

# Compensation & Benefits

Holger Adams has over 30 years of experience in Compensation & Benefits (C&B) in international corporations, medium-sized companies, and as an interim manager. He specializes in the design, implementation, and further development of grading systems as the foundation for transparent, fair, and strategically aligned compensation structures.

## Key competencies

### Grading systems & job evaluation

- Introduction and implementation of analytical job evaluation systems (including Gradar, Watson Wyatt Global Grading, Hay).
- Development of global job catalogs (SAP, Bombardier, SAS Institute), including reduction from >6,000 functions to <300 to create consistent career and compensation structures.
- Consulting and implementation for the introduction of new grading systems in Europe, Israel, Portugal and Angola – including adaptations to local market conditions (Mitrelli, Fresenius Education Group).

### Compensation Frameworks & Remuneration Strategies

- Design and harmonization of global compensation frameworks (e.g. at SAP, Bombardier, ThyssenKrupp).
- Development of compensation and bonus policies at management and employee levels (e.g. Avramar, Onyx Power).
- Introduction of global and regional compensation systems to ensure transparency, market fairness and competitiveness.

### Transformation through C&B structures

- Development of complete C&B infrastructures in transformation phases (e.g. Fresenius Education Group 2025).
- Integration of C&B systems after M&A transactions.
- Drafting and negotiating works agreements and collective bargaining frameworks.

### Results orientation

- Savings in the millions through harmonization and optimization of benefits (e.g. multinational pooling, expat management, pension plans).
- Improved internal mobility through the introduction of transparent grading systems (+100% internal turnover rate at SAS Institute).
- Significant efficiency gains through digitalization of HR and C&B processes.

### International experience

With over 15 years of experience in global matrix structures (EMEA, USA, Asia), Mr. Adams has deep expertise in adapting and scaling C&B systems for different markets and cultures. This includes considering labor law, collective bargaining agreements, and cultural differences, as well as managing international HR teams.

### Conclusion

Holger Adams is a proven expert in compensation and benefits with particular expertise in the development and implementation of grading systems. His approach combines transparency, market-driven fairness, and strategic compensation management with proven success in increasing efficiency and reducing costs. Companies benefit from his ability to leverage compensation and benefits structures as a lever for transformation, employee retention, and sustainable growth.