



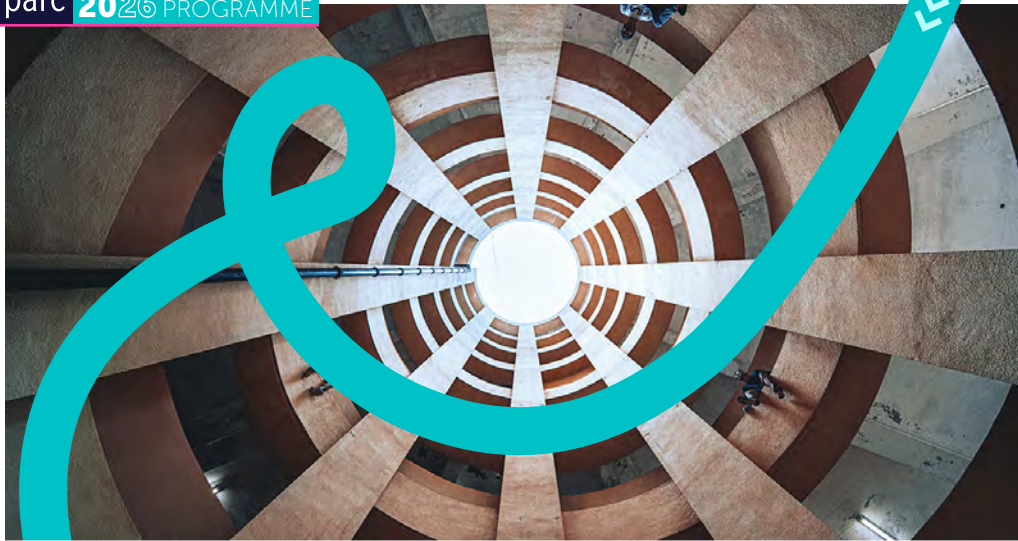
parc

2026

LEARNING
PROGRAMME

Collection of 2026 PARC
Learning Programmes





Strategic Reward Skills Masterclass: Developing the Next Generation of Reward and HR Leaders

Learners

LEARNING RESIDENTIAL

TUE 12 – WED 13 MAY

Day One 09.30 – Day Two 17.00

The Royal Berkshire Hotel,
London Road, Sunninghill, Ascot, SL5 0PP

Register →



KAREN CLARK, Managing Director, **PARC**;
RICHARD HORTOP, Experienced Reward Director;
DREW MATTHEWS, Experienced Reward Director; **ED MOTTLEY**, Senior Executive Reward Consultant,
Ellason LLP; **MATT STEVENS**, Experienced CFO;
SUE WHALLEY, Chief People and Performance Officer,
Associated British Foods and Non-Executive Director
and RemCo, **Centrica**; **JULIE WITHNALL**, Reward
Director, **Associated British Foods**

For more details on this Learning opportunity, and the
PARC curriculum, see the [website](#).

ABOUT THIS MASTERCLASS

This intensive residential programme is designed for future leaders of reward and HR functions, including succession candidates for Head of Reward positions and colleagues moving toward Group HR Director roles.

Addressing critical capability gaps identified by RemCo Chairs and senior executives across all sectors, the masterclass supports the strategic acumen, governance understanding, and stakeholder management capabilities essential for senior leadership in today's complex reward environment. Whether you're developing talent in your team or advancing your own career, you'll gain skills to become a strategic adviser on reward and performance innovation across listed, private, or public sector organisations.

Learn from Reward Directors and business leaders through core modules covering Strategic Reward Architecture, Governance Mastery, Performance Alignment, and Stakeholder Value Creation.

Experience our signature Remuneration Committee simulation and CFO Perspective session, gaining practical skills to navigate complex stakeholder dynamics and engage effectively with finance leadership.

CORE LEARNING MODULES

- **Strategic Reward Architecture.** Developing reward strategies that demonstrably drive business performance while meeting evolving governance standards and stakeholder expectations.
- **Governance Mastery.** Understanding and contributing to Remuneration Committee (or equivalent) effectiveness, including emerging regulatory requirements and investor engagement protocols relevant to applicable governance frameworks.
- **Performance Alignment.** Designing and evaluating incentive frameworks that balance short and long-term value creation with sustainable organisational performance and, as example, ESG considerations.
- **Stakeholder and Shareholder Value Creation.** Mastering financial and non-financial performance measures that resonate with investors, employees, and broader stakeholder communities.

