



Professional Services Consulting



The Grahall Team

Environment Social and Governance

Diversity Equity and Inclusion

Comparable Worth

Pay Equity

July 21, 2021

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Section 1. Executive Summary

There are several aspects about our team we would like to draw your attention to:

Grahall's team is uniquely qualified to assist. The vast majority of the individuals have worked together for an average of over 10 years. In consulting its all about the team of advisors that work on your assignment. Experience in the organization culture change, program and policy development, training and reward program evaluation Grahall is one of the best choices for Environment, Society and Governance (ESG); Diversity, Equity and Inclusion (DEI); and Pay Equity (PE) and Comparable Worth (CW) initiatives.

Grahall's unique structure allows us to be extraordinarily competitive on pricing. We do not have the overhead costs with which the major firms handicap their consulting teams. All of our non-consulting administration is outsourced to professional organizations. In addition, all of our executives are full time consultants. Unlike all of our major competitors who have non-consulting executives, all of our employees consult full time. This makes our ability to competitive on pricing unequalled. While we have the best consultants, we can match the costs for any assignment with the major competitors and most often beat their price on an apples-to-apples basis by 20-30% (which is usually the cost of their unproductive/non-consulting "executive" overhead).

We are willing to work with clients to design the various projects and select the team members that will supplement the capabilities of each organization's staff. Michael Graham (our client success manager) will assist your staff with the creation of the team that most effectively compliments its own capabilities. Our three alternative processes (in-sourced, outsourced or hybrid) are chosen by you so that every consulting dollar is used only to purchase those capabilities that either do not exist within your organization or where you have more serious needs. Together we will determine the best combination of resources from Grahall and your staff, and we will work to make sure that the appropriate input is acquired from the key stakeholders.

We look forward to working with you to determine what solutions make the most sense considering your organization's vision, mission, operating plans, people strategy, and culture. We strongly believe every organization is different and will work with you to make this part of the organization's resources advance the overall goals of the organization and its stakeholders. Our team can advise and counsel your organization on 1) strategic planning, 2) review and assessment of existing ESG, D&I, CW & PE programs for efficacy and any operating and legal risks, 3) development of strategic ESG, D&I, CW & PE plans, systems, and programming, 4) preparation and review of internal and external communications, and 5) crisis prevention, management, and communication.

Grahall is committed to providing clients with SUBSTANCE not symbolism through our DEI, Pay Equity, Comparable Worth and ESG consulting. Our consulting team has deep and relevant EXPERIENCE. We provide insights that are founded on FACTS and authoritative research. We take a BUSINESS-BASED view when helping clients integrate programs and policies into organization and people strategy. We have valuable TOOLS that clients can use to support their efforts.

Section 2. Understanding Your Needs

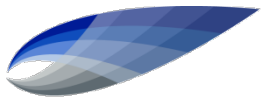
Environment, Social and Governance (ESG); Diversity, Equity and Inclusion (DEI); Comparable Worth (CW), and Pay Equity (PE) all have a common foundation. That foundation is the fundamental question of how stakeholders (employees, customers, communities, etc.) will exchange value with the organization.

Our research indicates that alignment of the Board of Directors, Executive Leadership, and the Human Resources Function is critical to ensuring value exchange that is consistent with the organization's priorities including ESG, DEI, PE, and CW. As organizations strive to develop a constructive, fair and appropriate set of behavior models and compensation structures there remains significant work needed to ensure that these models and structures are successful in both the near term and the long term. The first step is for an organization to establish its position on these priorities, then implement and communicate its policies and programs. Boards, executives, and human resources must continually review, improve and enforce these priorities to achieve the aspiration of "fair and attractive" employment opportunities and a diverse, equitable and inclusive culture. These steps will be required to ensure the success of these efforts and the sustainability of the organization.

The Grahall team has been refining our approach to the review and creation of people strategies for over 35 years. We believe optimizing the organization's structure, processes, staffing, and culture is consistent with the challenges and opportunities presented ESG, DEI, PW, and CW goals, values, and standards that have not only become law, but are now expectations for all employers.

We would enjoy the opportunity to assist you in developing your unique approach to ESG, DEI, CW, and PE.

"Knowing how to inspire and motivate people to be both committed and innovative is a specialized collaborative effort."



GRAHALL

UNDERSTANDING
YOUR NEEDS

HOW WE CAN HELP

PROJECT TEAM

ABOUT GRAHALL



Section 3. How We Can Help

How We Can Help

Our Services Match Your Needs

GRAHALL CONSULTING SERVICES

➤ Environment Social and Governance

Diversity Equity and Inclusion

Comparable Worth

Pay Equity

Environment Social and Governance (ESG)

Grahall's approach to evaluating and designing ESG appropriate efforts focuses on the role and contribution of the Board and Executive team. Our consultants understand different roles that Boards play today in the success of organizations. We provide effective reviews and recommendations to ensure Boards and the leadership team contribute and are appropriately rewarded for their contributions to the organization's success.

Grahall's ESG Evaluation and Design Services include:

- Current status of ESG initiatives
- Board ESG Related Governance and Board Member Evaluation
- Board Committee Charter Development and Design
- Board member compensation
- Committee member compensation
- ESG Regulatory and SEC Compliance
- Human capital practices associated with high performance organizations
- Competitive assessment analysis of rewards

Through extensive proprietary research on over 1,000 Boards of Directors utilizing over 80 indicators of Board governance and the correlations to organization success, we can guide the Board through the process of selecting the most appropriate ESG strategy which may or may not be what other similar organizations are currently doing.

