

# Maximizing Employee Benefits

A Guide to Total Rewards & Retirement Planning



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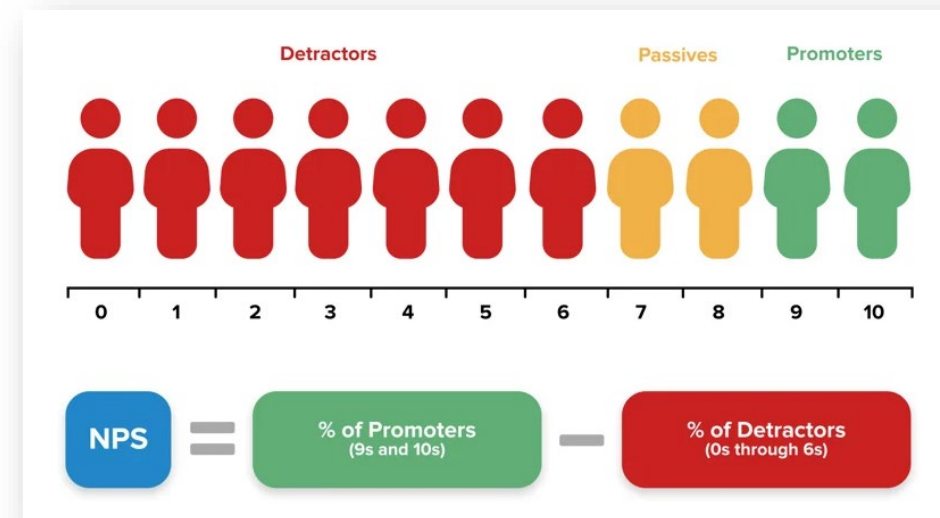


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# What is Total Rewards?

- Total Rewards is a comprehensive approach to employee compensation, including salary, benefits, perks, and career growth opportunities.
- To **build an effective Total Rewards program**, using an Employee Net Promoter Score (eNPS) can be invaluable.
  - eNPS helps gauge employee satisfaction and loyalty, offering direct insights into what employees value most. By integrating eNPS feedback, companies can tailor their Total Rewards offerings to better meet employee needs, ultimately boosting satisfaction, reducing turnover, and fostering a more engaged workforce.
  - A high eNPS means your employees are engaged and satisfied. If it's low, it may point to issues in your workplace that need fixing. Checking this score regularly can help you understand how your team feels and where to improve.



# Proven Solutions with Total Rewards Program

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**Free Onsite Medical  
Clinic**



**Free Lunches  
Everyday**



**Non-Qualified  
Deferred  
Compensation Plan**



**Work Comp Safety  
Program**

# Proven Solutions with Total Rewards Program

## Challenges

- Ownership felt the need to provide free medical care to seasonal employees that do not become eligible for medical insurance.
- Some employees at our company faced limited access to nutritious meal options during the workday, often relying on quick and less healthy alternatives.

## Solutions

### Free Onsite Medical Clinic

Now ALL of our employees and their families have complete access to the on-site health clinic, which is staffed with certified medical professionals and requires no co-pays, fees, or pharmacy charges. Cost is around \$11.34 PEPM

### Free Lunches Everyday

Every day, we put food on the table for our 1000+ employees, thanks to our very own in-house restaurants. Professional chefs craft a delicious weekly menu, aiming to keep bellies and smiles permanently full. Cost is around \$9.11 PEPD

# Proven Solutions with Total Rewards Program

## Challenges

- Our key/highly compensated employees needed assistance with maximizing their retirement savings accounts.
- Reduce work comp claims and make Fowler Packing a safer place to work. Ultimately, you want all employees to get home free of injury every day.

## Solutions

### NQDC Plan

We offer a NQDC plan (Non-Qualified Deferred Compensation plan) plan to key employees and executives. An NQDC plan is a type of employer-sponsored program that allows employees to defer a portion of their income to a future date, typically retirement, on a pre-tax basis. Cost for around 20 employees, is around \$10,000 annually in fees.

### Work Comp Safety Program

After being hired in March 2020, I have expanded the safety and training program to minimize injuries and litigated claims. Now we have started the process to self-insure workers comp, due to lowering the Ex-Mod, lowering number of claims, and low number of litigated claims.