INVESTMENT

£2,850 +VAT per person for members of the PARC Community

£5,500 +VAT per person for non-members

Cost includes accommodation, materials, and all meals.



Foundations of Reward

Learners

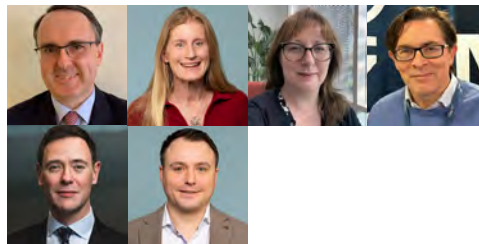
LEARNING PRIMER

FRI 29 MAY

09.00 – 15.00

Fora Broadwick,
33 Broadwick Street, London W1F 0DQ

Register →



PETER BOREHAM, European Practice Leader, Executive Reward, **Mercer**; **KAREN CLARK**, Managing Director, **PARC**; **LIANNE DANCE**, Reward Director, **Sainsburys**; **ALAN MOORE**, Group Director Reward and Performance, **QinetiQ**; **NIC STRATFORD**, UK Practice Leader, Executive Reward, **Mercer**; **CHRIS WILLIAMS**, Director of Interim, **Strategic Dimensions**

For more details on this Learning opportunity, and the PARC curriculum, see the [website](#).

Transform your understanding of reward strategy and governance in one intensive day

ABOUT THIS PROGRAMME

This foundational primer is designed for professionals new to reward, HR generalists, finance and legal colleagues who need to work effectively with reward specialists or contribute to compensation decisions. Whether you're transitioning into the reward space or simply need to understand how reward strategies drive business performance, you'll gain the knowledge and confidence to engage meaningfully in discussions about pay, benefits, governance and stakeholder expectations. Through expert-led sessions covering core reward principles, strategic integration, governance requirements, and current market trends, you'll develop practical skills to navigate remuneration committee work, understand incentive design, and communicate how reward influences business objectives.

Learn from senior reward directors and advisory specialists as you work through real-world scenarios covering reward design, governance processes, market benchmarking, ESG considerations, and implementation best practices. You'll leave equipped to more confidently understand and contribute to reward discussions in your organisation.

WHAT YOU'LL LEARN

- **Core Reward Foundations.** Build your understanding of fundamental reward principles, from basic pay structures to incentive design and what is meant by total rewards.
- **Strategic Integration.** Discover how leading organisations align their reward strategies with business goals, creating a coherent approach that supports long-term success.
- **Understanding Governance.** Learn more about reward governance, understanding stakeholder expectations, regulatory requirements, and best practice approaches.
- **Market Intelligence.** Get insight on the trends and events shaping reward, from ESG considerations to new ways of working and evolving employee expectations.
- **Practical Application.** Work through real-world scenarios and case studies, applying frameworks and concepts to challenges you may face in your role.

INVESTMENT

£850 +VAT per person for members of the PARC Community

£995 +VAT per person for non-members



Sustainability Leadership for Reward: Leading with Purpose and Impact

Learners

LEARNING RESIDENTIAL

THU 25 – FRI 26 JUN

Day One 08.30 – Day Two 15.00

Wotton House,
Guildford Road, Wotton, Dorking RH5 6HS

Register →



KAREN CLARK, Managing Director, **PARC**; **NICHOLAS CRESWELL**, Former Global Head of Talent, **Ørsted**;
PAT DWYER, Founder, **The Purpose Business**;
DR. MATTEO GIUSTI, Future Fellow in Sustainability Science, **University of Surrey**; **AMELIA HADFIELD**, Head of the Department of Politics, **University of Surrey**;
DREW MATTHEWS, Experienced Reward Director;
PROF. TAZEEB RAJWANI, Professor of International Business and Strategy, **University of Surrey**;
DR. NAYANEE SILVA, Senior Advisor Corporate Sustainability and Strategic Partnerships, **CIFAL**
Plus other guest faculty

For more details on this Learning opportunity, and the PARC curriculum, see the [website](#).

In Partnership with:



cifal
Surrey



unitar
United Nations Institute for Training and Research



INSTITUTE FOR SUSTAINABILITY
UNIVERSITY OF SURREY

ABOUT THIS PROGRAMME

This two-day residential programme equips reward professionals with the sustainability leadership capabilities essential for navigating evolving disclosure requirements and embedding environmental and social considerations into reward strategy.