How We Can Help

Our Services Match Your Needs

GRAHALL CONSULTING SERVICES

Environment Social and Governance

➤ Diversity Equity and Inclusion

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Diversity, Equity and Inclusion (DEI)

Assessment and diagnostics are often the beginning steps that organizations take to develop a clear understanding for where they are in the range of DEI issues. This benchmarking in the “alphabet soup” of today’s world of Environment, Social and Governance (ESG), Diversity, Equity and Inclusion (DEI), Comparable Worth (CW) and Pay Equity (PE) areas is something that has long been very helpful for decision-making purposes.

The Grahall DEI Diagnostic Assessment is a comprehensive and tailored assessment of an organization’s DEI efforts, performance, opportunities, and risks including an assessment of over 50 DEI topics such as workforce and management representation and inclusion, professional and career development programs, employee resource groups, customer, supplier and vendor demographics, discrimination, harassment and retaliation vulnerabilities, human resource policies and practices, and more.

Our approach ranges from developing DEI strategic plans at one end of the spectrum to delivering training programs in order to reenforce those newly defined values (and everything in between. Our consultants understand the interconnectivity between the employee relations, rewards and talent management programs. For example, how the reward programs impact recruiting and how performance management programs can both hinder and help identifying promotional candidates.

- Workplace employee engagement and inclusion surveys and organizational analyses, including utilization analyses.
- Comprehensive data analysis of employment practices such as hiring, pay, promotions, voluntary separations, discharges, discipline, performance management and other selection processes. In addition, we apply proprietary algorithms and state-of-the-art modeling techniques to conduct talent analytics for recruitment, workforce management and equity and policy assessments through predictive modeling.
- While training programs are a staple of most DEI efforts it is important to understand the difference between “for show” training and concrete “for go” training and intervention. Grahall has well developed processes for developing an integrated impact driven DEI Strategy for the entire organization.

Programs that are surgically constructed to have a fundamental change in the way the organization attracts, motivates and retains a workforce that not only looks like its customers but also works together in a constructive and thoughtful manner.

How We Can Help

Our Services Match Your Needs

GRAHALL CONSULTING SERVICES

Environment Social and Governance

Diversity Equity and Inclusion

➤ **Comparable Worth**

Pay Equity

Comparable Worth Job Analysis, Documentation and Career Ladder Structure

Grahall Consultants are some of the most effective in the world at reviewing jobs within organizations and determining how those positions contribute to the success of the enterprise. We have the largest library of position analysis diagnostic tools in the industry developed from over 300 position analysis assignments on tens of thousands of jobs for some of the largest and most successful organizations in the world.

There are many methods of providing job analysis, documentation and descriptions today that span the range of technologies, investments and costs. The evaluation of “similar” jobs required to comply with the comparable worth statutes requires the discipline of job evaluation. An organization needs to choose the right job analysis, job documentation and job evaluation methods to ensure compliance with the new local, state and national legislation associated with comparable worth.

Our position analysis, job documentation and job evaluation services include the following:

- Position analysis to determine job requirements.
- Career pathing characteristics studies to determine how to promote from within more effectively.
- Job evaluation development.
- Performance requirements for each position.
- Job description writing (or job documentation).
- The performance specific to “similar and/or comparable positions.

Grahall has some of the most knowledgeable and experienced experts with not only experience in the necessary human resources/compensation disciplines but also in the litigation advisory services.

How We Can Help

Our Services Match Your Needs

GRAHALL CONSULTING SERVICES

Environment Social and Governance

Diversity Equity and Inclusion

Comparable Worth

➤ Pay Equity

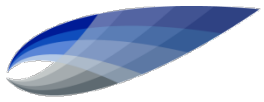
Pay Equity Evaluation and Reporting.

Pay equity evaluation and reporting is a series of diagnostics that allow an organization to understand its pay equity situation and determine if there are issues. Grahall has a complete set of pay diagnostic tools that assess pay equity for an organization.

In addition to assessments, Grahall Consultants have a full set of solutions should they be needed. The assessment of the organization's pay equity status is followed by a plan to adjust the pay program so that it is fair to all employees.

We strive to ensure we understand your organization's compensation practices and philosophy and the impact of pay equity on your organization's reward strategy. Our process ensures that we help you identify what positions/people should be grouped together for pay analysis. Then we identify and document a comprehensive compensation philosophy for every grouping and test and refine each philosophy before investigating any significant wage disparities. Once we have identified any risk for unexplained disparities, we can create compensation adjustment plans that help you close those gaps in ways that are budget friendly.

We work with internal and external legal counsel and are committed to analyzing your compensation data in a confidential manner.



GRAHALL

UNDERSTANDING
YOUR NEEDS

HOW WE CAN HELP

TEAM MEMBERS

ABOUT GRAHALL

Team Members



Team Members

Individual	eMail information	Telephone #
Olivia Brown	obrown@heritageconsultingbybr.com	513 781-9771
Denise Caleb	denise.caleb@grahall.com	303 522 6251
Michael Graham	michael.graham@grahall.com	917 453 4341
Elizabeth Hall	elizabeth.hall@grahall.com	917 453 3215
Deborah Hoover	deborah.hoover@grahall.com	240 893 5921
Angelo Kostopoulos	akostopoulos@akroninc.net	202 468 8442
Alan Nadel	alan.nadel@strategicapex.com	212 888 7747
Charles Patton	charles.patton@grahall.com	561 702 5649
Kathy Patton	ksjop@aol.com	330 701 3424
Martin Pfaendler	martin.pfaendler@mpf.ch	41 43 833 0608
Angella Reid	areid@heritageconsultingbybr.com	513 781 9704
Lori Riordan	lori.riordan@grahall.com	678 596 0578
Howard Risher	howard.risher@grahall.com	484 557 4988
Ali Riyaz	ali.riyaz@grahall.com	603 205 5033
Garry Rogers	garry.rogers@grahall.com	201 995 7194
Chris Young	chris.young@grahall.com	917 579 7251



Olivia Brown, CPA Consultant DEI

Olivia Brown is a Consulting Partner at Grahall and Founder of Heritage Consulting by B+R. A strategic operational leader known for creating value within some of the world's most iconic organizations. An experienced board member and CPA, Olivia was most recently the General Manager for Bellagio Hotel & Casino, where she led strategic direction and performance across the resort's gaming/hotel operations, 3,933 hotel rooms, and 7,000 employees.

