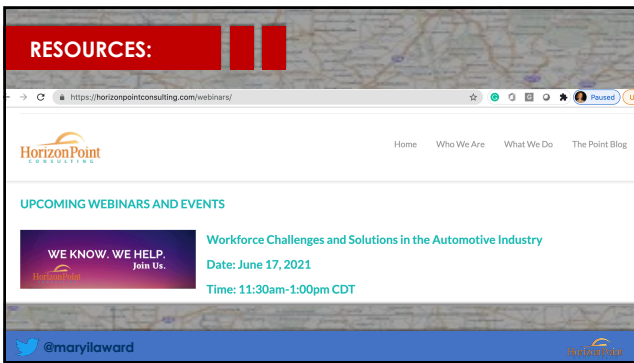




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WHAT ARE THE TRENDS?

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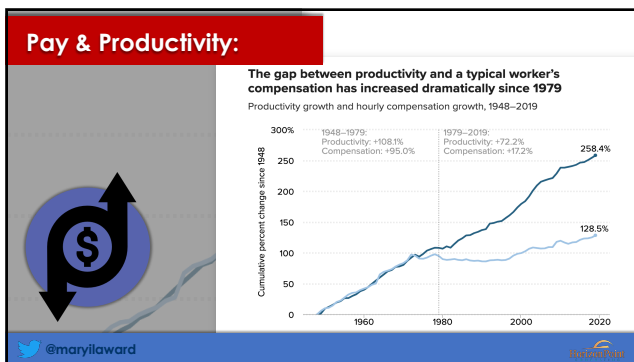
Trend 1:
Wages, productivity, and purchasing power

Trend 2:
This isn't your grandparent's workforce landscape anymore

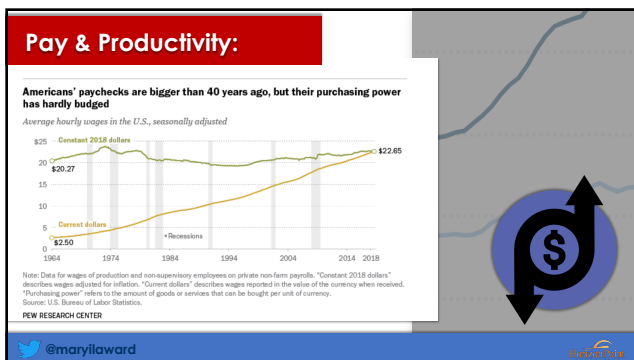
Trend 3:
The conundrums COVID has created

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Pay & Productivity:											
	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORK)		
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children
Living Wage	\$13.77	\$27.06	\$33.09	\$42.01	\$22.30	\$26.44	\$30.04	\$31.99	\$11.15	\$14.92	\$18.42
Poverty Wage	\$6.13	\$8.29	\$10.44	\$12.60	\$8.29	\$10.44	\$12.60	\$14.75	\$4.14	\$5.22	\$6.30
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

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Pay & Productivity:					
Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
9	18.08	19.33	21.07	22.58	24.21
6	16.31	17.47	19.09	20.45	21.92
3	13.79	14.80	16.25	17.44	18.73
1	11.77	12.57	13.79	14.80	15.95

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Pay & Productivity:								
Compensation data								
	N	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Mean	Median
Pay Range Minimum Rate	9	10.85	12.35	13	14.2	17.69	14	13
Pay Range Maximum Rate	9	15.72	16.15	20.7	24	24.49	20	21
Actual Lowest Base Rate	6	12.24	13.6	15.975	21.94	23.38	17	16
Actual Average Base Rate	7	15.54	15.86	19	21.94	23.44	19	19
Actual Highest Base Rate	5	16.15	17.34	21.94	24.38	24.49	21	22
If there is a step progression in place, enter the number of steps.	7	3	3	5	9	11	6	5
Average Incentive Bonus or Other Cash Bonus (Annual)								

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Today's Job Market



Defined benefit plan

- A pre-defined sum is guaranteed by the employer to employee at the time of retirement.
- Higher risk as employer need to make many assumptions.

Defined contribution plan

- Employer and employee both contribute to a fund which can be invested in any asset class chosen by the employee. At the time of retirement employee gets the fund.
- Lower risk for employer.