Delivered in partnership with academics from both Surrey University's CIFAL/ UNITAR centre, and Surrey University's Institute for Sustainability, this course addresses the growing expectation for reward functions to understand global sustainability challenges, influence business strategy, and articulate how reward practices support organisational purpose. Whether you're responding to stakeholder demands for ESG integration or positioning reward as a strategic driver of sustainable business performance, you'll gain the knowledge, frameworks, and confidence to lead effectively in this rapidly evolving landscape.

Through expert-led sessions covering global sustainability trends, disclosure navigation, stakeholder management, and purpose activation, you'll learn step-by-step how to embed sustainability across business strategy – from holistic circular economy approaches to performance management – and understand the pivotal role leaders play in transitioning to sustainable practices.

Learning alongside academics, senior reward practitioners and advisers on real-world case studies, develop your influencing and decision-making skills, and develop an actionable leadership plan for your organisation.

The residential format includes networking opportunities with peers facing similar challenges, creating lasting connections beyond the programme.

Upon successful completion of the programme you will receive a Gold 1.0 Certification from UNITAR, endorsed by PARC and Surrey University's CIFAL Centre. You will also access opportunities for continued study via Surrey University's CIFAL and IFS programmes.

INVESTMENT

£2,850 +VAT per person for members of the PARC Community

£5,500 +VAT per person for non-members

Cost includes accommodation, materials, and all meals.



Stakeholder Engagement Masterclass: Negotiating and Communicating Reward Policy

Learners

LEARNING MASTERCLASS

TUE 22 SEP

08.30 – 17.30

The Royal Air Force Club,
128 Piccadilly, London W1J 7PY

Register →



KAREN CLARK, Managing Director, **PARC**; **JOEL GRIFFIN**, People Director Performance and Reward, **Rolls Royce**; **DREW MATTHEWS**, Experienced Reward Director; **DR. NAYANEE SILVA**, Senior Advisor Corporate Sustainability and Strategic Partnerships, **CIFAL**; **RICHARD STOKES**, Reward Consultant, **Varshon**; **NIC STRATFORD**, UK Practice Leader, Executive Reward, **Mercer**

Plus other guest faculty

For more details on this Learning opportunity, and the PARC curriculum, see the [website](#).

ABOUT THIS MASTERCLASS

This intensive one-day masterclass equips Heads of Reward and HR with the communication and negotiation capabilities to confidently lead stakeholder consultations on comprehensive Reward Policy – whether engaging with institutional investors in public companies, or private equity backers, family offices, and owner-managers in privately-held businesses, or the media.

Through expert-led sessions you'll explore stakeholder mapping, Reward Policy frameworks, regulatory and governance expectations across different ownership structures, and essential communication and negotiation skills to develop practical strategies for navigating complex stakeholder landscapes.

Learn to articulate Reward Policy rationale, anticipate concerns around pay quantum and performance alignment, and build consensus through effective communication – whether with institutional investors and proxy advisors in public companies, or private equity sponsors and founding shareholders in private businesses.

Experience a realistic stakeholder consultation through our immersive role-play simulation, where you'll practice presenting Reward Policy changes, responding to challenges in real-time, and finding common ground with investors representing different perspectives and priorities.

Learn from experienced practitioners with deep expertise across public and private company contexts, gaining practical frameworks for planning consultations, handling difficult conversations, and building lasting stakeholder credibility.

LEARNING OBJECTIVES

By the end of this masterclass, participants will be able to:

- Deploy effective communication and negotiation techniques when engaging with diverse stakeholder types—from institutional investors to private equity sponsors to family shareholders to journalists
- Map your organisation's stakeholders and apply best practices in stakeholder communication and relationship management across public and private contexts
- Articulate the key elements of a comprehensive Reward Policy and their strategic rationale in both public and private company contexts
- Navigate the regulatory landscape governing reward policies in public companies and the governance expectations influencing private companies
- Understand the role and expectations of the Remuneration Committee across different ownership structures
- Plan and execute effective shareholder consultation processes tailored to your company's ownership profile
- Confidently present and defend contentious Reward Policy elements, anticipate objections, respond persuasively, and find mutually acceptable solutions

INVESTMENT

£1,250 +VAT per person for members of the PARC Community

£1,750 +VAT per person for non-members