Success with brand marketing, sales and distribution, and talent management bolsters Olivia's formidable operational expertise. She has a track record of executing strategies that maximize profit and key performance metrics and is known for her incisive decision-making and implementation of continuous improvement initiatives.

Prior to joining Bellagio, Olivia was the General Manager for The Ritz-Carlton Hotel & Residences in Boston and Philadelphia and served in executive and corporate roles for the InterContinental Hotels Group. She holds a degree in Hospitality and Tourism Administration from the Centennial College of Applied Arts and Technology in Toronto, Ontario.

Olivia's work has been recognized with the National Award, "Walking the Road Less Traveled," from the National Association of Black Accountants, and she received the esteemed "Power-at-the-Front-Door" Trumpet Award Saluting African American for outstanding achievement. She has served on numerous executive boards, including the Philadelphia Mayor's Hospitality Committee. In 2011, Olivia was named the Global General Manager of the Year for The Ritz-Carlton Hotel Company.

In 2019, Olivia partnered with fellow hospitality leader Angella Reid to establish Heritage Consulting By B+R. The founders and their hand-selected consultants offer an impressive lineup of hospitality expertise and strategic support for hotels and resorts, and for other customer-facing businesses including gaming, healthcare, and government services.

Olivia is passionate about building strong connections and investing in critical relationships that drive positivity and resilience.

Olivia is based in Las Vegas and loves traveling with family and friends.

"Excellence is never an accident, It's the result of skillful execution."

Olivia Brown, CPA

Consulting Partner

Direct: 513.781.9771

obrown@heritageconsultingbybr.com

Project Team



Denise Caleb, Ed.D. Consultant DEI

A true transformational and operational visionary, who has developed strategy, implemented the way forward and executed “lasting results” with a geographically dispersed workforce while serving in multiple executive roles. She has proven success with managing sizable teams within startup and mid-range corporations-to-large global entities with a focus on strategic operational alignment, workforce planning effectiveness, and human capital management.

Following a career journey that has taken her from consulting to talent acquisition, higher education, retail pharmaceuticals and healthcare. Today, Denise leads all strategy and collaboration of client relationships, partnerships, sales, marketing and branding. As a visionary and strategist for cross-vertical strategic partnerships, her role is in the identification, review, qualification and analysis, while establishing sustainable work relationships across the defined partnership categories.

Denise has served on six executive teams and has proven success with managing sizeable teams from startup and mid-range corporations to large global entities, with a laser focus on strategic operational alignment, operational effectiveness, and human capital management. During her career, she worked for three Fortune 500 and publicly traded companies: Ford Motor Credit the financial arm of Ford Motor Company, EDMC Argosy University under the Goldman Sachs umbrella, and Walgreens, the largest pharmaceutical company in the world and served as the most senior leader within one of the leading academic health systems in the country as recognized by U.S. News & World Report, The University of Kansas Health System.

Denise has led DEI initiatives and has served as a DEI practitioner for the past 15 years and a HR practitioner for 25 years. She has assessed, created strategy for DEI, applied global knowledge and perspectives, remained knowledgeable of EEO and compliance laws, evaluation and needs assessments, measured data and analytics, customized training, environmental scans, cultural reviews, and supported the development, content strategy, committee and support group development, as well as the review and creation of Employee Resource Groups (ERGs) in education, retail, healthcare, and professional services industries to name a few.

Her diverse exposure to a number of communities across North America and the global community has included military families and readiness support groups from around the world, the black community through her lived experiences, her women in leadership efforts and research, the autism community, the Asian community through her work with a Singapore regional location, her time in Germany as a military spouse, along with over 13 moves and 8 deployments as an Army spouse, her allyship of the LGBTQ+ community, and her exposure to the Navajo Nation and Latino/Latinx/Hispanic/Mexican populations while working at San Juan Regional Medical Center (SJRMC) in New Mexico and her formative years in Lamar, Colorado. Denise holds an Ed.D. in organizational leadership and a M.Ed. in education, with a concentration in organizational change, performance and human resource development and a B.S. in speech communication.

Project Team



Michael Dennis Graham

Consulting Partner

Direct: +1 917-453-4341

michael.graham@grahall.com

Michael Dennis Graham Consultant Position Analysis, Pay Equity and Comparable Worth

Michael Dennis Graham consults to boards of directors, their compensation committees, and members of company management. He specializes in all aspects of reward strategy, executive compensation, including short and long-term incentives/retention compensation, executive employment arrangements, sales compensation, benefits and development rewards.

He was an early developer and installer of psychometrically valid, statistically weighted and computerized job analysis and job evaluation programs central to the pay equity and comparable worth issues. He is also an expert in board governance and has conducted extensive research on over 1,000 boards of director's governance and organization success.

He has over 45 years of experience in the compensation and benefits field (35 years in the consulting profession). He advises organizations in all industries and specializes in the Financial and Professional Services Industries. He is considered one of the top total rewards consultants in the country and has worked extensively overseas.

Prior to joining the firm, he worked as a Consultant, Managing Director and Practice Director with five major Human Resources Consulting Firms (Pearl Meyer & Partners, Andersen Worldwide, Hay Group, Towers Perrin and Watson Wyatt) and has led engagement teams in over 300 different organizations in the past 18 years. In industry, he was Worldwide Director of Compensation & Benefits for both Albany International Corporation and Bausch & Lomb for 10 years.