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Today's Job Market



WE ARE HIRING



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Today's Job Market




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Pay & Productivity:



	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORK)		
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children
Living Wage	\$13.77	\$27.06	\$33.09	\$42.01	\$22.30	\$26.44	\$30.04	\$31.99	\$11.15	\$14.92	\$18.42
Poverty Wage	\$6.13	\$8.29	\$10.44	\$12.60	\$8.29	\$10.44	\$12.60	\$14.75	\$4.14	\$5.22	\$6.30
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

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Today's Job Market



While 81% of executives say their company has been successful in extending benefits for childcare, just 45% of employees say the same.



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The COVID Conundrum


Table 1: Changes in Income Distribution

(a) By Pre-Job Loss Earnings

Earnings quintile	Weekly earnings	Unemployment rate		Median change in income	
		2019	2020	without FPUC	with FPUC
Bottom quintile (< \$490)	\$372	2.6%	19.9%	-8.3%	19.0%
Second quintile (\$491-\$790)	\$502	1.5%	12.8%	-6.1%	5.6%
Third quintile (\$791-\$1,090)	\$886	1.5%	8.0%	-3.4%	1.1%
Fourth quintile (\$1,091-\$1,631)	\$1,285	0.6%	6.2%	-3.0%	-1.6%
Top quintile (\$1,632+)	\$2,323	0.6%	3.8%	-2.0%	-1.6%

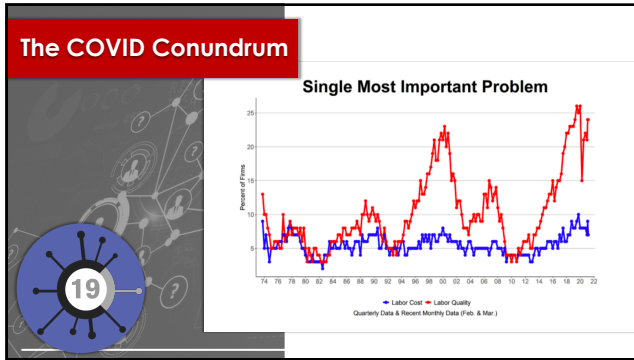
(b) By Occupation

Occupation	Weekly earnings	Unemployment rate		Median change in income	
		2019	2020	without FPUC	with FPUC
Food service	\$491	6.0%	26.8%	-18.0%	18.9%
Janitors	\$591	6.3%	15.2%	-5.8%	6.6%
Medical assistants	\$591	3.3%	12.7%	-5.2%	5.2%
Receptionists	\$591	7.4%	18.4%	-6.1%	9.6%
Sales & retail	\$609	4.2%	17.9%	-7.7%	4.7%
Transport	\$627	2.5%	17.0%	-8.0%	1.6%
Construction	\$633	5.3%	16.9%	-6.6%	3.2%
Teachers	\$904	1.2%	10.2%	-5.6%	-0.8%
Nurses & therapists	\$1,280	1.6%	3.6%	-1.1%	0.2%
Managers	\$1,477	1.4%	3.0%	-2.6%	-1.0%
IT	\$1,713	1.2%	3.1%	-1.3%	-0.5%



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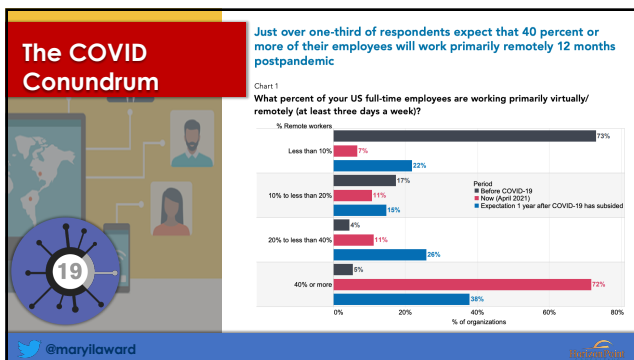
The COVID Conundrum

SOURCES

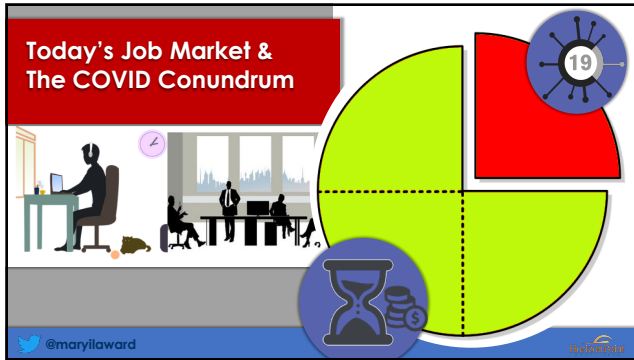
- U.S. Bureau of Labor Statistics, "Unemployed Persons by Duration of Unemployment"
- U.S. Bureau of Labor Statistics, "The Employment Situation — March 2021"
- National Bureau of Economic Research, "US Unemployment Insurance Replacement Rates During the Pandemic"
- National Federation of Independent Business, "Small Business Job Openings Hit 48-Year Record High Level in March"
- Google Trends
- Appcast
- National Bureau of Economic Research, "The COVID-19 Pandemic and Labor Supply to Startups"

