

## SAM ENGAGEMENT INCENTIVES (TOTAL REWARDS)

SAM is committed to creating and maintaining an employee experience that provides meaningful recognition and incentives, fosters inclusivity and belonging, and ensures professional and personal development and growth. As such, we have collaboratively implemented a program that intentionally addresses seven key elements that make up the comprehensive employee compensation and rewards experience: **COMPENSATION, BENEFITS, WELL-BEING, DEVELOPMENT AND SUPPORT, COMMUNITY IMPACT, WORK ENVIRONMENT AND RESOURCES, and DIVERSITY, EQUITY, AND INCLUSION.**



### COMPENSATION

- Competitive salaries. Comparable to small staff associations.
- Credential recognition. \$250 gift cards (employee choice) to celebrate achieving industry credentials (e.g., CAE, CMP, etc.).
- Retention bonuses. 3 years (\$500), 5 years (2-week sabbatical leave), 10 years (\$2,500), 15 years (\$7,500).
- Recruitment bonuses. \$500 for direct recruitment of applicant who is hired.
- Establishment and communication of salary tiers.

### BENEFITS

- Health insurance. SAM pays percentage of a base policy with flexibility for employees to choose from additional policies (such as a more robust option, a HDHP with HSA option, etc.).
- Access to dental and vision insurance plans (optional/employee full expense).
- Access to life insurance policy (optional/employee full expense).
- Retirement benefit. Simple IRA; SAM matches contribution up to 3%; employee is fully vested and gets to participate in this after initial 60 days at next enrollment period (in most case within 3 months of start date).
- Access to a financial advisor with annual market and investing updates.

- Paid Time Off (PTO) and paid holidays:
  - 15 days (years 1–5), 20 days (years 5–10), 25 days (years 10+)
  - Observation of the following 10 paid holidays: Memorial Day (1), Independence Day (1), Labor Day (1), Thanksgiving (2 days), Holiday break (6 days—Christmas Day through New Year’s Day).
  - Two “floating” paid holidays.
  - Individual community service personal day.
  - Two designated company recharge days (office closed for health).
- Maternity/paternity leave. Employees may take up to 12 weeks, and if an employee has been with SAM for more than one year, SAM offers 2 weeks paid (the additional time is PTO or unpaid).
- Bereavement leave. Employees may use up to 3 days paid leave for bereavement for family members.
- Flex time policy. Exempt employees can be awarded for client events on weekends or days when the SAM office is officially closed; awarded hour-for-hour up to 8 hours on a given day.
- Ability to carry over up to 5 days of unused PTO into a new fiscal year.
- Pet maternity/paternity and bereavement leave. SAM recognizes the importance of pets as family members and will provide flexibility for bringing a new pet into the household (one day of PTO) and for bereavement of a pet (one day of PTO).
- Employees at 5 years and in good standing are eligible to apply for a 2-week sabbatical benefit.
- Access to additional insurance policies through group (at employee expense): pet, home, renters, family/health conditions.

## **WELL-BEING**

- Wellness reimbursement. After initial employment period of 60 days, each full-time employee is eligible to be reimbursed up to \$50/month for personal physical/mental wellness expenses (gym membership, peloton, yoga, massage, race fee, home equipment, housekeeping services, cell phone, etc.).
- Designated company recharge days. Office closed; four dates are available per year (one per quarter and employees may select two).
- Team physical activities supported by company funds (e.g., company pays for participation in 5K, etc.).
- Access to an EAP through insurance (therapy, lawyer, financial planner).
- Development manager structure to support for new employees.
- Cross-functional pods for issue processing with peer group.
- Annual employee engagement/experience survey.
- Budget for Team Leads to recognize individuals/teams with acts of encouragement and celebration.
- Social slack channels (Netflix/Programming, SAMinals).
- Holiday party that includes a unique experience (cooking class, glass blowing, etc.).
- Individual profile for all employees (preferences, favorites, etc.).

## **DEVELOPMENT AND SUPPORT**

- Robust employee intranet for resource sharing (The Waggle).
- Commitment to professional development (internal/external through financial support as requested/discussed in annual budget process).
- Industry-related credentialing is supported and encouraged (CAE, CNAP, CMP); SAM pays for any training/classes/materials and one-half of the exam.
- Dues paid to an industry/job-related professional organization for each employee (as requested).
- SAM maintains membership in ASAE and all employees have access to resources.
- SAM maintains membership in AMCI and all employees have access to resources.
- Encouragement and active support for employees to serve in volunteer leadership roles within the industry and otherwise (time and expense is supported by SAM).
- Access to the Predictive Index tool for self-understanding and growth.
- SAM team shares “buzzworthy” ideas at each staff meeting, which SAM promotes on the Company blog/social media as “staff picks.”
- SAM encourages and solicits opportunities for employees to present formally at industry events.
- SAM staff leads review of processes and procedures according to ANSI; Service Process Manual developed and available.
- Full team in office (when available) during core hours on Tuesdays (10 a.m.–2 p.m.).
- Annual review plan includes performance reviews, as well as goal setting training and assistance.
- Team Lead meetings. Team Leads rotate facilitation responsibilities.
- Opportunities for role mobility.
- Monthly internal annual professional development plan (includes sessions on association management, the AMC model, hard skills, and soft skills, covering a variety of topics, mediums, and platforms).
- Identification and communication of standard behavioral competencies for SAM employees.

## **COMMUNITY IMPACT**

- Company-wide engagements around community giving.
- SAM supports financial match and employee time to execute projects.
- SAM contributes to causes through donations/auction purchase/tables.
- Annual company match for full-time employee individual donations of up to \$250 to a nonprofit or cause an employee supports.
- Employees provided one additional PTO day for volunteer work.
- Organization of all-company volunteer day.

## **WORK ENVIRONMENT AND RESOURCES**

- Flexible/open office space. Provides autonomy to choose how/where to work (desk, screen, standing, sitting, couch, table, office, conference room, lounge chair, etc.).
- Hybrid remote and office work environment for local employees (can work remotely up to 3 days/week).
- Fully remote employees reimbursed for two trips to office per month.
- Family-friendly flexibility in workday (employees are able to leave work to pick up kids, run an errand, gym, etc.).
- Temporary work from “anywhere” policy. Employees are able to work remotely for an extended period of time/long-term (with prior approval).
- Employees provided with MacBook Pro and mouse, keyboard, screen, laptop trays, etc.; computer replacement/rotation schedule established.
- Employees are able to request resources annually during budget request process and as needed throughout year.
- Software/tools provided (Slack, Zoom VOIP and personal channel, Survey Monkey, Actitime, Adobe, Office365, etc.).
- Access to IT support firm.
- Formal company outing/family day/picnic/excursions (annually).
- SAM-branded company items (Yeti, coffee cup, hoodie, etc.).
- Password manager tool provided for work and personal use.

## **DIVERSITY, EQUITY, AND INCLUSION**

- DEI consultant engaged to guide team through DEI efforts and commitments (monthly listening sessions, trainings, review of policies/programs).
- Access to two floating holidays (recognizing the desire some may have to observe specific days/holidays that aren't included with SAM benefits without taking PTO).
- Access to regular activities to facilitate belonging and connection, as well as highlight individuality among employees (e.g., Anthym, personal pictures on walls, Predictive Index).
- Establishment and communication of salary tiers.