Mr. Graham is a frequent speaker on such topics as total reward strategy, people strategy, and retaining key talent with unique incentive programs. Recently, he authored 10 industry research studies and the following books published by AMACOM and or Grahall Omnimedia/LULU Publishing:

- **"Creating a Total Reward Strategy"**
- **"Effective Executive Compensation"**
- **"CEO Compensation and Contracts"**
- **"Board of Director Governance and Compensation"**
- **"People Strategy – The Revolution"**
- **"Hedge Fund People Strategy"**
- **"Executive Benefits & Perquisites"**
- **"Expert Witness Testimony in Compensation Related Litigation"**
- **"Job Analysis for the 21st Century"**

He has authored two major research studies on over 1,000 organizations for Grahall on **"Board of Directors Governance and Compensation"** and **"Executives Compensation and Performance"**. He is an editor and contributor for the **"Journal of Compensation and Benefits"** and a contributor to the eMagazine **"The People Strategy Exchange"**.

He received a Master of Business Administration degree from RPI and a Bachelor of Science degree in engineering from WPI where he was selected to the Honor Society, Student Court and Who's Who in American Colleges and Universities.



Elizabeth Brewster Hall
Consulting Partner

Direct: 917.453.3215

Elizabeth.hall@grahall.com

Elizabeth Brewster Hall Consultant Survey and Data Analytics

Elizabeth Hall a Consultant with Grahall Partners, LLC. She is a consultant on economic analysis and various impact analytical techniques with respect to the impact modeling of alternatives and final recommendations on executive and employee reward programs. She specializes in modeling all aspects of reward strategy, executive compensation, including stock-based compensation, short-term and long-term cash incentive/retention compensation, executive employment arrangements, benefits and development rewards. She also manages research studies in various industries.

She works on comparable worth and pay equity assignments utilizing her substantial math skills and willingness to communicate the results of those studies in understandable language and with multiple media. She is also a specialist in psychometrically designed questionnaires for research purposes and position analysis used in pay equity and comparable worth studies. She feels the quality of the analysis is only as good as its intended audience can understand the conclusions and act on the findings.

She is also the Creative Director for the eMagaazine “People Strategy Exchange”.

She has over 20 years of experience in the compensation and benefits field. She works with consulting teams and clients in all industries. Prior to joining the firm, she worked as a Consultant at Watson Wyatt (currently Willis Towers Watson) and has worked on engagement teams in all industries and all size organizations.

She received a Bachelor degree in Economics and French from St. Lawrence University where she spent her junior year in France and is fluent in French.

Project Team



Deborah K. Hoover Consultant DEI

Deborah K. Hoover is a Consulting Partner with Grahall, LLC, and also serves as the Senior Vice President of Employee Rewards and HR Operations for the American Bankers Association (ABA). She is passionate about helping mission-driven organizations and social enterprises thrive by delivering creative, yet pragmatic solutions to organizational challenges. Working with some of the nation's premier public policy research firms and trade associations in the Washington, DC metro area, her career experience has ranged across most of the HR functional specialties and continues to evolve beyond HR's "bread and butter" issues like compensation and talent acquisition to include greater emphasis on the employee experience, transformative leadership, diversity, equity, and inclusion, and human capital management systems. A highly collaborative partner, Deborah brings a great deal of experience to her projects as she engages with numerous internal and external stakeholders including those in the technology, insurance brokerage, audit, investment, and legal sectors to ensure solutions meet multiple needs..

Deborah K. Hoover
Consulting Partner
Direct: 240.893.5921
Deborah.hoover@grahall.com

Prior to her current work, she served as a member of the executive leadership team of the Urban Institute, where she was employed as the Chief Human Resources Officer and Vice President of Administration. Deborah is a founding leader of the Think Tank Diversity Consortium and served in numerous board positions, including President, for the Human Resources Leadership Forum. She holds graduate and undergraduate business degrees from Temple University and Ohio University, respectively, and most recently, has completed additional coursework in personal financial planning and investment management at Florida State University and the University of Pennsylvania's Wharton Business School.

Beyond work, Deborah currently serves as a member the George Washington University School of Business Transformative Leadership In Disruptive Times Advisory Council, where her expertise is focused on "The Radically Changing Nature of Leadership" and she reminds herself that helping others grow means always growing oneself.

Project Team



Angelo Kostopoulos Consultant Pay Equity, Survey and Data Analytics

Angelo Kostopoulos is a Consultant at Grahall, LLC. He is also the Founder and President of AKRON, Inc., a Washington, DC based data analytics and survey firm, and brings with him more than 25 years of experience in technology and data analytics.

He is responsible for AKRON's compensation, benefits, and management survey practice, and manages the team of technologists and subject matter experts that collaborate in the design and administration of the surveys. Having designed and developed data-driven statistical databases and systems for over twenty-five years, he began AKRON's survey practice over 15 years ago.

AKRON is the publisher of the National Think Tank Compensation Survey, the only survey in the nation focusing on think tanks and research organizations. Since 2003, AKRON has administered the HRA-NCA Compensation and Benefits Surveys, the Washington-Baltimore area's most comprehensive resource of jobs, salary, and benefits information. AKRON has also conducted surveys for the American Bankers Association, the Local Government Personnel Association, as well as a variety of other management surveys for private companies. AKRON's data analytics practice has consulted for clients such as the World Bank, the Congressional Budget Office, and others.

Prior to founding AKRON, Inc., Angelo was Vice President of Software Engineering for Sysnet, Corporation, one of the Washington area's first independent internet service providers and was responsible for developing the firm's internet application development division. Before that, he was the computer scientist-in-residence of Economic Analysis Group, a consulting firm specializing in software and services for legal departments of Fortune 1000 companies.

