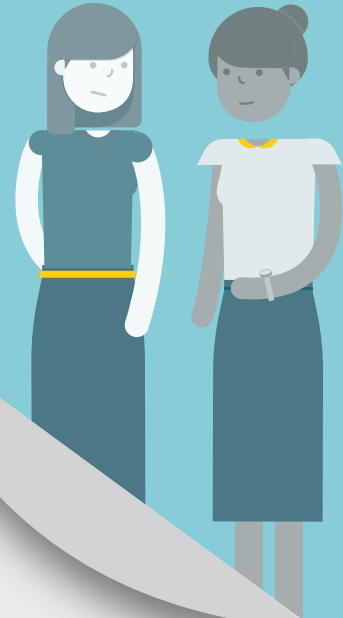




*Backpack baby!*



*David Hawkings*



## **MY WHY: DAVID HAWKINGS** **CALGARY, DEVELOPMENT**

The biggest thing that keeps me here is that I'm continually impressed by the efficiency of process, quality of results and of the overall development competency at Solium. This company knows how to build software really well and it is great to be a part of that.



## MY WHY: NETA PYASI

CALGARY, FINANCE

All companies have a personality, a being of sorts. So, what is Solium's personality? What is Solium's brand?

Well, you could say Solium has a bit of a personality disorder, wavering between financial services and software. Others might say Solium is a fast-growing, ever-changing, informal yet complex place to work. Still others speak of the challenges of being a high-growth company, with growing needs and a shrinking pool of old-timers that can shed light on why we do things the way we do.

What I love about working at Solium is all of the above. I absolutely love the people I work with. I know that's a strong statement, but I truly do love the way we can trust one another, argue and debate with one another, and then come together to work really hard to solve things together as if it was effortless - when we all know very well it was not.

***I also love those really hard problems. You know, the ones that make your head hurt so badly you wish you were curled up in bed hiding from the world and ignoring the fact that they even exist. Yes, those are the ones. Those are the ones that make you feel so very fulfilled once you have figured out how to solve them.***



***I love the juxtaposition of software which opens up possibilities to create things, and financial services that creates regulations which act as gates that confine those very possibilities.***

All of these meaningful yet simple reasons are why I love working at Solium. Is it always sunshine and roses? No, it is not. There are challenges both personally and professionally.

There are things I do not agree with, and that I struggle with. But when I search deep inside and wonder why I work at Solium, it is because we are friends. Solium's personality is beautifully flawed and wonderfully honest. It is a friend you can confide in, and grow with, and learn from and both become better as a result. That is why I work at Solium.





# OUT OF THE BOX THINKING!



## **ONESOLIUM AWARD: SARAH BUCKLEY AND SHELLY IRVINE**

I am sitting here writing OneSolium while grinning gleefully because Sarah Buckley and Shelly Irvine just did the most incredibly cool out of the box thing to provide a remarkable and outstanding service experience to a participant who needed extra support to transact.

Shelly had a participant come into Solium with his welcome letter today because he needed assistance with his account. This participant didn't speak English and was eager to transact, so Shelly sought out the PSG managers to explain his situation and see what assistance could be provided.

After hearing the situation, Sarah Buckley recognized immediately that she could help. She stood up, got her lap top and headed down to the reception area to complete the transaction on behalf of this participant. Although he had a very hard time communicating what he wanted to accomplish, in the end he left with his needs met after making the long trek down to our offices.

Thank you to Shelly and Sarah both for the moment of inspiration today. That was truly remarkable teamwork on behalf of our brand. High five!

– Lisa Steffen

**Solium Values: Excellence, Collaboration, Empathy**



## **ONESOLIUM AWARD: PETER PHERN**

We received some amazing feedback from Premier Oil who are currently being implemented. I think it is important to recognize this feedback so forwarding this on for a OneSolium nomination:

I'm not sure if you are the correct person to direct this to but I wanted to write a note of appreciation for Peter's efforts with the Equiniti data during this project.

He has worked diligently to reconcile the data and present it in a usable format for us in Shareworks – no easy task! He has been on hand to answer our queries with very fast response times, and even attended our offices this morning at 9.30am when we only requested a meeting at 4.30pm yesterday.

He is extremely easy to work with and explains things very well, which are key for this type of project. We greatly appreciate his efforts!!

Alex Kenvyn

**Solium Values: Excellence, Collaboration**



## **ONESOLIUM AWARD: KIM SORENSON**

Kim is always willing to help out whenever we have broker related questions or need someone to jump on a call with a client to talk about trading. She really helps us instill confidence in our clients that we know what we are doing when it comes to trading, a task that would be much more difficult without her help.

