KAREY WONG

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COMPENSATION THOUGHT LEADER

Experience advising private and public companies—from startups, growth, and mature business life cycles across various industry sizes, revenues, and market cap ranging from $1 billion to $2 trillion—through complex business transformations. This includes, but is not limited to, the design, governance, and implementation of **US** and **international Executive, Broad-Based,** and **Sales Compensation Programs**. Developed **Job Architecture** and **Pay Practice Frameworks,** which consist of building market-competitive and financially sustainable **Salary & Fixed Hourly Structures**, and **Variable Pay Plans** aligned with business objectives, total rewards philosophy, and global regulatory compliance. Led seamless **Annual Focal-Merit, Incentive, Performance,** and **Mid-Year Promotion Cycles**. Subject matter expert in **NEO Proxy Analysis**, **DCF Valuation Modeling,** and **Dilution Impact & Burn-Rate Forecasting**. Supported **SOX** compliance due diligence, **SEC 10-K**, **Form 4**, and **DEF 14A** filings—**CD&A** disclosures, **Executive Summary Comp Tables**, **Pay-for-Performance Analysis**, **CEO Pay Ratio** assessments, **ISS Glass Lewis** collaboration, etc. Managed deferred bonuses, recognition spot awards, STIPs, AIPs, PTU, RSUs, PSUs, PUPs, Stock Grants vs Stock Options (ISOs or NSOs), ESPPs vs. Modified ESPPs, Phantom Equity, Profit Interest, Cash-Based LTI plans. Supported with **board presentation** materials for quarterly **Comp Committee** and annual shareholder **Say on Pay Vote** meetings.

SKILLS

HR Tools:	Workday; Success Factor, SAP; PeopleSoft, Oracle; ADP, Virtual Edge, hrSoft; Taleo; iCims; Ultipro; Fuel/ Bettercomp; Compa; Comp Right; Market Pay; Pay Factor; PayScale Pave; ERI; Equilar; Radford; Mercer; Towers Watson; Aon Hewitt; Korn Ferry Hay Group; Croner; eMsight; Culpepper; IPAS; Salary.com; Levels.fyi
Technical Skills:	**MS Excel:** VBA (Procedure vs. Functional); Developer Active X Form Controls; Power Pivot (KPI, Measures); Nested IF Formulas; Unique, Percentile, Filter; X-Lookup, Index Double Match, Sum Product & Weighted Avg; Pivot Tables Calculated Fields/ Items; Linear Regression; Delta; Standard Deviation, Goal Seek, Scenario Manager); Forecast Sheets; Conditioning Formatting; Sparklines; **MS SQL; MS Access;** MS Visio; MS Project; **Power-Bi;**
Certificates:	CCP, CEP, SHRM, PMP, Six Sigma Green Belt, Workday, Power Bi Dax, Excel VBA, MS SQL, Tableau

PROFESSIONAL EXPERIENCE

COMP AI LLC. *(Consulting Firm)*
Executive Comp Principal Consultant *(1099 while FTE)*   ***Dec 2023- Present***

● **Trusted** advisor to CFOs and Board Compensation Committees in shaping executive pay strategy, leading the design and overhaul of multiple LTI plans with well-defined performance thresholds, targets, and maximum goals. Calibrated payout curves and metrics to balance challenge and attainability—driving executive focus on key goals while avoiding windfalls for underperformance.

● **Built** and leveraged advanced financial models (DCF analyses, Gordon Growth models, WACC-based valuations) and scenario analyses to set and validate performance targets. Provided a quantitative foundation for incentive calibration, ensuring payout outcomes were grounded in rigorous financial forecasts and value-creation scenarios.

● **Presented** complex finance and compensation concepts in clear, compelling terms to C-suite executives and board directors. Confidently answered tough CFO questions and articulated the pros and cons of potential performance metrics (e.g., EBITDA vs. Net Income vs. Enterprise Value Growth), guiding data-driven decisions on plan design.

● **Integrated** corporate finance principles with compensation design to tightly link executive incentives to long-term value creation. Ensured that LTI metrics and goals reinforced the company's strategic plan and shareholder value growth, resulting in incentive programs that drive sustainable business performance.