Angelo holds an undergraduate degree in Economics from The University of Maryland, an MS in Computer Science from the George Washington University and an MBA from Northwestern University's Kellogg School of Management.

Angelo Kostopolus

Consulting Partner

Direct: 202.468.8442

angelo.kostopolus@akroninc.net



Alan Nadel

Consulting Partner

Direct: 212.888.7747

Alan,nadel@strategicapex.com

Alan Nadel Consultant DEI, Pay Equity, Comparable Worth

Alan serves as a Consultant with Grahall LLC and as a Managing Director with Grahall's affiliate, Strategic Apex Group LLC. For 50 years he has served a diverse range of clients on matters relating to executive pay, board of director's compensation, employee benefits, retirement programs, ESOPs, and income tax and estate planning, as both a regulator and an advisor.

In his current practice, Alan advises clients about the design and implementation of executive and board member compensation programs, including the strategic, financial and technical considerations, as well as on various aspects of corporate governance. Alan frequently provides expert testimony in both civil and criminal matters for public and private companies as well as not-for-profits.

Over the course of his career, Alan has had considerable involvement with Pay Equity and Comparable Worth issues as part of both his consulting and expert testimony assignments. These have become bigger issues in recent years, as a reflection of the growing diversity of the American workforce. Furthermore, the prominence of ESG (Environmental, Social, Governance) in today's business world has had an impact on many of Alan's compensation assignments as well as some of his expert witness cases.

Alan has been associated with various consulting and accounting firms, including Arthur Andersen where he established and served as Managing Partner of Andersen's Global Compensation and Benefits consulting practice. Alan is both a Certified Public Accountant and a Chartered Global Management Accountant and holds an MBA in Taxation, an MS in Actuarial Science and a BS in Mathematics (John Carroll University).

Alan is a coauthor of Accounting for Equity Compensation, Equity Compensation for Limited Liability Companies, and Expert Witness Testimony in Compensation-Related Litigation. He is a contributing author for Employee Benefits in Mergers & Acquisitions, The Employee Benefits Handbook, Compensation Committee Handbook, The Stock Options Book, and Executive Compensation in ESOP Companies.

Alan has lectured at Yale, Columbia, NYU and the City University of New York and currently is on the faculty for board of director training at UCLA (Anderson School of Management). He developed and led in-house training for a number of major companies including the larger Wall Street firms.

Alan has served as an expert advisor on ESOPs to the Financial Accounting Standards Board and testified before the U.S. House of Representatives Committee on Education and Labor. He is a frequent speaker for professional and industry groups, has been quoted in numerous business publications and newspapers, has appeared on various national and local broadcast business programs, served on numerous professional group boards and has had multiple editorial board affiliations.

Project Team



Charles Patton Consultant DEI

Charles Patton is a Consultant with Grahall Partners, LLC. He typically consults with boards of directors, their compensation committees, and members of company management. He specializes in all aspects of reward strategy, executive compensation, including equity-based compensation, short-term and long-term cash incentive/retention compensation, executive employment arrangements, benefits and development rewards.

He has over 35 years of career experience in the compensation and benefits field in corporate leadership roles with functional experience in corporate manufacturing, banking, retail and transportation sectors. These past employers include General Motors, Bausch & Lomb, GenCorp, PolyOne, Office Depot, and Ryder System, Inc.

He earned an undergraduate B.A. degree in Multidisciplinary Social Science and B.S. graduate degrees in Human Resources from Michigan State University.

Charles Patton

Consulting Partner

Direct: 561 702 5649

charles.patton@grahall.com



Kathy Patton

Consulting Partner

Direct: 330 701 3424

kathy.patton@grahall.com

Kathy Patton Consultant Communications and Training

Kathy Patton is a Consultant with Grahall. She is a consultant to boards of directors and members of company management. She specializes in all aspects of people strategy, human resources planning, organization design, employee compensation, training and development, employee relations, and recruiting/staffing.

Prior to joining the firm, she worked as a Corporate HR Manager for Republic Services Inc., Seminole Hard Rock Hotel & Casino as Training Manager, Right Management Consultants as an Adjunct Trainer, General Electric as a Human Resources Manager, The HR Department where she was a Consultant, Picker International where she was an Employee Relations Manager, Bettcher Manufacturing Company as an HR Consultant, and Rental King where she was Manager of Human Resources.

She has created and managed HR functions to support various organizations. She has directed recruitment, job evaluation, salary administration, and employee relations. She has managed the Training Department and personally directed and delivered training programs including a comprehensive two-day Orientation and Guest Service program, management and employee development modules and certified alcohol awareness training for Seminole Hard Rock Hotel & Casino.

At General Electric she was responsible for employee relations, salary planning, recruiting, EEO compliance, affirmative action planning and compliance, reward and recognition programs and union avoidance for a division of GE. She has been a member of a Management Strategic Planning Team that developed and integrated initiatives designed to support division goals and completed two HR Six Sigma projects.

At Right Management Consultants she conducted Career Transition training for client customers, focusing on creating and revising resumes, networking skills, creative job searching strategies and interviewing techniques.

She has also been responsible for employee relations, recruiting, EEO compliance, affirmative action plans and compliance, and union avoidance for a \$1 billion-dollar international manufacturer of diagnostic imaging equipment.

She has a B.A. in English from the University of North Carolina and certificates in personal management from the University of California, and the Society of Human Resource Management (SPHR).



Martin Pfaendler
Consulting Partner
Direct: 41 43 833 0608
martin.Pfaendler@mpf.ch

Martin Pfaendler Consultant DEI

Martin Pfaendler is a Consultant at Grahall, LLC and the Director of his own company MPF Compensation Services Ltd. based in Zurich, Switzerland.