– Andrew Hardie

**Solium Values: Excellence, Collaboration**



## **ONESOLIUM AWARD: JANN CALIX**

Jann was an awesome asset to the Private Market CSM Class of 2018 that just finished. She helped update all the content to be specific for Private Markets and she helped add the Private flavour throughout the 4 weeks she was leading them through the program. Jann really went above and beyond to make the participants successful.

– Amanda Howard

**Solium Value: Collaboration**



## **ONESOLIUM AWARD: TONY MEROLA**

I would like to nominate Tony Merola of the Shelton White-Label Support Team for a OneSolium Award. He has been working very hard to keep the UBS service team happy as they transition more and more clients to UBS Plan Admin Pro (Shareworks). He is working with over a dozen administrators serving 29 accounts (and growing) that have high demands on an ever evolving platform. He has sacrificed by staying late and cancelling time off to keep up with the service requests that come in daily. I am submitting this to make sure Tony gets the recognition he rightfully deserves. He is an important member of the White-Label Team, the Shelton Office and overall the Solium Organization!

– Joe Purdy

**Solium Guiding Principle: Team before self**



## International Women's Day

March 8th is International Women's Day. International Woman's Day (IWD) celebrates the social, economic, cultural and political achievements of women. IWD provides an important moment to showcase commitment to women's equality, launch new initiatives and action, celebrate women's achievements, raise awareness, and highlight gender parity gains and more.

Help us celebrate International Women's Day and your female colleagues at Solium! There are so many ways to do so.



*Let them eat cake!*

# MY NEXT GUEST NEEDS NO INTRODUCTION

– Panel Discussion

Many of us know and respect of our leaders at Solium. We admire them for their leadership, their technical expertise and the ability to get stuff done. But often, in the busyness of every day, we don't get a chance to learn about who they are, their career journey, and how they overcame barriers. My Next Guest Needs No Introduction is a panel discussion with our female senior leaders to their insight about career, empowerment, and leadership.

**Panelists:**  
**Kelly Schmitt and Karla Boskers,**  
**with Rosella Kai moderating.**





# ONESOLIUM

“ We all have great stories to share about our colleagues. Take a moment to send a OneSolium through Summit to a female colleague this week!

The submissions are rolling in, keep them coming, team!

Here are a few:



Agnese her approach is always to get to the best result possible, even if she doesn't have all the knowledge or tools at hand initially. By doing the proper research and gather the necessary information needed she manages to progress not only her own development but also accomplishes a better service and quality level for her clients. She shares this knowledge between the team and is always available to assist others when she can.

**Haaije Sietsma nominates Agnese Ozollapa**



Karla has been an exceptional leader in the Development team since joining Solium. Karla has the ability to balance the business needs of our clients and Solium while striving for excellence from herself and teams. I can always trust Karla to provide a transparent and empathetic view of the Dev team's current status.

**John Broda nominates Karla Boskers**



*Women's Panel Discussion*



*HR Team*

I would like to submit a OneSolium Nomination for Kalsika Bradshaw. As a senior member of the SIS CSM team in Shelton, Kaliksa is constantly helping our her fellow team members in both Shelton and Tempe. She is assigned some of the most complex and demanding clients that the SIS team manages and still finds time to work with our newest team members to train and mentor them and helping out with escalated Transcitive issues for the Tempe team. I am entering this nomination to ensure that she and everyone else knows how appreciated she is and the fact that she is a very important member of the team. Not only does she help her colleagues, but she is the type of CSM that Solium needs with the right attitude in regards to client satisfaction. She understands that happy clients means happy employees.

**Joe Purdy nominates Kaliska Bradshaw**

The real competitive advantage in any business is one word only, which is “people”.

– Kamil Toume



### **ONESOLIUM AWARD: STEPHANIE MAMAYSON**

Quite simply put, Solium needs more Stephanie Mamaysons! Over and over again, Steph goes above and beyond to help her colleagues – whether it’s re-designing a proposal for a large prospect (she’s got mad formatting skills), rolling up her sleeves (unless she’s wearing a t-shirt) and supporting with an RFP, or just correcting badly spoken English (and by the way, there is no mispronounced word that goes unnoticed with her), she rises to the occasion. Of course, it’s no coincidence that she has the most Soliums on her board (and strangely she even deserves most of them), and I’m honored to add one more. Kidding aside, Steph you are a super colleague and we are all privileged to have you in our Solium team!