● **Partnered** with Comp AI's Founder to design pay philosophy, job architecture, performance management, pay equity framework, and executive compensation strategy for startups and mid-sized clients ($50M–$500M in revenue). Developed tailored short- and long-term incentive plans (e.g., Phantom Equity, Profit Interests, SARs, RSUs) with vesting and payout models aligned to each client's business type (LLC, S-Corp, C-Corp), market competitiveness, and financial affordability.

● **Collaborated** with engineering teams to build an AI-powered pay equity tool that automates multivariate linear regression analysis across compensation events (e.g., Focal, New Hires, Promotions, Global Mobility, Market Adjustments). Delivered business requirements, risk mitigation plans, and RACI charts to guide tool development and implementation.

● **Spearheaded** the development of Comp AI's proprietary Excel-based analytics tool, "Comp Genie," reducing manual analysis time for Compensation Business Partners by 90% and enabling peer-based total direct compensation (TDC) insights by job level, function, and location. The tool supports workforce planning, internal benchmarking, and the promotion of internal pay equity.

WARNER MUSIC GROUP *(Media Industry)*
Global Executive and Broad-Based Comp Director *(70+ Countries)*   *March 2023- Present*

- **Developed** a new CEO LTI plan by conducting proxy analysis across peer groups with similar industry size, revenue, and market cap. Proposed a LTI mix of 50% ISOs (3 yr cliff) and 50% PSUs (3 yr pro-rata) with financial metrics tied to Revenue (40%), OIBDA (40%), and TSR (20%), and recommended a threshold 50% to max 200% payout cap. Collaborated with Finance to set financial goal metric weightings, worked with Legal to draft acquisition, change in control, termination and goverance clauses, and partnered with HR to communicate payout mechanics, and measurement criteria's. The LTIP received 90% Say-on-Pay votes from Shareholders & ISS.
- **Leveraged** Workiva for building proxy statements to ensure accurate DEF 14 A Form filing and to meet the analysis and reporting requirements of SEC Regulation S-K Item 402 for CD&A, SCT, PVP, CEO Pay Ratio, and other Executive Reward Table disclosures.
- **Empowered**, mentored, and managed performance reviews of 2 Comp Analysts. Trained team how to lead YE Comp Cycles, build multi-linear regression models to create geo pay differential pay ranges, conduct proper job evaluations, benchmark internal peer TDC against market data, conduct FLSA Exempt Testing and job matching exercises for survey submissions (Radford, ERI, Mercer, Towers, Croner, Korn Ferry, etc.). Set up weekly check-ins with teams to provide support and remove roadblocks wherever they are needed.
- **Implemented** new comp grades (pay bands) and grade profiles (pay ranges) for tech vs. non-tech job family functions referencing the "Functionally Differentiated Salary Structure" methodology—which was to build salary ranges by job family groups, job levels, and geographic locations. For Tech Roles (e.g., AI, Product, Data Science), utilized real-time Radford "Single Market Pricing." For Corporate Roles (e.g., HR, Finance, Legal), applied a combination of Korn Ferry Job Evaluation "Point Factor System" and Mercer, WTW, and Radford "Multi-Survey Benchmarking." For Creative Roles (e.g., A&R, Label Execs), relied on "Internal Job Slotting" and Croner "Peer Group Custom Surveys"—ensuring every function was market competitive, internally equitable, and attractive.
- **Designed** global Job Architecture (JA) and Pay Practice (Salary, Bonus, Equity) Redesign Frameworks, achieving an 83% improvement in talent retention, employee satisfaction, career pathways, pay transparency, and company performance. Developed, market-informed and financially sustainable total rewards packages for New Hires, Promotions, Global Mobility, Role Changes, Market Adjustments, and other transactions. Led successful Year-End Focal (Performance, Merit, and Incentive) Planning Cycles.
- **Led** the M&A Exit Integration and Stock Liquidity Event Planning for 10k (music studio) impacting 1k employees. Designed severance packages, change-in-control agreements, retention bonuses, equity conversion strategies, double trigger acceleration comms.