Martin Pfaendler is a renowned international expert for executive compensation and global compensation systems. His subject matter areas of expertise are compensation systems for senior executives, members of the executive committee and the board of directors as well as global programs for compensation, benefits, insurance, equity and international mobility. In the course of his nearly 30 years of experience, Martin held a range of advisory or executive positions in compensation management of financial services providers and of firms in various other industries as well as in consulting.

He has been responsible for compensation management in large Swiss and international companies, which entailed developing and supervising global programs for compensation, participation and international mobility, as well as compensation systems for members of senior management, boards of directors and international executives.

He also worked as a corporate consultant in these areas for several years. He specializes in all aspects of board governance, reward strategy, board and executive compensation, equity-based and international compensation, performance-based variable compensation, international executive employment arrangements, benefits, performance management and human resources management.

In the course of his career, he was appointed to executive positions such as Head of International Personnel, Director Global Employment Solutions, Head of Executive Compensation, Global Head of Compensation and Benefits in companies based in Switzerland or abroad.

Due to his corporate practice and experience he provides interim and project management services as well as management support services to corporation in his subject matter areas. He is also a consultant to boards of directors, their compensation committees, and to members of the executive management.

His knowledge and experience are continually being expanded through his work as an executive director in a global network of representatives of large companies from around the world. He holds a similar position in a network in Switzerland.

Prior to his career in reward management, he was a chief operating officer in the retail and investment business of financial institutions in both Switzerland and North America. He is a grounded, analytical and practical person providing sustainable, practical solutions that suit the needs of companies.



Angella Reid
Consulting Partner
Direct 513 781 9704
areid@heritageconsultingbybr.com

Angella Reid Consultant DEI

Angella Reid is a Consulting Partner with Grahall and a Founder of Heritage Consulting by B+R. An operational and managerial powerhouse who has channeled decades of luxury hospitality experience into leadership roles at some of the world's best hotels and at The White House Executive Residence.

A dynamic leader, Angella has a proven track record of turning around hotel operations by fostering a positive work environment with a focus on employee- and customer-driven solutions. The natural byproducts of her successful approach? Elevated service and product offerings, superior financial performance and extraordinary profit margins.

As a minority woman who has been acutely aware of, and experienced some of the barriers to entry for many in the hospitality industry to senior levels in the industry, Angella managed to successfully navigate through the ranks of both hospitality and made a successful detour into Government earning me firsthand experience of the challenges and what it takes as a person of color to make it in spite of the obvious systemic lack of upward mobility for women of color. As such she is in a unique position to share her experiences and solutions to encourage and inspire others to do the same.

It is Angella's hope that she can demonstrate to talented women, and men, that the hospitality industry has open career paths, and that this consulting collective is able to make a valuable contribution to the progress of organizations and individuals in celebrating and investing in our differences creating impactful, well-meaning programs that go beyond symbolism and have an impact on eliminating the huge disparity a result of the systemic exclusion of women at the decision making table across all industries.

Her experiences validate her ability to offer guidance and advice to others in such a way that allows for continued improvement in the field of valuing diversity because it is the right thing to do. She, along with Oliva Brown has formed a firm that operates as a collective of independent consultants supported by women who have studied and navigated the DEI space and are therefore equipped to support organizations plot their path to becoming more intentional with their diversity strategy.

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new." —Socrates

Project Team



Lori Riordan
Consulting Partner
Direct: 678 596 0578
Lori.Riordan@grahall.com

Lori Riordan Consultant Project Management

Lori Riordan is a Consultant with Grahall Partners, LLC. She is a consultant to boards of directors, their compensation committees, and members of company management. She specializes in all aspects of reward strategy, executive compensation, including stock-based compensation, short-term and long-term cash incentive/retention compensation, benefits and development rewards.

Prior to joining the firm, she held various Senior Vice President of Human Resources positions for over 10 years within the Financial and Retail industries, including such companies as Bloomberg, L.P. and Martha Stewart Living Omnimedia, Inc. She has reviewed, analyzed and implemented employee and executive total reward strategies and has implemented change management and business process improvement projects within the consulting profession for over 5 years. While she works in all industries she specializes in the Retail and Financial Industries.

Recently, she was a contributing author to the book "The Change Champion's Field Guide, Strategies and Tools for Leading Change in Your Organization," published by Best Practice Publications and is currently co-authoring a second book titled "Director's Pay Creating a Total Reward Strategy" to be published in 2008.

She received a Bachelor of Arts degree in Accounting from St. Joseph's University where she was selected to both the Academic Honesty Board Policy and Who's Who in American Colleges and Universities. She was an elected council member of the HR Conference Board and an elected member of the Magazine Publishers of America (MPA) HR Board.

Project Team



Howard Risher, PhD
Consulting Partner
Direct: 610,254,0975
howard.risher@grahall.com

Howard Risher, PhD Consultant Comparable Worth and Pay Equity

Howard Risher is a Grahall Consultant focused on compensation and human resource issues. He works in all industries and at all levels, from executive compensation to supporting the renegotiation of labor contracts. His career has combined consulting, HR management, and research. He managed compensation consulting practices for Mercer Consulting in Manhattan and The Wyatt Company in Washington and Philadelphia. He also served as Director Compensation for Universal Health Services Inc, a for profit hospital management company, and early in his career for a conglomerate, I U International in Philadelphia.

In graduate school, he became involved in a major study of black employment funded by the Ford Foundation. He authored reports on black employment in the railroad and petroleum industries.

Starting in the 1980s he used his training and experience in salary management, labor economics and statistics to work with Michael Graham in developing the still widely used strategy to assess pay equity. Through the decade he led workshops on comparable worth.

