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## How Talent Concerns Are Changing the Use of Equity



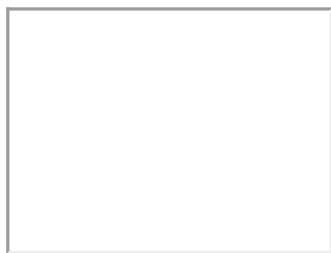
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The ongoing talent shortage is affecting more than just annual salary budgets. Compensation committees are having to balance the need to attract and retain the right people in the right jobs with the potential long-range consequences that could arise from the expanded use of equity grants today.

In this Pearl Meyer/NACD webcast we share timely new data that illustrate shifting trends in how equity is used to compensate management—and increasingly roles lower in the organization. We also provide guidance on how to effectively communicate changes in equity strategy to existing shareholders, and how to explain the value of grants to plan participants to ensure maximum effectiveness as a retention vehicle.

### About the Authors

Aalap Shah is a managing director at Pearl Meyer. With more than 20 years of experience, Aalap advises public and privately held companies on executive compensation issues, with focus on pay governance, pay-for-performance alignment, and incentive plan design. Of particular interest is the intersection between business strategy, people strategy, and compensation strategy, believing alignment of all three is required to design effective programs.

Greg Stoeckel is a managing director and consulting team leader at Pearl Meyer. In his management role, he oversees a team of senior compensation consultants in the execution of the firm's growth strategy and in the development of consultants at various stages in their careers. In his consulting role, Greg is a senior advisor to compensation committees and executives on all aspects of executive and non-employee director compensation.

## About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.