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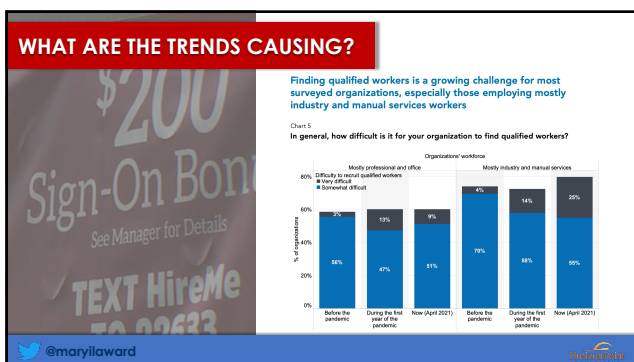
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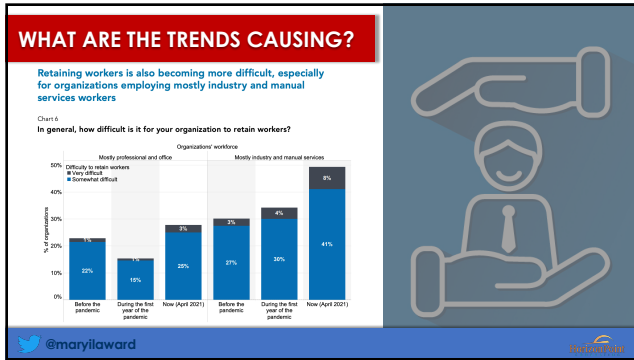
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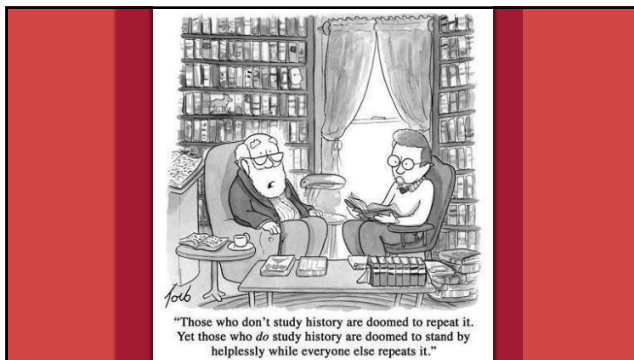
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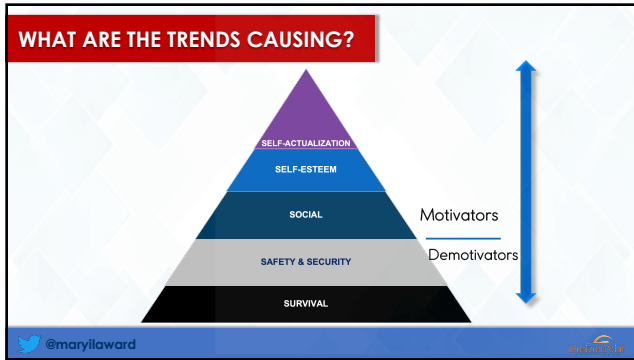
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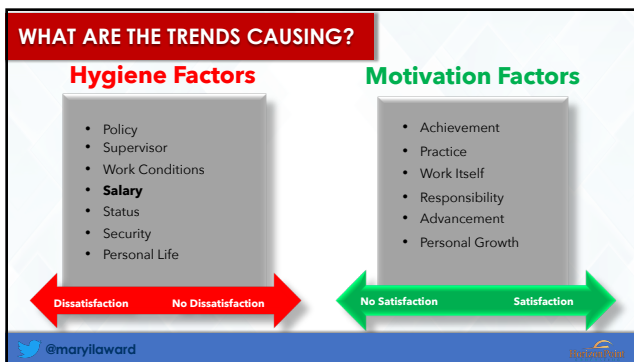
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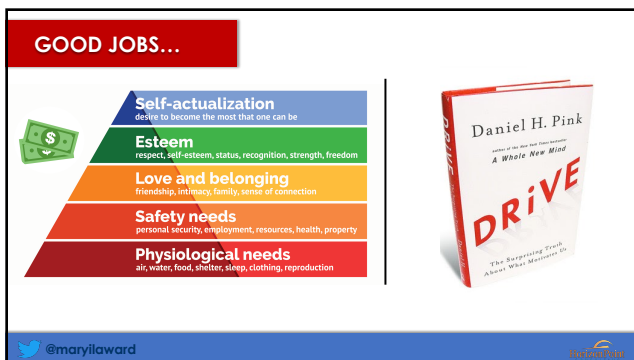
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WHAT TO DO?