– David Branco

**Solium Principle: Team before self**

# The Route Less Taken

By Salty and Christian

Two disbursements diverged in a Solium wood  
And sorry I could not process both  
And be one client, long I stood  
And looked down one Route as far as I could  
To where it was held in our Brokerage Account.  
Then took the other as just and fair,  
And having perhaps the better claim  
Because it was free and fees waved clear  
I thought my money would be happy, just the same.  
And both the money movements equally lay  
In accounts no payment had trodden red  
Oh I kept the second for another day!  
Yet knowing how way leads to way  
I doubted I would ever be back at that bed.  
I shall be telling this with a sigh  
Somewhere ages and ages hence:  
Two routes diverged in Shareworks, and I –  
I took the one less processed by,  
And that has made all the difference.



Stephanie Krause



## MY WHY: STEPHANIE KRAUSE CALGARY, DEVELOPMENT

**“Why do you want to work at Solium?”**, the question I was asked during my interview, by friends and family when I left “my dream job” in the applied research division of SAIT, and by new prospective recruits at HackerX and job fairs. I could go on about the culture (beer, bagels, and badges, what’s not to love?), the unique set of challenges provided by the domain and the Shareworks platform, or the incredible variety of opportunities for growth and exploration on all levels of the organization that making working here fun and exciting. Solium has a near-perfect mix of everything I’ve looked for in a workplace since entering the tech space; but when it comes down to what gets me out of bed on the hard days, it’s the people. I have the pleasure of working with a fantastic group of highly capable, driven and innovative people who not only tackle the challenges of each and every day with a voracity and exuberance that is nothing short of inspirational, but who are also fascinating and fun, and generally just a delight to be around. I love being a part of this team, that’s why I’m here.

# RELEASE STICKERS



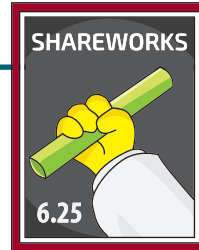
## 6.23 RICHARD SIMMONS

January 5, 2018  
Historical Exercise



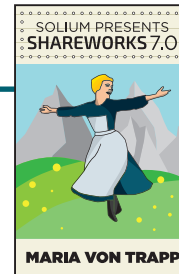
## 6.24 BLINKY

February 9, 2018  
Phishing & 2FA



## 6.25 IN ROD WE TRUST

March 16, 2018  
In Rod We Trust



## 7.00 MARIA VON TRAPP

April 20, 2018  
Meadow



## 7.01 SNOWBALL

May 25, 2018  
Where are my test cases, Solium?



## 7.02 THE BOX

June 29, 2018  
So weird and confusing and sometimes can travel through time



## 7.07 MRS. DOUBTFIRE

December 14, 2018  
Spousal Consent Form for tender offer participation



## 7.06 DOC BROWN

November 16, 2018  
With the power of the future, we can turn DOCX into PDF



## 7.05 MEGALODON

October 12, 2018  
Because, Don Wheeler



## 7.04 THE RACCOON

September 7, 2018  
In honour of the UBS Raccoon



## 7.03 WONDER WOMAN

August 3, 2018  
Amazon Exercise Export Files

## MY WHY: JASON DORN

### CALGARY, UX

It was early 2017 when the following message popped up on my phone from Marcos Lopez. “Hey buddy. Time to come back home :-). Call me on my cell if you have any questions or want to chat. Excited to hear we may get to work together again.”

I had already been in discussion with Donald Wheeler and the Chimera team about making a possible return to Solium after 4.5 years away, but I still remained very much on the fence.

I had a comfortable gig with an international ad agency, I was working on challenging accounts, and had built up excellent rapport with my clients.

There were two things that really tipped the scales for me, one was a conversation with Jordan Rindahl over a couple pints after a Calgary UX meet up. The second was a series of emails and messages from Marcos that showed he wanted me on board in 2018 as much as he did in 2011 when he was managing director and added me to the (much, much smaller) product team.

One year later I can say all the doubt I had on the fence has been completely erased, my decision to return gets better with every week.

It's good to come home.



*Jason Dorn*





# SHELTON SOCIAL CLUB

JOE PURDY

*The Shelton Office Social Committee*, a/k/a, the self-proclaimed Social Misfits, organized an end of summer adventure by land and sea from Connecticut over to Port Jefferson in Long Island, New York. On Saturday, September 16th 2017, we all met at the Bridgeport Ferry Station and boarded the P.T. Barnum Ferry for a one-hour ride over to New York. Fun Fact, P.T. Barnum and the Barnum Circus originated in Bridgeport, Connecticut.

