



## What Our Clients Say About Radford

*"The Radford Consulting team was instrumental in creating our harmonized global compensation system. With their thorough knowledge of best practices and objective approach, we were together able to design and implement consistent compensation programs across our global operations. I welcome the opportunity to work with Radford again."*

**Juan Sans**  
Sr. Dir, Global Comp  
Hitachi Data Systems

## RADFORD CONSULTING SERVICES

### Industry Leaders in High Technology and Life Sciences

Many Radford clients ask for our assistance in developing compensation solutions based on our proprietary data. Led by a team of industry experts, our consultants know how to leverage our survey data to create tailored solutions for your toughest business and compensation challenges.

Our practice focuses on the compensation issues facing high-tech and life sciences firms of all sizes, at all stages of development. We take a business-based approach to our consulting, applying financial analysis, technical skill and thought leadership to develop strategies that can be translated into action. We offer a range of consulting services in the following areas:

#### Executive Compensation

Our expertise includes strategy setting; competitive analysis and plan design; salaries; incentive compensation; long-term and equity programs; employment agreements; change-in-control contracts; and 280G calculations. We provide support to the Compensation Committee and management in addressing all executive compensation matters.

#### Equity Compensation

We offer a complete package of services for creating and aligning your equity programs across the company, including strategy setting; guideline assessment and design; mix of alternative equity vehicles; program development; and expense and shareholder impact analyses. For organizations dealing with underwater stock options, we also offer assistance in assessing alternatives for addressing this particularly complex issue. For more information, visit our Underwater Exchange Portal at [www.underwaterexchange.com](http://www.underwaterexchange.com)

#### Equity Valuation Services

Our Radford Valuation Services team provide best-in-class approaches to valuing stock options and other equity vehicles in compliance with Topic 718, including the development of required assumptions for equity pricing models; alternative modeling approaches that better approximates compensation expense; and accounting and tax treatments under Topic 718. Our assessment of exercise patterns also helps to inform our equity compensation consulting design by applying employee experiential data into our plan modeling.

#### Sales Compensation

We offer global incentive plan design to align your sales incentives with business initiatives and go-to-market strategy. Our approach includes reviewing your current plan in the context of business drivers; performing a competitive market assessment of the existing plan including commission structures, targets, accelerators, allowances and special incentives; designing, modeling and costing a redesigned sales incentive plan to determine the business and employee impact; implementing the new plan, including plan documentation and communication strategy; and evaluating, advising on and implementing commission systems.

#### Global Compensation

We provide guidance in global compensation strategy development; global job leveling and grade structures; pay elements and local pay practices; competitive market analyses for local nationals; salary ranges; incentive compensation; and global equity strategy, guidelines and modeling to assess a program's feasibility.

#### Employee Compensation

Our employee pay services include total rewards strategy development; job matching/job family development, competitive assessment; salary structures/banding; organizational leveling; incentive compensation design, including objective setting, metrics, and economic impact analyses; equity plans; and reward/recognition programs.

#### Board of Directors

We specialize in Board compensation, including competitive assessments and program design (cash and equity, retainer, and fee-for-service structures), to develop programs that meet the way your Board operates, with consideration of governance best practices.

## Industry Leaders in High Technology and Life Sciences

### Compensation Committee Advisory Services

We provide a variety of independent, third-party Board and Compensation Committee advisory services and governance support, including charter development; executive compensation design and assessment; pay-for-performance assessment; Compensation Committee process management, advice and counsel; and regulatory filing support.

### Organization Transition Support

We can assist you with merger and acquisition due diligence, spin-off program design, preparation for an IPO and other challenges facing organizations in transition.

## Consulting Senior Management Team

### Linda E. Amuso

*President*

Linda is a highly recognized thought-leader and an expert in the field of executive and employee compensation design for the technology and life sciences industries. For 20 years, Linda has worked directly with senior management and Board of Directors on developing and implementing executive and equity compensation strategies, effectively linking performance management strategies to salary systems, and designing annual/long-term incentive plans. She earned a bachelor of science from Ithaca College and a master of arts in industrial and labor relations from Cornell University. Linda is based in San Francisco.

### Terry Adamson

*Senior Vice President*

Terry is a senior vice president at Radford with more than 17 years of consulting experience. As National Practice Leader for Aon's employee equity consulting practice, Terry is involved with all phases of equity compensation, including the valuation and accounting for stock options, performance equity, and ESPP programs under ASC Topic 718. Terry has worked extensively in the design of longterm incentive programs, the valuation of compensatory arrangements during a change in control under IRC 280G, and sabbatical valuations under Topic 710. He earned a bachelor of science in mathematics from Georgetown University. Terry is based in Philadelphia.

### Ted Buyniski

*Senior Vice President*

Ted has nearly 30 years of tax, legal and human resources experience. He is a leading practitioner in the areas of executive compensation, equity and corporate governance. For more than a decade, his practice has focused on serving domestic and global clients in the high technology and life science communities, particularly software, semiconductor, and medical device companies. He earned a bachelor of science in foreign service from Edmund A. Walsh School of Foreign Service at Georgetown University and a juris doctorate from Boston University School of Law. Ted is based in Boston.

### Robert Miller

*Principal - Regional Head EMEA*

Robert has more than 15 years of executive, sales and broad-based compensation experience. As Regional Head EMEA, Robert holds overall responsibility for Radford's consulting and survey businesses in the region, as well as for client project leadership. Robert received his Bachelor of Science (with honors) from Newcastle University, and a Masters of Commerce from the University of New South Wales. He has also completed the London Business School's Corporate Finance Programme. Robert is based in London.

### Ed Speidel

*Senior Vice President*

Ed has nearly 20 years of experience in executive and equity compensation, corporate governance and employee benefits consulting. His clientele consists of companies of varying size and complexity, in a wide array of industries. He maintains a strong focus on the high technology communities, with emphasis in e-commerce, semiconductors, software, and life sciences firms. Ed earned a bachelor of arts in economics/government from University of Delaware, a master of business administration from Lehigh University, a juris doctorate from the New England School of Law, and a master of laws in taxation from Boston University School of Law. Ed is based in Boston.

### Contact Information

For more information on the Radford Consulting Services, please contact us at:

+1 (408) 321.2500

Toll-free in No. America:

+1 (866) 431.4796

[consulting@radford.com](mailto:consulting@radford.com)

### Locations

Bangalore, Beijing,  
Boston, Brussels,  
Chicago, Frankfurt,  
Hong Kong, London,  
New York, Philadelphia,  
San Francisco,  
Shanghai and  
Singapore