

## RON MILLER



Ron Miller, founder and Principal of Paceline Consulting, LLC – a compensation and benefits consulting firm. Ron was formerly the Head of Global Rewards, People Mobility and HR M&A at E.I. du Pont de Nemours and Company in Wilmington, Delaware. Ron joined DuPont in January 2013 and left in January 2016 after the announcement of the merger with Dow Chemical. He was responsible for employee pay and benefits and working with the Compensation Committee of the board of directors to establish rewards strategies and ensure an effective link to global business strategies. Previously, Ron was corporate vice president of Global Rewards and HR M&A for 5 years at Applied Materials, Inc. in Santa Clara, California. Prior to Applied Materials, Ron served for 15 years in the same position for Motorola, Inc., a leading provider of wireless telecommunications products. Prior to Motorola, he served in similar roles with companies in a variety of other industries, including healthcare, retail and non-profits. Ron has served on the Board of Directors of WorldatWork and is a faculty member for their professional certification courses. Ron serves on the Christian Care Health System Board of Director's Compensation Committee and has since August 2013. Ron holds a Bachelor of Science degree in Business Administration from Arizona State University.

## Ron T. Miller

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### **Founder and Principal**

**Paceline Consulting, LLC**

Chadds Ford, PA

March 2016 to present

After 33 years of working in compensation and benefits in corporate America, I shifted gears to focus on helping others who are managing these responsibilities. Whether help is needed in the executive compensation space, redesigning or reviewing the effectiveness of incentive compensation plans, developing an effective health and wellness strategy or re-evaluating the effectiveness of a company's people mobility practices, I would lean on my years of experience in these areas to help when called upon.

### **Head of Global Rewards, HR MD&A, People Mobility**

**E.I. du Pont de Nemours and Company**

Wilmington, DE

Jan 2013 to Jan 2016

Direct the total rewards and people mobility strategies and HR-related activities of Mergers, Divestitures and Acquisitions for DuPont based in Wilmington, Delaware. DuPont brings world-class science and engineering to the global marketplace through innovative products, materials and services. Our market-driven innovation introduces thousands of new products and patent applications every year, serving markets as diverse as agriculture, nutrition, electronics and communications, safety and protection, home and construction, transportation and apparel. Responsible for the total rewards strategy (compensation, benefits, executive rewards), design and administration for this \$36.0 billion corporation of 65,000 employees in 80 countries. Responsible for working directly with the CEO, CHRO and the Compensation Committee of the board of DuPont for establishing overarching rewards strategies and ensuring their definitive link of our \$8B rewards spend to global business strategies. Lead a team of 70 professional rewards and HR M&A consultants in all regions of the world.

#### *Significant Accomplishments:*

- Facilitated completion of integrating country-based C&B programs and HR Policies for various DuPont businesses, including Pioneer, Danisco, Genencor and Solae in 60 countries.
- Oversaw the development for strategies to freeze DB pension plans and introduce market competitive DC plans where the DB pension plans still existed, namely UK, Japan, Canada and Mexico.
- Executed modernization of executive compensation management structures by eliminating grades and focusing cash and equity compensation on aligning with market practices.
- Established and developed a global Center of Excellence for the Global Rewards organization with specialists located in key countries.
- Developed long-range US healthcare strategy with objectives of healthier employees and dependents, lower than national trend rates and innovative delivery models over five years.
- Created common global rewards philosophy including appropriate and consistent target market alignment across all businesses and regions.
- Assisted in successful defense keeping activist investor representatives off Board of Directors.
- Directed work in redesigning benefits plans and removing \$178M annual costs (13% of total benefits spend) and reducing liabilities by \$1.1B, with minimal employee relations issues.
- Directed work to prepare The Chemours Company as a publically-traded, stand-alone spin off of DuPont's Performance Chemicals business (successful spin July 2015).
- Served as the Global HR organization Ethics and Compliance Champion.

**Member, Board of Directors Compensation Committee  
Christiana Care Health System**

Aug 2013 to present

Wilmington, DE

Delaware's largest private employer and one of the nation's largest health care providers – a non-for-profit, non-sectarian health system, Christiana Care includes two hospitals with more than 1,100 beds, \$1.6 billion in patient revenue and over 11,000 employees.

**Corporate Vice President, Global Rewards, HR M&A  
Applied Materials, Inc.**

Dec 2007 to Dec 2012

Santa Clara, CA

Direct the total rewards, mobility and HR M&A strategies for Applied Materials, Inc. based in Santa Clara, California, the leading provider of manufacturing tools and services for the semiconductor, flat screens, glass and solar industries. Responsible for the total rewards strategy (compensation, benefits, executive rewards and HR M&A), design and administration for this \$10.0 billion corporation of 15,000 employees in 20 countries. Responsible for working directly with the CEO, SVP of HR and the compensation committee of the board of Applied Materials for establishing overarching rewards strategies and ensuring their definitive link of our \$2.1B rewards spend to global business strategies. Lead a team of 27 professional rewards and HR M&A consultants in all regions of the world.