*Connect to the why*

Shelton Employees along with a guest, met for Dinner at the Crazy Fish Bar & Grill to eat the catch of the day and some steamers before heading next door for some home-made ice cream and fudge. After some shopping, exploring and bar hopping, we had just enough time to catch the last boat home for a sunset cruise back to Connecticut. It is always nice to get the office together for an off-site event such as this.





Cap Sharing...



Jeremy Wright

# A PRIVATE TRADITION

By Jeremy Wright

The fun thing about traditions is that they can sneak up on you without anyone realizing that they have happened. Those of us who work with Jeremy Wright on the private markets are treated to a look back on the year and a summary from Jeremy on what he is thankful for. Yes, they are littered with inside jokes but they are a fun reminder of the ups and downs of the past year.

*Here is this year's version!*

## PRIVATE TEAM,

*Fair Warning... My 5th sappy Thanksgiving message to follow...*

We have seen significant growth in our team over the last year and I am thankful for how our team has evolved, grown, and has continued to push ourselves, our clients, and the market. Each of you should be proud of the accomplishments we've made over the last year. It's a privilege to get to work with each of you on this team.

## ITEMS THAT I'M THANKFUL FOR:

1. This team continues to grow and excel. It is amazing to see how our existing team members grow into bigger challenges and how we have added even more talented people to our group. It is sad to see tenured employees move on, but exciting to see them take on other exciting journeys within Solium, with our clients, as entrepreneurs, or into retirement (first time I've ever had to say that one..)

2. Our new business lines (Capshare, AHR, and Analytics) are executing how we thought they would when they came into Solium. Between the innovation these team bring, the diverse group of clients, the brand building, and of course new booking revenue, it has been amazing to see how these teams have grown their unique offerings.
3. We thought the IPO market may pop in 2018 and it sure has. We started the year with Dropbox and progressed through Farfetch, Sonos, Pluralsight, and Upwork. Not to mention we had won Adaptive and Qualtrics, before some bigger companies decided to come in and buy them! The experience we have received on these deals are setting us up for what should be the biggest IPO since Facebook when Uber goes next year.
4. Late stage companies continue to love Shareworks and our team. We've brought over companies like Reddit and Squarespace from one of our competitors, but have also won companies like Tanium, Coupang, Grab Taxi, CultureAmp, and others.
5. Our clients love us. They followed the Analytics team from SVB to Solium. The VCs push for OptionImpact to their portfolio companies. They stay with Capshare through their acquisition. They give Shareworks references. It is amazing to see how delivering software with service make our companies feel like part of the Solium family.

We are really firing on all cylinders and even though there are 5 weeks left in the year, our success has set a lot of expectations for 2019. I am thankful that with this team, we can meet and exceed those expectations.

*Have a great thanksgiving with family and friends all.*



The IPO is Back!



Solium & Uber Team



### SALESFORCE ACE

Recognizing those who achieve one of the many categories in one quarter by demonstrating excellence in utilizing the Salesforce platform.



### SALESFORCE GRADUATE

Recognizing those that have completed their learning path in the new Salesforce training curriculum and achieved a 70% or higher on their exam.



### CLASS OF 2018

Recognizing the graduates and those that help develop, facilitate, and coordinate the Class of 2018 program.



### WAVE 0 – MORGAN STANLEY

Recognizing and celebrating the migration of Morgan Stanley clients onto Shareworks. “Catch a wave, ‘cause we’re sitting on top of the world!”



### MERLIN AWARD

Recognizing and celebrating the efforts and achievement of all those involved in the successful Merlin Implementation.



### I LOVE TAX RETURNS

Recognizing members of the UK Team involved in the successful completion of the 2018 Tax Returns.



### LIVE APPRECIATION BADGE

Recognizing outstanding individuals who work with the LIVE team in a consistently positive manner, helping to effectively facilitate the LIVE team in achieving its goals.



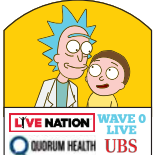
### OPERATIONS TEAM BADGE

Recognizing members of the REC, Settlements, and CSA Teams that demonstrate proficiency in practical execution of tasks, aiming to help remove silos and work more efficiently together.



### UX TEAM BADGE

Recognizing peers that demonstrate interest in and/or actions to promote UX at Solium.



### GOLIVE - UBS

Recognizing and celebrating those who have contributed towards the successful migration of the first two UBS clients onto Shareworks.



### DROPBOX IPO

Recognizing the hard work, focus, and innovation of the team that executed one of the largest private to public projects in the Dropbox IPO.