"Follow the science, experiment, then follow the data."

David Rock NLI

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WHAT TO DO?

Employers eager to fill positions are offering more to attract talent — and they aren't just upping pay or showing more flexibility — they're also training workers and taking more chances on people who don't meet traditional qualifications. "No experience necessary" roles have spiked by two-thirds compared to 2019, and posts offering starting bonuses have doubled, according to new data from Burning Glass Technologies. Meanwhile, minimum compensation requirements for people without college degrees are up 19% per a Federal Reserve Bank of New York survey.

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WHAT WE DO?

OWNERSHIP

Examine Wage Rates

Hire For Fit Within Your Reality

PARTNERSHIP

Solve for Autonomy/Flexibility

SPONSORSHIP

Take Risks On Marginalized Populations

Train Leaders For Critical Thinking

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OWNERSHIP:

Examine Wage Rates-
Are we making people
"DUMBER?"

Work Life TED
ADAM GRANT

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OWNERSHIP: HIRE FOR FIT WITHIN YOUR REALITY

Workplace Values By Department

Scores of + 3.5 indicate this value is consistently ranked at the top of the list
Scores of - 4.5 indicate this value is consistently ranked at the bottom of the list

	Competitive and Vigorous	Thriving and Procedural	Innovative and Creative	Collaborative and Supportive	Performance Rewards and Incentives	Relaxed and Informal	Tolerant and Receptive
Sales (n=5)	4.58	4.35	3.96	2.87	3.40	5.63	3.18
Customer Service (n=4)	4.10	4.03	4.07	3.07	4.28	5.25	3.17
Account (n=6)	4.57	4.07	3.17	3.60	3.85	4.82	3.89
Production 1 (n=27)	4.58	3.94	4.42	3.46	3.22	4.78	3.58
CAD/Engineering (n=15)	4.6	4.61	3.58	3.23	3.83	4.81	3.23
Production 2 (n=4)	4.57	4.07	3.17	3.60	3.85	4.82	3.89
Production Control (n=6)	4.33	4.42	3.78	2.62	3.71	5.88	3.23
ORGANIZATION	4.43	3.92	3.96	3.33	3.58	5.12	3.60

Organization Profile

Collaborative and Supportive

Relaxed and Informal

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PARTNERSHIPS: SOLVING FOR AUTONOMY/FLEXIBILITY

EMPLOYEE BENEFITS

PAID VACATION, HEALTH INSURANCE, ACHIEVEMENT AWARD, FLEXIBLE SCHEDULE, SOCIAL SECURITY, PENSION & BONUSES, PAY RAISE, EMPLOYEE ALLOWANCE

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PARTNERSHIPS: SOLVING FOR AUTONOMY/FLEXIBILITY



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SPONSORSHIP: Take risks on marginalized populations



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Sponsorship Requires Partnership

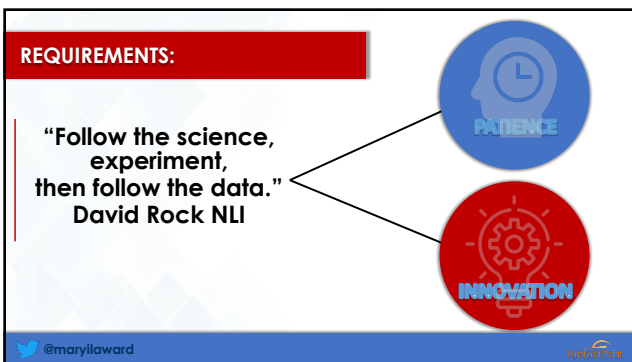


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