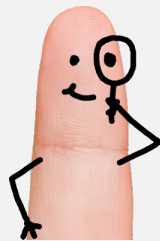


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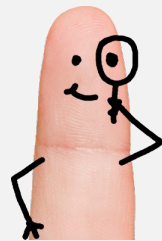
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Compensation

Compensation Philosophy

OUR BELIEFS

- ◆ We are at our core, a meritocracy.
- ◆ We recognize that fair does not always mean equal.
- ◆ We respect market-based reward systems.
- ◆ We believe that paying a premium for talent, and an additional premium for 'must keep' employees, is more economical and fiscally responsible than letting talent walk out the door and taking the risks associated with hiring a replacement and funding the inevitable learning curve.
- ◆ We believe in hiring, retaining, and rewarding employees who:
 - Are talented and possess the skills necessary to the job.
 - Are already intrinsically driven and motivated to do well and succeed.
 - Prefer working in and are aligned with a high-performance and pay-for-performance culture; the word 'differentiation' does not offend them.
 - Already demonstrate the traits necessary to be successful at the Company.
 - Want to work in high-performance teams, with other talented and motivated individuals.
- ◆ It is our responsibility:
 - To be clear about:
 - What talent means.
 - What skills are necessary to do the job.
 - Defining our culture and the traits necessary for success.
 - Defining how base pay will be defined.
 - Defining rewards for exceeding expectations.
 - To not demotivate talented individuals who come to us already intrinsically driven and motivated to do well and succeed.
 - To stretch the individual and support and encourage them to do what they may not have thought possible.
 - To provide progressive development programs.
- ◆ HR will be 'at the table' relating to topics discussed in this document.



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- Employees who demonstrate a high degree of success traits or behaviors aligned with our culture.
- Individuals defined as 'must keep'.
- ◆ We provide mid-level benefits for the entire workforce at P50 of the market, and focus financial resources and perks for high-performers and 'must keeps'.
- ◆ We focus primarily on running the business. As such, we make HR process decisions based on efficiencies and maximum return on investment for shareholders when we balance the need for:
 - Objective and time-consuming detailed management related to setting objectives and managing individual performance.
 - Discretionary rating and ranking of individuals that relates to business needs and demonstrated individual effort.
- ◆ We manage a simple and quick performance review system used for feedback and coaching.
- ◆ We consistently apply our pay practices, but recognize that there may be times when we have to 'color outside the lines'. In such cases, we defend exceptions in detail.
- ◆ We are progressive with our development programs, including creating an in-house management program that aligns our managers with our philosophies.

External Factors

COMPETITORS

Our compensation programs are designed to be competitive with those provided by companies with whom we compete for talent, and sufficient to attract and retain top performers within the industry in which we compete.

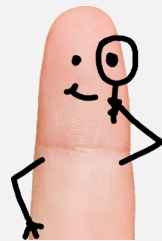
We compete for talent with the following types of companies:

- ◆ Venture capital firms
- ◆ Private equity investment firms
- ◆ Mezzanine lenders
- ◆ Hedge fund investment firms

COMPENSATION SURVEYS

We will strategically understand the external market compensation by:

- ◆ Networking with people in our industry/sector.



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Base Salary

BASE SALARY NOT A REWARD VEHICLE

We understand that increasing an individual's base salary means changing it forever, which limits future ability to modify it. We also recognize that while an employee's performance may be stellar this year, it may not be the case next year and their new salary is ported over to a possible mediocre performance period. This may result in an above average salary for mediocre work.

As such, we do not adjust base salary as a way to reward employees. An individual's base salary will be an accurate reflection of the job, the job level, the external market, and the individual's placement within their salary range based on proficiency in the position.

MARKET-BASED COMPENSATION

To attract and retain high-caliber employees, we pay market plus 10% for base salary for all positions.

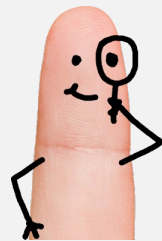
JOB DIFFERENTIATION AND PERCENTILES

We are strategic with our compensation expenditures. As such:

- ◆ We differentiate the value of positions in the Company.
- ◆ We pay a more aggressive salary rate, up to P90, for positions that are deemed 'must keep' as follows:
 - Specialists or positions that are highly competitive in our sector of the labor market
 - Positions that are key to our success and give us a competitive edge
 - Internal high-value positions that are critical to execute on Company goals and objectives
 - Positions requiring a steep learning curve to replace/transfer existing knowledge

PAY FOR PROFICIENCY

Salary increases within the salary range are not based on tenure, but rather on proficiency in the job. The more proficient an employee becomes in their job, the higher their value, and the higher their pay.



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- Salary increases will be effective retroactively to January 01.
- Employees who did not receive performance reviews will not be considered for salary review.
- Employees who were hired after October 01, or who received a salary increase after October 01, are not eligible for salary review under this process.
- Salary recommendations will be reviewed and approved by the Board of Directors.

MID-YEAR SALARY REVIEWS

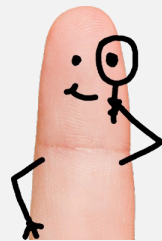
We may conduct a mid-year or ad hoc salary review in the following circumstances:

- ◆ There is a significant change in market conditions.
- ◆ A competitor is aggressively soliciting our employees.
- ◆ We experience an above average rate of employee resignations, particularly from employees classified as 'must keep'.

TEMPORARY ACTING/ADDITIONAL RESPONSIBILITY PAY

Acting/Additional Responsibility Pay is paid to employees who are asked to take on a significant part of the responsibilities of positions of a higher level than their current position.

