



## 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 FAS 123(R), including the development of required assumptions for equity pricing models; alternative modeling approaches that better approximates compensation expense; and accounting and tax treatments under FAS 123(R). 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.

## What Our Clients Say About Radford

*"The Radford team's **compensation data, consulting services, and industry know-how** are consistently on the **leading edge**.*

*Their services are essential for achieving competitive and **best-in-class compensation program design**.*

*On top of all that, working with them is always an enjoyable and rewarding experience."*

**Eric Chaisson**  
Sr. Director,

Global Compensation  
Activision Blizzard

## Contact Information

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

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## Locations

Austin, Atlanta,  
Boston, Chicago,  
Denver, Hong Kong,  
London, New York,  
Philadelphia,  
San Diego,  
San Francisco,  
San Jose,  
Washington, DC.

## 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 expert in the field of executive and employee compensation design in the high technology and life sciences industries, working directly with senior management and the Board of Directors. For 20 years, her practice has focused on executive and equity compensation strategies, in addition to linking performance management strategies to salary management systems, and annual/long-term incentive plan design. 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 Practice Leader of Radford Valuation Services, the equity valuation group of Aon Consulting, and has nearly fifteen years of benefit and compensation consulting experience. Terry is involved with all phases of equity compensation valuations including design of executive packages; valuation of compensatory arrangements for purposes of a change in control under IRC 280G; sabbatical valuations under FAS 43/EITF 06-2; and Employee Stock Option (ESO) valuations and Employee Stock Purchase Plans under FAS 123(R). 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.

### Marvin Mazer

*Senior Vice President*

Marv has been consulting in the areas of executive compensation, sales compensation, international compensation, and general compensation planning and design for more than 30 years. Marv earned a bachelor of science in mathematics and a master of science in business administration from Pennsylvania State University. He is a certified compensation professional as well as a member of WorldatWork and the National Association of Stock Plan Professionals. Marv is based in Atlanta.

### 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 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.

### Matt Ward

*Senior Vice President*

Matt Ward is an attorney and CPA with nearly 30 years of consulting experience, focusing on strategic annual and long-term incentive plan design for both public and private companies. Matt serves clients of varying size and complexity, ranging from small start-ups to Fortune 100 firms. He has extensive experience with compensation planning issues resulting from mergers, acquisitions, IPOs, leveraged buyouts, and joint ventures. Matt earned a bachelor of arts in accounting and finance from DePaul University, graduating magna cum laude. He also earned a juris doctorate from University of Utah, where he was a William H. Leary Scholar and member of the Utah Law Review. Matt is based in San Francisco.