GOOGLE *(Technology Industry)*
Compensation Programs Leader *(50+ Countries)*   *Jan 2022- March 2023*

- **Led** Google's global programs for MRP Benchmarking, Employee Recognition Spot Award, and Mid- Year Promotion/ Focal cycles for 187k employees across NA, EMEA, APAC, and the Middle East. Managed YE merit, bonus, and equity cycles, including promotion management for 16,000 employees per cycle—while partnering cross-functionally with Engineering, Performance JA, , Comms, HRBPs, and Comp teams (Tech Solution, Programs, Ops, CBPs, Offers, Design, Sales, Executive Comp) to ensure alignment.
- **Spearheaded** systems integration across compensation tools, including Workday, gComp, Prosper, FireBird, gThanks, Buganizer. Launched "Nucleus 2.0," an upgraded market pricing tool that generates MRPs by Job Profile within specific Job Families, Levels, Locations, etc. Reduced manual job pricing initiatives by 500+ hours annually and increased consistency in benchmarking decisions
- **Conducted** Google's "Leap Frog" pay equity analysis using Radford, Mercer, and Towers Watson survey data. Identified and reduced global gender-based pay disparities from 2 SD to 1.5 SD, resulting in a 15% YOY reduction in pay inequities.
- **Acted** as the primary liaison with external vendors (e.g., Radford, Mercer, Towers Watson, Aon Hewitt, Deloitte, PwC) for compensation data management, tool enhancements, and vendor escalations. Ensured data integrity and timely delivery of benchmarking inputs. Partnered with the Comp Design team to enhance Google's variable pay programs, including sign-on bonuses, peer/manager spot awards, retention grants, and referral programs. This improved employee understanding of total rewards and program utilization.
- **Translated** comp team feedback into technical requirements, leading to new tool enhancements that improved reporting accuracy and automation. Partnered with engineers to configure compensation planning tools, increasing adoption by 40% and reducing manual reporting time by 200+ hours annually. Facilitated daily SCRUMs, bi-weekly sprints, and retrospectives across multiple roadmaps and BRDs to ensure continuous program improvement and stakeholder alignment.

CROTHERS *(Consulting Firm)*
Sr. Principal Compensation Consultant *(1099 while FTE)*   *Dec 2020- Jan 2022*

- **Led** the design and implementation of global salary structures, and incentive programs (e.g., annual bonuses, long-term equity & cash-based awards) tailored to each client's business life cycles, company's strategic objectives, market positioning, financial strategy, and regulatory environment, investor/ shareholder expectations, comp philosophies.
- **Re-designed** performance-based bonus and incentive plans, integrating performance measures, modeling payout scenarios, and advising on administrative strategies and communications to ensure alignment with talent retention goals.
- **Conducted** comprehensive internal and external compensation benchmarking using market data to assess pay positioning, spot awards, equity grants, and hiring packages, and delivered insights that supported equity, retention, and pay competitiveness. Presented compensation communication tools, including total rewards statements, and process documentation to support both employee understanding and long-term internal process sustainability.
- **Developed** pay equity compliance goverance frameworks (e.g., FLSA, minimum wage, global transparency requirements), developed remediation strategies, and partnered with clients' legal and HR teams to ensure fair and legally sound compensation practices. Guided clients on how to conduct a multi- linear regression analysis in Excel. Educated businesses regarding global pay and

incentive laws (e.g, salary disclosures, pay gap reporting, corrective actions, legal liabilities, etc.) In addition, partnered with Finance teams to manage budgets for global mandated 13th-14th Month Salary Bonuses across EMEA and LATEM, Statutory Bonuses in India, Profit Sharing Bonuses in Mexico.