### ONESOLIUM IWO

Recognized our OneSolium Award winners with a special edition version in honour of International Women's Day, 2018.



### RDSC 2018

The Rubber Ducky Splash Club. Awarded only to those who went for a dip under the stars at Nipika.



### SNACKCHAT

Recognizing our peers that share their time, knowledge, and expertise by contributing to each other's learning through SnackChats.



### NIPIKA 2018

Recognizing those who took part in Solium's offsite retreat in Nipika 2018.



### PUGS NOT BUGS

Recognizing those who have put the time into hiring the surplus of Developers, exemplifying the principle of putting the "team before self".



### QUALITY BADGES

Recognizing those who demonstrate and execute Solium's commitment to Quality. With four areas of recognition including: Quality Partner, Quality Engineer, Quality Ace, and Triple AAA Quality.



### UBER TO (MAGELLAN)

Recognizing the hard work, focus, and innovation of the team that executed the largest tender offer to date with Uber. "Magellan" was the first endeavor into the secondary market.



### BRAND AMBASSADOR

Recognizing our peers that spend countless hours being our Brand Ambassadors, by spreading the word and building up our following throughout the industry.

# SOLIUM BADGES

# Welcome to the **AGM Celebration!**



**SHAREWORKS**  
by Solium

*Every May, following the Annual General Meeting (AGM), staff gather together to celebrate the successes of the past year.*

This tradition goes way back when staff used to hit up the local watering hole and has evolved into a global event. The origin of the AGM Celebration still exists; an opportunity to acknowledge the achievements we've made as a team, as an organization while recognizing and honoring the outstanding accomplishments through our Corporate Awards.

We now have 12 Corporate Awards which recognizes both individual or team achievements. Each award embodies our values, while representing an essential foundation of our business.





## BRIAN CRAIG LEADERSHIP AWARD

In recognition of the Soliumist that best exemplifies these qualities:

- Selfless leadership
- Elevation of peers
- Excellence in execution
- Positive impact on others
- Entrepreneurial spirit

### 2018 AWARD RECIPIENTS:

- **Darren Smith, NA Head Global Compliance, Calgary Office**



## MIKE BROADFOOT LEADERSHIP AWARD

This award is based on the unique leadership attributes that Mike brings to the team and organizations that he leads. Mike is a strong team player and a leader who is able to bring the best out in himself and his teammates. Mike focuses upon commercial results while also creating an experience that is fulfilling and rewarding for those involved. He has inspired us all to have a:

- Commercial acumen with a long-term view
- Competitive with a strong desire to win
- Values driven with a high moral compass
- Team success with a strong sense of self-awareness
- Practical, Resilient, Determined

### 2018 AWARD RECIPIENTS:

- **Karla Boskers, Director Software Development, Calgary Office**



## JEFF ENGLISH LEADERSHIP AWARD

This award is based on the legacy of Jeff's very high standard of stewardship, first through leading sales, as CEO, a Managing Director and an independent Board member:

- Commercially savvy
- Attention to profits
- Analytical approach
- Eloquence in communication
- An educator of others

### 2018 AWARD RECIPIENTS:

- David Branco, Head of Canadian Sales, Calgary Office



## INNOVATION AWARD

In recognition of a contribution and to encourage employees to think outside of the box.

- Someone that helped develop a unique solution to a common industry problem.
- Removed a bottleneck or solved a problem that was costing the company extra time and money

### 2018 AWARD RECIPIENTS:

- Roman Justinen, Migration Specialist, Calgary Office
- Cory Kasper, Software Developer, Calgary Office
- Russ Zanetti, Director of Valuations, San Francisco Office



## GLOBAL TEAMWORK AWARD

In recognition of In recognition of attributes, efforts and accomplishments that facilitate effective cross-border teamwork for Solium.

- Improves cross-border team effectiveness and cohesiveness
- Sees and embraces the global vision with respect to the Solium team and its objectives
- Comprehends the needs of cross-border colleagues
- Supports others in cross-border activities, tasks and deliverables
- Ensures cross-border team involvement and communication
- Effectively uses team resources

### AWARD RECIPIENTS:

- Lisa Wright, Senior Counsel, San Francisco Office
- Aki Ito, Director Corporate Tax, Calgary Office
- Neta Pyasi, Director Special Projects, Calgary Office



## CLIENT CHOICE

Excellence in Customer Service recognized by the client.

