From the start of a business downturn to the end of a restructuring, understanding current market trends in compensation and related strategies is essential to retaining and incentivizing a productive workforce.

Distressed companies should actively assess their current compensation programs and consider appropriate adjustments when faced with a potential restructuring. Effective planning and forethought can help avoid costly compensation missteps before they occur.

A company's workforce is often one of its most important assets during a restructuring. Implementing the right compensation program is critical to maintain operational continuity and secure organizational knowledge. This allows key employees to continue to focus on strategic objectives that maximize the value of the estate. Still, compensation practices are placed under heightened scrutiny during bankruptcy — a time when the need for effective programs is the most critical.

## **Bankruptcy Compensation Services**

Trust Our Team to Help You:



Alvarez & Marsal (A&M) offers an experienced team of executive compensation professionals who are uniquely qualified to assist management in developing and defending appropriate compensation programs to motivate and reward executives and other key employees during a restructuring.

## What sets A&M apart?

- Robust proprietary database of all large bankruptcy filings, including incentive, retention and emergence equity programs approved since the enactment of The Bankruptcy Abuse Prevention and Consumer Protection Act of 2005.
- Unrivalled ability to design and deliver custom bankruptcy compensation solutions designed to withstand creditor and court scrutiny, as well as support organizational changes, retain and incentivize key executive talent and support future strategy implementation.



- Willingness and ability to testify in bankruptcy court on the reasonableness of the program from both a qualitative and quantitative perspective.
- We combine our restructuring heritage, executive compensation expertise and proven techniques with forward thinking
  and creativity to build effective pay programs that balance key employee rewards with the concerns of creditors, the U.S.
  Trustee and the bankruptcy court.
- Unmatched experience creating and implementing pre- and post-bankruptcy compensation arrangements that align the interests of management and shareholders, ensuring that your organization is positioned to thrive during the restructuring process and following emergence from bankruptcy.
- Thorough framework for addressing concerns related to the complex rules and regulations governing executive pay within the context of a bankruptcy proceeding.
- Integrity in the quality of the compensation programs we structure, with pre-bankruptcy compensation consulting that can help position the organization for post-petition success, including the design of pre-paid retention programs that can help identify and proactively address potential compensation issues before a bankruptcy filing.
- Key Employee Incentive Plan and Key Employee Retention Plan design to help mitigate employee attrition, support organizational goals and incentivize key employees to achieve critical objectives.
- Post-bankruptcy compensation consulting including design of Management Incentive Plans and other post-emergence compensation programs.
- Expert testimony in defense of restructuring compensation programs.

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## **ABOUT ALVAREZ & MARSAL**

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) for leadership, action and results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. When conventional approaches are not enough to create transformation and drive change, clients seek our deep expertise and ability to deliver practical solutions to their unique problems.

With over 7,500 people providing services across six continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, leverage A&M's restructuring heritage to help companies act decisively, catapult growth and accelerate results. We are experienced operators, world-class consultants, former regulators and industry authorities with a shared commitment to telling clients what's really needed for turning change into a strategic business asset, managing risk and unlocking value at every stage of growth.

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