UNIVISION- TELEVISA *(Media Industry)*
Global Broad-Base Comp Director   *Dec 2019- Jan 2022*
● **Led** a $500K global career band framework and salary structure redesign initiative, reducing job classifications from 7k to 750 and compensation grades from 36 to 16. Designed global career paths that reduced voluntary turnover, improved employee satisfaction, and increased internal mobility by 8%, and saved $3M in turnover costs within the first year.
● **Managed** a high-performing team of 5 Comp Analysts to support annual compensation planning, performance appraisal cycles, survey participation (Croner, eMsight, Mercer, Towers), internal vs. external benchmarking, and pay equity analysis. Oversaw job evaluations, FLSA Exempt Testing, government EEO reporting, and internal salary adjustments.
● **Functioned** as a strategic advisor to HRBPs and Leadership on comp plan administration, career development, global mobility, performance management, and DEI initiatives. Provided recommendations to address complex compensation challenges such as pay inequity, retention, pay compression issues, and negative employee satisfaction survey scores. Designed formal governance policies around pay decisions in collaboration with the Legal Team, setting guidelines for year-end Focal merit increases, midyear promotions, off-cycle salary adjustments, and bonus/equity payouts.
● **Configured** a new Focal planning tool, Comp Right, which increased automations by 70% and reduced spreadsheets by 40%, - reported from year-end postmortem feedback stats. Developed manager learning resources and educational materials for employees to better understand their TDC- base salary, bonus, and equity plans, and how they function.

WPP *(Advertisement Industry)*
Sr. Executive Comp Manager (*112+ Countries*)   *March 2015- Dec 2019*
● **Led** global governance and administration of equity plans, including ISOs, Non-Qualified Stock Options, SARs, RSUs, PSAs, Executive Share Performance Nominations (ESPN), and 3-to-5-year long-term performance plans across 100 entities, such as GroupM, Mindshare, Ogilvy, Grey, VMLY&R, Wunderman Thompson, and other high-profile companies.
● **Managed** annual pay equity audits across all WPP entities, addressing Make Good Awards, Annual Leaders/Partners Awards, and STIP pay disparities among executives across gender, ethnicity, levels, and locations compared to peers. Oversaw the day-to-day operations of 401(k) plans, deferred comp plans, and the Total Rewards Statement process.
● **Partnered** with external Legal Counsel and Financial Advisors on M&A due diligences, Proxy CD&A disclosures, SEC, 10k, and 10q filings, Collaborated with Tax, Treasury, and Accounting Teams to review global tax treatments, risk assessments, program costs, and performance tracking. Analyzed short-long term payout scenarios, and worked with HRBPs to ensure smooth integration of pay structures, create educational materials to communicate exit integration strategies, new equity plan vesting schedules, lock-up period restrictions, fair market exit opportunities for terminations.
● **Conducted** Executive Side-by-Side Total Rewards Market Analysis, benchmarking executive pensions, benefits, base salaries, performance bonuses, equity plans, and car allowances across WPP's internal global entities and the industry. Leveraged data from Equilar, Towers Watson, Aon Hewitt, Mercer, and Korn Ferry to assist with proxy analysis.

DAVID YURMAN *(Fashion Industry)*
Sr. Incentive Comp Analyst (*13+ Countries*)   *June 2012- March 2015*
● **Designed** competitive pay ranges, bonus plans, and non-IPO equity plans, along with recognition and other variable pay programs that were cost-effective, competitive, and aligned with DY's business strategies and compliance requirements.
● **Collaborated** with cross-functional business partners in HR, Legal, Finance, and Sales to design and implement a new employee retail commission program, achieving 90% automation in calculations and audit report generation in Oracle. This reduced manual errors and processing time by 50%, allowing for more accurate and timely payouts. Built advanced KPI metrics and dashboards in Tableau to provide in-depth performance trend analysis, driving data-driven decision-making.
● **Led** global year-end salary planning- merit, promotion, and bonus cycle, pay bands design, market analysis, and benchmarking efforts. This included the managing job evaluations, FLSA job classifications, and salary surveys participations (Hay Group, Aon Hewitt, Towers, etc.) for 4k employees across the U.S., China, Thailand, France, and U.K.
● **Reduced** employee retention and dissatisfaction with total rewards programs YOY by 25% through initiative-taking efforts to enhance pay equity, communication, and transparency. Encouraged employee participation in engagement surveys. Implemented new Total Rewards Statements, Benefits Enrollment, Compensation Planning, Core HR, and Performance Appraisal modules in a new HCM system, resulting in a 100% adoption rate within the first three months of deployment.

EDUCATION

COLUMBIA UNIVERSITY- *Data Science and Applied Analytics*
QUEENS COLLEGE- *Psychology and Urban Studies*