### AWARD RECIPIENTS:

- Kirsty Jaecker, SPI Manager, Sydney Office
- Cherry Mo, Client Service Associate, Sydney Office
- Jaume Costa, Tax Associate North America, Barcelona/Calgary Offices
- Melissa Brassard, Client Administrator, Calgary Office
- Patty Brown, Director Relationship Manager, Shelton Office



## SERVICE AWARD

Customer service and customer relations is paramount to building a solid client base. The individual may have been on the list of accolades we received throughout the year.

Someone who went beyond standard procedures to help a client

- May have been recognized by the client
- May have been recognized by their peer groups

### AWARD RECIPIENTS :

- Javier Gomez Vera, PSG Agent, Spain Office
- Rachelle Lavergne, Manager PSG North America, Calgary Office
- Dave Stinson, CSM Private Market, Tempe Office



## ONESOLIUM TEAM AWARD

A team that galvanizes together with commitment and dedication to achieve the impossible.

### 2018 AWARD RECIPIENTS:

- Canadian CSM Team
- Australia Service Delivery Team



## CHARLES MONTAGUE AWARD

*"There is no limit to what a man can do so long as he does not care a straw who gets the credit for it"*

- Charles Edward Montague

The recipients of this award consistently exhibit behavior whereby they do not care who receives credit for an achievement but rather they focus on the overall success of the initiative and the team.

BTW ... as I mentioned ... Montague was the father of Evelyn Aubrey Montague, the Olympic athlete and journalist depicted in the 1981 film Chariots of Fire. So watch out for the progeny of these winners.

The recipient of this award consistently exhibits behavior whereby, they do not care who receives credit for an achievement but rather focuses on the overall success of the initiative and the team.

### 2018 AWARD RECIPIENTS:

- Rich Moore, Director SPI EMEA, Croydon Office
- Alex Myhr, Client Service Manager, Montreal Office
- Erin Herlihy, Product Manager, Shelton Office
- Ben Hazelwood, Manager Business Intelligence, Calgary Office



## JUNIO AWARD

Recognizing personal sacrifice that propels the team forward by putting the interests of the team ahead of the self-interests of the recipient of this award

**Values: Gratitude, Empathy, Transparency, Collaboration, Integrity**

### 2018 AWARD RECIPIENTS:

- Eric Vogl, Staff Software Developer, Salt Lake City Office
- Michael Pors, Software Developer, Calgary Office
- Amanda Howard, Senior Learning Designer, Calgary Office





## LUMINARY AWARD

Achieving the status of being a Solium Luminary, is a prestigious acknowledgment for long standing, high impact members of the Solium team. Luminaries all have significant dedication to the organization, they have exceptional performance year after year, and one would say they live, breath, and bleed Solium. Past Luminaries and the MDs select the upcoming members to this exclusive group.

### 2018 AWARD RECIPIENTS:

- Lindsay Decker, Staff Software Developer, Calgary Office
- Jeremy Wright, Head of Private Markets, San Francisco Office
- Dan Schacht, Senior Counsel, Shelton Office
- Stefan Urban, Implementation Manager, Sydney Office
- Tim Shea, Products & Services Consultant, Shelton Office



## SOLIUM SOUL AWARD

Created a new award to recognize staff who live the values and guiding principles every day.

- Solium Culture is what sets us apart from other organizations
- Give us our edge
- Solium spirit is contagious

### 2018 AWARD RECIPIENTS:

- Jessica Young, Relationship Manager, San Francisco Office
- Arif Dhalla, IT Infrastructure Manager, Calgary Office
- Cathy Yoshisaka, Director Learning & Development, Calgary Office
- Don Drybrough, VP Corporate Solutions, Toronto Office
- Ian Austin, Participant Service Agent, Croydon Office
- Monika Endrizzi, Relationship Manager, San Francisco Office
- Oriol Ferrar, Director IT, Olot Office
- Arturo Donzella, Team Lead CSM, Tempe Office
- Brittany Walsh, Software Developer, Calgary Office
- Andrew Hardie, Client Solutions Architect, Calgary Office
- Nathan Smith, VP Software Development, Calgary Office
- Mike Shiells, Manager Client Admin, Calgary Office
- Steve Hall, Head EMEA Operations, Croydon Office
- Joe Purdy, Product & Services Consultant, Shelton Office



# GO TEAM!!!

## **ONESOLIUM AWARD: MARC SIMARD, BRENT LEGAREE, MICHAEL LEBLANC AND THE ENTIRE MS MIGRATIONS TEAM**

I'd like to take moment to recognize, Michael LeBlanc, Brent Legaree, Marc Simard and the entire MS migrations team for their attention to excellence and the great example of collaboration with the MS migration team. I've watched in real time the last two MS migrations and am continually proud to see the level of collaboration, commitment and dedication this group gives to each Morgan Stanley migration. The number of clients and participants in each wave, can't convey the amount of records and data the team has to set up, import and reconcile. The collaboration starts weeks in advance all culminating with a delicate choreographed 'dance' between Solium and Morgan on Migration day. Sometimes the 'dance' has a misstep but this team's ability to be flexible and re-adjust for unexpected challenges is fantastic. This past weekend they did all this with a blaring fire alarm test going off in the background!