He has provided analytical support to both management and employee organizations in contract negotiations. Most recently the National Association of Postal Supervisors was a client in a case that went to factfinding. The panel supported NAPS' position that the Postal Service's pay system has serious flaws.

For five years he was the Editor, *Compensation and Benefits Review*, the prestigious journal of the compensation and benefits profession. He also planned and managed conferences on leading edge HR issues for Wharton's Center for Human Resources.

The books he has authored include: 1) *It's Time for High Performance Government: Strategies for Engaging and Energizing Public Employees* (2016), 2) *Primer on Total Compensation in Government* (2016), 3) *Planning Wage and Salary Programs* published by (2009), and 4) *Aligning Pay Results* (1999)

He holds a BA in Psychology from Pennsylvania State University, an MBA from the Wharton School, University of Pennsylvania and a PhD in Business and Applied Economics, majoring in labor relations, Wharton School, University of Pennsylvania.

Project Team



Ali Riyaz Consultant Comparable Worth & Pay Equity

Ali is a Consultant with the Grahall Consulting Partners, LLC. He is a consultant to senior members of company management. He specializes in all aspects of executive compensation, benefits, short and long-term incentives, and designing total rewards strategy. Prior to joining the firm, he worked as an Executive Compensation & Benefits Advisor at the world's largest integrated oil and gas company at Saudi Aramco for 6 years. During his tenure there, he prepared strategic proposals to Compensation Committees quarterly book submissions, administered short and long-term incentives for over 500 executives globally. He designed and administered compensation policies and procedures across global business lines. Prepared and recommended total rewards solutions in pre-initial public offering (IPO) environment.

Prior to joining Saudi Aramco, he has worked at JetBlue Airways for 3 years as a Compensation Manager. He advised in all compensation related matters which include market pricing, performance management and executive compensation and compensation philosophy design and implementation.

Prior to joining JetBlue Airways, he has worked at Grahall Partners, LLC for 1 year as a Senior Compensation Consultant. He consulted in executive compensation, proxy analysis, job evaluation, merit increase analysis, equity plan design and administration, pay structure design and recommendation, market pricing, custom survey design and administration, performance management, aligning organization's compensation strategy to advance its business strategy. He also provided consulting services to a wide array of privately-held and public companies.

Prior to joining Grahall Partners, LLC, he has worked as a Compensation Consultant at WebMD for 6 months, advising on matters which relate to bonus buyout, job consolidation resulting from M&A activity and executive market pricing.

Prior to consulting at WebMD, he has worked as an Executive Compensation Manager at Cablevision Systems Corporation for 5 years, where his focus was executive compensation total rewards design, administration and equity administration.

Mr. Riyaz has over 15 years of experience in the compensation field. Ali has received a Bachelor of Business Administration (BBA) degree specializing in Banking & Finance from Hofstra University.

Ali Riyaz

Consulting Partner

Direct: 603.205.5033

Ali.Riyaz@grahall.com



Garry Rogers

Consulting Partner

Direct: 201.995.7194

garry.rogers@grahall.com

R. Garrett Rogers Consultant Regulatory Services

R. Garrett Rogers is a Consultant with Grahall Partners, and provides counsel to Boards of Directors, compensation committees and executive management.

Mr. Rogers has 25 years of professional experience including 15 years in the compensation and benefits arena.

Prior to joining Grahall, Mr. Rogers worked in the New York office of Pearl Meyer & Partners for 10 years. In such capacity, he consulted with publicly and privately held companies in the design and implementation of equity participation programs and incentives for subsidiaries, business units, spin-offs, IPOs, bankruptcies, joint ventures, and mergers and acquisitions. Mr. Rogers also specializes in the design and negotiating of employment, change-in-control, severance and retention arrangements. While his experience covers a wide spectrum of different industries, he has worked extensively with clients in the financial services industry, private equity, hedge funds, technology and insurance industries.

Previously, he was with the law firm of Sills Cummis Epstein & Gross, where he advised public and private companies regarding the structuring and negotiation of employment, change in control and severance arrangements and mergers and acquisitions. Mr. Rogers also interned in the Washington D.C. office of the past Senate majority Leader Harry Reid. While interning, Mr. Rogers authored a white paper on the impact of then proposed IRC Section 280G.

Mr. Rogers holds advanced degrees from each of New York University Law School (J.D.) and Cornell University's Johnson Graduate School of Management (MBA-Finance) and received a bachelor of arts in World Political Economics from Colorado College. He is currently co-authoring a book on Negotiating CEO employment agreements.



Christopher K. Young Consultant ESG and DEI

Christopher K. Young is a Grahall Consulting Partner and has over 30 years of compensation advisory experience. For much of this time, he has provided advisory services to boards of directors and management on their executive remuneration programs. Fueled by a commitment to organizational coherence and alignment, Chris has led projects that addressed organization-wide compensation and benefits.

His consulting has spanned a wide range of industry settings including insurance and banking, logistics, construction management, technology, manufacturing, professional services, and others. Chris has provided advice in a variety of organizational settings, including traditional C-corporations, private equity portfolio companies, early life cycle enterprises, as well as enterprises that differ from “traditional” C-corporations (e.g., mutual companies, reciprocal exchanges, non-profits, LLCs, S-Corporations, ESOP companies, as well as hybrid organizations). Throughout his career, Chris held a number of leadership positions in professional services and financial services organizations. He was also instrumental lead in the transition of a start-up financial services firm into a successful business that continues today.

While Chris provides advisory services in a variety of human resources disciplines, his primary focus throughout his career has been on the evaluation and design of executive total remuneration programs. Chris emphasizes a comprehensive advisory approach by ensuring that the array of technical (tax, legal, accounting, regulatory), performance, risk, financing, organizational, behavioral, and governance considerations are addressed in a disciplined way.