- ◆ Under most circumstances, acting pay is considered when the period of assigned higher responsibilities exceeds 6 weeks.
- ◆ In these situations, the employee's base salary and job family/level category remains unchanged. This temporary additional pay will be a separate line item in the employee database and on the employee's pay stub, and is not included as an increase to base pay.



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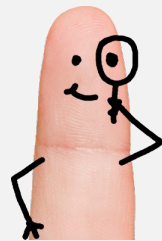
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CRITERIA AND WEIGHT

Criteria	Weight
Results – Exceeds expectations	35%
Success Traits – Consistently demonstrates high level	15%
Must Keep	50%

Example:

Position & Salary	Max Payable	35% Results: Exceeds Expectations Y/N		15% Traits: Exceeds Expectations Y/N	50% Identified as 'Must Keep' Y/N	Total paid
		Hiring/Managing Staff	Team Results			
Director, Marketing Salary: \$100k	\$30k	15%	20%	N	N	\$6k
		N	Y			
Individual Contributor Salary: \$50k	\$5k	Y		N	N	\$1.75k
Professional 2 Salary: \$70k	\$14k	N		Y	Y	\$9.1k
Manager Salary: \$75k	\$15k	15%	20%	N	Y	\$9.75k
		Y	N			



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PERKS

Ad hoc perks will be provided to high performers and 'must keep' employees as an additional strategy for attraction, retention, and reward for exceeding expectations.

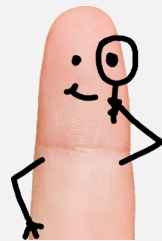
- ◆ Perks are publicly awarded to individuals at all-hands meetings.
- ◆ Perks are recommended by managers and approved by HR and the President.

Perks provide:

- ◆ An additional way to provide meaningful rewards to the individual.
- ◆ Alignment of reward to the level of additional effort demonstrated by the individual.
- ◆ A way to provide ad hoc rewards mid-year for outstanding effort.
- ◆ An ability to reinforce continued performance and behavior of top performers.
- ◆ A way to publicly acknowledge performance and demonstration of our success traits and culture, and provide examples of performance that is rewarded.
- ◆ A way to recognize and reward employee spouses and family for sacrifices they may have made to support a committed employee during an intense work period.

Perks may include the following:

- ◆ Paid sabbaticals
- ◆ Ad hoc bonus payments
- ◆ Gift cards
- ◆ Increased vacation entitlements or paid days off
- ◆ Additional training/development opportunities over and above guidelines described in *Training/Development*
- ◆ Fitness club or wellness perks
- ◆ Paid memberships
- ◆ Football or sports events tickets
- ◆ Computer equipment
- ◆ Reimbursed home ISP expenses
- ◆ Lump sum retirement plan contribution
- ◆ Paid day off on birthday
- ◆ Parking spot for a month
- ◆ Paid cell phones
- ◆ Product discounts
- ◆ Monetary awards for marriage or birth of a child



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Training/Development

We require employees to remain current in their fields to increase their value and contribution to the Company, to increase their individual movement on the salary scale, and to enjoy increased job satisfaction.

- ◆ All employees are eligible for development as per the following training budget guidelines:

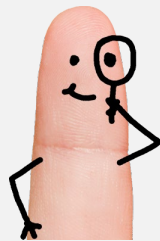
Position Level	% of Salary
Executive Team	10% of salary
Director	7% of salary
Manager/Professional 2	5% of salary
Individual Contributor	3% of salary

- ◆ Employees are eligible for additional development, as outlined in *Perks* section.
- ◆ We maintain a Company Management University program where we create a customized in-house development program for management to:
 - Promote career progression.
 - Reinforce our culture and values, the way we do things, and how we work.
 - Ensure that managers are consistent in their approach and philosophy when managing the hiring process, budgets, performance, and rewards.
- ◆ Where the Company makes a significant investment in development, we reserve the right to request that the employee sign a reimbursement agreement, stating that they will reimburse the Company for all development costs incurred if the employee leaves the Company prior to 1 year after completion of the training program.

Performance Management

Philosophy

- ◆ Our compensation strategy is to pay above market to attract strong talent and high performers. We pay a premium to attract and retain the best. As such, employees are expected to at minimum meet, and sometimes exceed, expectations.
- ◆ Employees who meet expectations, but do not at times exceed expectations will be coached and provided with stretch goals.



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- reinforce what is being done well.

- Provide direct feedback about areas for development.
- Evaluate and rate technical competencies.
- Evaluate and rate our core success traits.
- ◆ Following the performance review, managers will determine an overall performance rating for each of their staff.
- ◆ Final performance review ratings are used as criteria for calculating discretionary bonuses.

Equity and Diversity

The Company is committed to promoting equality and diversity, and to promoting a culture that actively values difference and recognizes that people from different backgrounds and experiences can bring valuable insights to the workplace and enhance our work environment.

We aim to be an inclusive company, where diversity is valued, respected, and built upon, with ability to recruit and retain a diverse workforce that reflects our community.

- ◆ Our workforce practices adhere to discrimination and equality legislation.
- ◆ Staff and job applicants are treated fairly in an environment that is free from discrimination.
- ◆ Differences are valued, harnessed, and taken into account.
- ◆ Decisions regarding hiring, promotions, and rewards are based on individual abilities.
- ◆ The Company will not tolerate processes, attitudes, or behavior that results in discrimination. This includes harassment, victimization, exclusion, and bullying through prejudice, ignorance, thoughtlessness, and stereotyping.

Communication of this Document

In the spirit of clarity and managing expectations, the compensation component of this HR Plan is translated into a compensation policy that is appropriately articulated for employee communication.