Their expertise, cool heads, humor and general overall positive attitudes continue to keep us focused and on track.

Thank you all!  
– Patricia Brown

**Solium Values: Excellence, Gratitude**

# 10 LEADERS IN 10 WEEKS

BY SHAWN MURPHY



James  
Thomas



Shawn  
Murphy



Jeremy Wright



Marcos Lopez

*Since joining Solium a little over a year ago, I have found our leaders to be approachable, open and transparent. I have been lucky enough to engage with many of them on a professional and personal level during meetings, offsites and trips to our various offices. I believe my experience at Solium and my personal development have been positively impacted by such interactions with our leaders.*

I began to think about how I could spread that positive impact to the Global Private Market team more broadly. A powerful leader can help build a sense of commitment and spark enthusiasm among team members to achieve the common objective and reinvigorate our company's goals. In addition, powerful leadership and motivational speakers can maximize a team's efficiency. With so many new individuals on our team across various products and from diverse backgrounds, we needed to cultivate a stronger sense of our common objectives and how we, as individuals and as teams, fit into the Solium culture.

This idea led me to launch the "10 Leaders in 10 Weeks" initiative. To provide a glimpse into the series, speakers and topics have included:



Luca Cutrone

Linda Dundas

**MARCOS** shared his life's journey with Solium and discussed the importance of being too explicit about our company culture and values as well as one's wardrobe. Marcos comes at an idea with conviction and enjoys when people go hard at ideas with intensity to arrive at the best option.

**PAUL LE ROY** created a lot of chatter during and after his session amongst our team. Paul's thoughts on being an authentic leader and driving vision was inspirational and thought provoking. Autonomy + Accountability = Success (empower people)

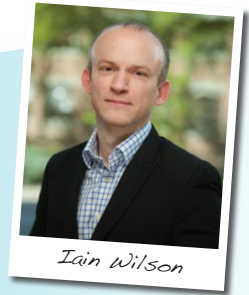
**IAIN WILSON** shared with us the key tenements he has come to realize throughout his career, including the importance of hard work, getting satisfaction from the small things, diversity creates value and of course, execute, execute, execute.

**LINDA DUNDAS** shared her experience with fast changing organizations and the importance of keeping operational risk and compliance front of mind. Linda has a passion for design thinking and highlighted how important it is to re-centering on the desired end state.

**SUJEET KINI** who spoke about the “Rule of 40” as a metric that manages growth vs profitability and helps in allocating resources and spending the incremental \$ when growing a business and the importance of thinking like an owner.



*Sujeet Kini*



*Iain Wilson*

**LUCA CUTRONE** shared that experience is the best teacher and there is strength in a team’s different experiences. He believes you should always try to leverage the experience of people who have been there before you because even Superhuman effort can go unrecognized unless it achieves results.

**JAMES THOMAS** discussed the RACI (responsible, accountable, consulted, Informed) tool designed to clarify roles and responsibilities to avoid confusion and better work together. He believes that if a company’s pricing strategy doesn’t make everybody a bit uncomfortable, then something is wrong.

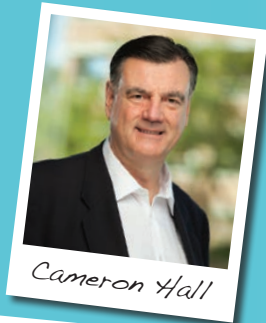
**CAMERON HALL** discussed what it takes to be an elite athlete and how that relates to success at Solium. His experience has lead him to believe that there are three things that deserve your attention - LOVE what you’re doing, SEE yourself succeeding and PRACTICE like you Play.

**JANICE WEBSTER** discussed how to lead through influence: build trust, involve change agents, understand how your behavior impacts others and be humble in your approach. Most importantly is to believe that it is amazing what can be achieved when you do not care who gets the credit. Celebrate the success of others.

**JEREMY WRIGHT** shared with us why he loves Solium. Sharing his love for the people, our ability to win, and to create new opportunities to disrupt and change the equity comp industry.