*Significant accomplishments:*

- Assisted in transforming organizational culture by revamping rewards programs worldwide from long-term historical entitlement focus to a pay-for-performance focus.
- Created common global rewards philosophy including appropriate and consistent target market alignment across all businesses and regions.
- Redesigned global incentive plans to create a stronger link to business and individual performance.
- With assistance from the Chair of the Human Resources and Compensation Committee, established appropriate governance and delegation procedures for the company.
- Redesigned board compensation to ensure a more consistent approach with multi-industry firms of similar size.
- Redesigned global equity compensation strategy to align better with contemporary market practices.
- Redesigned paid time off benefits to a more contemporary design.
- Redesigned discounted stock purchase plan maintaining high value and participation while saving substantial expense to the company.
- Changed US benefits administration outsource provider yielding better service at lower cost.
- Revamped performance management approach for better alignment with rewards and the stated performance culture.
- Terminated incumbent Comp Committee independent consultant and assisted the Committee chair in selecting immensely higher quality advisor.
- Created new German pension scheme which saved substantial company expense and provided more contemporary and competitive plan.
- Created European-wide company car policy which facilitated improved mobility.
- Streamlined dozens of relocation policies into vital few with improved flexibility and improved overall cost management.
- Harmonized pay, benefits and HR policy programs from prior acquisitions to improve employee mobility within countries.
- Eliminated unnecessary entitlement programs throughout various countries to facilitate the aspired culture of meritocracy.

## **Corporate Vice President, Team Global Rewards**

**Motorola, Inc.**

Sept 1998 to Dec 2007

Schaumburg, Illinois

Direct the total rewards strategies for Team Global Rewards for Motorola, Inc. based in Schaumburg, Illinois, a leading provider of seamless mobility products. Responsible for the total rewards strategy (compensation, benefits and mobility), design and administration for this \$44 billion corporation of 72,000 employees in 70 countries. Responsible for working directly with the CEO, COO and compensation committee of the board of Motorola for establishing overarching rewards strategies and ensuring their definitive link of our \$5.5B rewards spend to global business strategies. Leads a team of 80 professional rewards consultants in all regions of the world.

### *Significant accomplishments:*

- Assisted in transforming organizational culture by revamping rewards programs worldwide from long-term historical entitlement focus to a pay for performance focus.
- Worked closely with CEO and Board members in ensuring high level alignment of global rewards programs with key business strategies while ensuring market competitive rewards programs.
- Delivered substantial EPS improvement through better managed rewards programs – improved level of disciplined financial management.
- Accomplished this work by building a world-class, highly matrixed global reward team – considered the model HR shared service at Motorola.
- With the help of this global rewards team we implemented a global rewards philosophy which ensures consistent application through program design, practices, standards and governance practices world-wide.
- Created professional practice teams which shepherd these common global philosophies while meeting individual business needs.
- Established high level credibility with the Board's Compensation and Leadership Committee by creating and nurturing close relationships with each member and running effective and efficient meetings.
- Completely revamped rewards programs, including significant changes in executive rewards programs, for quick transition from entitlement programs to performance-based programs with strong shareholder alignment.
- Brought Motorola from traditional mid-western U.S. industrial pay philosophy to high-tech, high-paced, innovation-focused philosophy.
- Created world-class performance-based rewards administration process by migrating world-wide merit, incentive pay and equity pay programs onto one planning tool and one common planning period for 8,000 rewards planning managers.
- Significant experience with mergers, acquisitions, divestitures, joint ventures and spin-offs.
- Representing HR on all compliance roles within the company (e.g., 10K, 10Q, Proxy and other related SEC filings).

## **Director, Rewards & Benefits Team**

**Motorola SPS** (spun off as Freescale Semiconductor in 2004)

May 1992 to Sept 1998

Phoenix 1992-1993; Austin, TX 1993-1998

Direct the total rewards strategies for Motorola's Semiconductor Products Sector (SPS), an \$8 billion, 50,000 employee division of Motorola Inc., including 26 factories in 14 countries. Lead the internal compensation consulting operations for SPS (including sales incentive compensation and executive compensation); a team of 10 business-aligned consultants, four administrative/process professionals and four benefits administrators.

**Director, Compensation and Benefits**

**Northern Automotive Corporation**

Phoenix, AZ

August 1989 to May 1992

**Manager, Educational Resources/Benefits**

**WorldatWork (then American Compensation Association)** October 1987 to August 1989

**Senior Administrator**

**Community Life Church**

July 1984 to September 1987

**Samaritan Health Service (SHS)**

**Manager, Benefits and Compensation Administration**

1979-1984

**Formal Education**

Bachelor of Science Degree in Business Administration

Arizona State University

**Professional Leadership**

Steering Committee Chair (2010-2012), Council on Executive Compensation, The Conference Board

Currently American WorldatWork certification instructor