In addition, Chris spent part of his career in investment banking and related financial services areas. He concentrated on developing and implementing innovative financing, value enhancement, and administration solutions for deferred compensation and equity programs. A major emphasis has been on structuring and marketing of capital markets solutions to facilitate institutional needs for hedging, financing, and returns modification.

Chris holds a B.A. – Mathematics and Math Sciences, Johns Hopkins University, an M.B.A. – Finance and Econometrics, University of Chicago Booth School has post graduate studies in Alternative Risk Management, University of Chicago.

is a periodic speaker at conferences on equity compensation and executive compensation issues and has been published in a number of media sources, including periodicals such as the WorldatWork Journal, Journal of Business Strategy, the Journal of Compensation and Benefits, and Pensions and Investments.

Christopher K. Young

Consulting Partner

Direct: 917.679.7251

ckyoungf@grahall.com

About Grahall

Our Competitive Advantage – Process Choices

Grahall takes pride as being known as a company that meets and exceeds a client's expectations. We bring flexibility to a client assignment.

We are prepared to assist in reviewing reward philosophy/strategy, competitive pay levels, job documentation, job evaluation, career ladder structure by offering a choice of three approaches: the outsource process; the collaborative process; and the conclave.

The Process is Important

We believe only through a highly interactive process of determining critical issues, educating appropriate decision-making individuals to the various alternatives, selecting decision criteria for major program aspects and customizing a solution that fits each client can long-term success in these endeavors be guaranteed. Particularly, only then can both a return on the project investment be guaranteed but more importantly a return on the Institute's investment in people be assured.

Outsource Process/Consultant Centered

Under this approach the consultant owns the assignment. Employee involvement and stakeholder input is kept to a bare minimum. Individuals in the organization's human resources and finance departments are needed to respond to the consultant's document and data requests.

The consultant will also gather competitive market information regarding the plans along with best practices. The consultant's subject matter experts will review each program and deliver opinions and if appropriate design changes and recommendations and, if so engaged, documents to facilitate implementation and communication.

Hybrid Process/Mix of Consultant & Client

This approach represents a shared effort between the consultant and the organization. The organization appoints a plan design team to work with the consultant. In addition, employees fill three pivotal roles as process champions, process owners and process facilitators.

The project is conducted by using a combination of consultant and client staff depending upon the qualifications and availability of both groups.

Inourced Process/Client Centered

Inourced is a client-centered approach to accomplishing a project or a set of deliverables with the consultant acting as a facilitator. The process is generally a series of executive-level meetings designed to produce consensus and action steps.

Intensive planning and fact gathering is conducted prior to the project by employees. The process is then used to bring senior management together to interpret, discuss, debate, guide, and otherwise address facts and analyses relevant to their strategic thinking.

About Grahall

Our Competitive Advantage - Expertise

The team of consultants that we have assembled have performed over 300 assignments. The total experience of our team exceeds 250 years.

Team Leadership. The team is lead by Michael Dennis Graham. He has 40 years of experience and consults in areas of people strategy, organization, team and role design, total reward strategy, performance management and executive compensation. Michael has authored seven books ranging from Total Rewards Strategy: A Toolkit For Designing Business-Based Plans, Effective Executive Compensation a Total Reward Strategy for Executives, People Strategy – The Revolution and CEO Compensation and Contracts published by (AMACOM) and Grahall Omnimedia.

Three Approaches to the Process. We have three different processes that will assist you in delivering on all of your needs as an organization.

- 1) Outsource—Consultant centric approach
- 2) Insourced —A client staff centric approach
- 3) Hybrid—A joint client and Grahall staff effort

Custom Solutions. This flexible approach to what plans and processes you wish to select allows you to customize your consulting project and guarantee its outcome meets your needs.

Experience. Our team has a thorough understanding of the sector and has worked with many clients in the industry.

Full Service Human Resources Consulting Firm. We can help you focus on any or all of your human capital issues.

Technology. We utilize leading edge databases and analytical tools and will use the best databases available in the marketplace regardless of whether those databases are ours or our competitors.

Integrated Approach. You will have a single point of contact regardless of location. We will travel to you and with you as needed to ensure consistency is applied to all aspects of a project.

Range of Experience. Our Consultants have a broad array of experience within the Health Care, Professional Services, Insurance sectors as managers, administrators and consultants to these organizations.

Customized and Comprehensive End-to-end Solutions. Our methodology focuses on overall management of the project, quality control and seamless, on-time delivery to our clients. We are focused on creating innovative and robust solutions and strategies for our clients.

Partnership. Our partnership approach to working with our clients reflects the importance of capitalizing on the client's understanding of their own organization, business, people, and culture, and to leverage our consultants' subject matter expertise and knowledge of best practices. By combining the power of Harvard Pilgrim knowledge resident in your institution with our knowledge of market practices and effective programs, the final solutions that are developed will be guaranteed to best meet the organization's goals at an appropriate cost.

Integrity. You can be sure that the experts identified throughout this proposal, will be the individuals actually doing the work. We have found through our experience with many organizations that this is not always the case, and we believe that in order to maintain the highest level of integrity it must start with the most basic of facts – the promises made in the proposal and the project team assigned to the task.

We believe specific factors in this specific project for your choice of our firm are:

Innovation. Members of our team have industry wide reputations for innovation and run innovation seminars.

Speed. We have proven ways of project management that can reduce the time to implement of any projects by over 50%.

Experience. The experience of our team is unmatched. Individuals on the proposed team have worked with over 1,000 clients.

Proven Implementation Experience:

Our team is dedicated to first developing programs for Harvard Pilgrim that can be effectively implemented, but in addition they are determined to see the program be the success necessary for Harvard Pilgrim to accomplish its overall people goals.