Bonus round will follow with **JIM WULFORST** ...

Personally, I have hugely enjoyed every one of these sessions and applaud our leadership for their candor, insights and humorous anecdotes. Overall, I believe the team gained a lot as to what makes our leaders tick, how life isn’t a linear journey and the paths that led us all to Solium are diverse and often surprising.



*Cameron Hall*



*Paul Le Roy*



*Janice Webster*



## **ONESOLIUM AWARD: RAN SHOHAM**

Ran is ALWAYS helping someone. He is the most approachable member of the LIVE Wolfpack, and always knows the answer to every question I've ever thought to ask. He can generally be found at someone else's desk, teaching them some new fragment of Shareworks that most of us have never even heard of.

His excellence as an educator is most obvious in Japmeet, who joined the team only one month before I did, yet I assumed that Japmeet had been here for years because he already had such deep knowledge of Solium's technology.

He even helps people who don't even know that they need help. As every member of our team can attest to when they are on Patch Patrol, Ran is indispensable.

– Mitchell Ludwig

**Solium Values: Collaboration, Empathy, Transparency**



## **ONESOLIUM AWARD: JUNE DAVENPORT**

June is always the first person to put up her hand to help. Whether it's attending a meeting that is too late, or too early for most, providing the context of why things are done, or helping make a Solium event successful in the region that she's in (as we all know, that's ever-changing), she never says no.

What's more, June just gets the value of culture. She is a living embodiment of Solium's culture.

Thank you, June for showing me how it's done!

– Cathy Yoshisaka

**Solium Values: Innovation, Excellence, Integrity,  
Gratitude, Transparency, Collaboration, Empathy**





## **ONESOLIUM AWARD: MICHEAL DIXON**

Micheal recently took on what seemed to be a rather simple and non-threatening little stock consolidation and name change project for one of my customers: Redknee (now known as Optiva). This engagement soon began to grow in complexity at sometimes exponential levels, for a variety of reasons. With a tight timeline and a slew of what at times seemed like mysterious issues, Micheal championed this engagement as I watched on the sidelines the consistent and clear communication back and forth with my customer in order to manage their expectations and to engage their partnership in addressing the issues. The result of his effort and commitment is a very happy and appreciative customer (and RM!) as he managed along with the support of his LIVE Team, to deliver a successful project on time!

So, on behalf of Redknee (now Optiva) and I, I want to recognize Micheal (and his team) for his tremendous effort, commitment and integrity to getting it right the first time.

Thank you!

Here is what Redknee had to say “Fantastic Michael!!!! Thanks for the tremendous efforts by you and the LIVE team in getting us to the finish line!!!!”

– Michele Garraway, Corporate Affairs

**Solium Value: Excellence, Integrity**



## **ONESOLIUM AWARD: ERIN LANE**

I don't even know where to start: Lundin, Dropbox, LYB, answering all my (dumb) questions, always helping us out when needed. Without Erin life here would be much more challenging! It is great to be able to go to a resource who knows her stuff and will take the time to properly answer any questions and concerns.

Thank-you Erin for all your hard work, it does not go unnoticed and it really is appreciated. Global

Compliance loves you!

– Darren Smith

**Solium Value: Excellence**

# CONCLUSION

We hope you have enjoyed this celebration of what makes us uniquely Solium and the insights around our shared passion for the business. We thank your co-workers at Solium who generously shared their **why** with us in this book - inspiring others to find their **why**.

We thought that this might be important because people with a clear view of their **why** seem to be able to work with greater intent and clarity. Others know who they are and where they are coming from allowing them to work more collaboratively and with a deeper sense of Trust ... and great things get accomplished.

When you understand your **why** and how this fits at Solium, it allows you to wrap yourself in passion - you can express it constantly and base your actions, thoughts, feelings and decisions around your **why**. This is an important key to achieving the extraordinary.



*Irish & Stampede... interesting mix*



*GEO Orlando Conference*

*“Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness.” When you commit to living your life with a purpose, amazing things can happen.” -Goethe*

At Solium, purpose and values work in a virtuous infinite loop. Values tell us when we're on the right path and provide a basis to connect with others who share similar views and Purpose provides the passion and acts as a reservoir of energy that we all need to draw upon.

We hope you have enjoyed this book and urge you to get involved in helping create the next book by: telling your stories of how you connect to Solium; nominating the people that are making a difference for a OneSolium and being an everyday ambassador to help us create beautiful, elegant solutions to the complex challenges faced by our customers.