**Ashley McDonnell**  
**Vice President, Employee**  
**Benefits**  
HUB International Insurance  
Services Inc.



# Why Total Rewards?



**With a healthy total rewards program in place, you can:**

Be a **magnet for talent**

**Stand out** from your competitors

**Engage, empower and motivate** employees toward peak performance

Show a commitment to **work life balance**

**Maintain healthy differences** across geographies and employee populations

Experience **lower regrettable turnover**

Maintain **better understanding** of your employees

# Everyone Says...



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We want to  
**recruit** top talent



---

We want to  
**develop our people**



---

We want to  
retain our  
**finest associates**

# But Nobody Ever Says...



I really  
**know and understand**  
my people

---

I consider  
**every person's**  
needs

---

**Truth:**  
One size  
**fits none**

---

# Ridiculously High Costs of Employee Turnover



Lost productivity and potential missed deadlines.

Depleted team morale from the additional workload and the loss of a colleague.

Damaged employer brand from being a high-turnover organization.

Increased likelihood of future turnover.

The average cost of turnover per employee can be thousands of dollars. Some studies predict that every time a business replaces a salaried employee, **it costs six to nine months of their average salary**. For an employee making \$60,000 a year, that's \$30,000 to \$45,000 in recruiting and training expenses. However, replacement costs vary by wage and role of the employee.

Some report the average costs to replace an employee are:

- One to two times an employee's yearly salary
- \$1,500 for an hourly worker
- 100% to 150% of an employee's annual salary for technical positions
- Up to 213% of an employee's annual salary for C-suite positions



# Total Rewards Inventory – YOU HAVE A FULL PLATE



## Compensation

### Base Wages

- Salary Pay
- Hourly Pay
- Piece Rate Pay

### Premium Pay

- Shift Differential Pay
- Weekend/Holiday Pay
- On-call Pay
- Call-in Pay
- Hazard Pay
- Bi-Lingual Pay
- Skill-Based Pay

### Variable Pay

- Commissions
- Team-Based Pay
- Bonus Programs
  - Referral Bonus
  - Hiring Bonus
  - Retention Bonus
  - Project Completion Bonus
- Incentive Pay

### Short Term:

- Profit Sharing

## Benefits

### Legally Required/Mandated

- Unemployment Insurance
- Worker's Compensation Insurance
- Social Security Insurance
- Medicare
- State Disability Insurance (if applicable)

### Health & Welfare

- Medical Plan
- Dental Plan
- Vision Plan
- Prescription Drug Plan
- Flexible Spending Accounts (FSAs)
- Health Reimbursement Accounts (HRAs)
- Health Savings Accounts (HSAs)
- Mental Health Plan
- Life Insurance
- Spouse/Dependent Life Insurance
- AD&D Insurance
- Short-Term/Long-Term Disability Insurance
- Telemedicine

## Work-Life

### Workplace Flexibility/Alternative Work Arrangements

- Flex-Time
- Telecommuting
- Alternative Work Sites
- Compressed Workweek
- Job Sharing
- Part-Time Employment
- Seasonal Schedules

### Paid and Unpaid Time Off

- Maternity/Paternity Leave
- Adoption Leave
- Sabbaticals

### Health and Wellness

- Employee Assistance Programs Onsite Fitness Facilities
- Discounted Fitness Club Rates
- Weight Management Programs
- Smoking Cessation Assistance
- On-site Massages
- Stress Management Programs
- Voluntary Immunization Clinics
- Health Screening
- Nutritional Counseling
- On-Site Nurse

- Dependent Care, Travel-Related Expense Reimbursements
- Dependent Case Referral and Resource Services
- Dependent Care Discount Programs or Vouchers
- Emergency Dependent Care Services
- Childcare Subsidies
- On-Site Caregiver Support Groups
- On-Site Dependent Care
- Adoption Assistance Services
- After-School Care Programs
- College/scholarship Information
- Scholarships
- Privacy Rooms
- Summer Camps & Activities
- Special Needs Childcare
- Disabled Adult Care
- Geriatric Counseling
- In-home Assessments for Eldercare

### Financial Support

- Financial Planning Services and Education
- Adoption Reimbursement
- Transit Subsidies
- 529 Plans

## Performance & Benefits

### Performance

- 1:1 Meetings
- Performance Reviews
- Project Completion/Tram Evacuations
- Performance Planning/Goal Setting Sessions
- Coaching and Feedback

### Recognition & Rewards

- Service Awards
- Peer Recognition Awards
- Spot Awards
- Managerial Recognition Programs
- Organization-wide Recognition Program
- Exceeding Performance Awards
- Employee of the Month/Year Awards
- Appreciation Luncheons, Outings, Formal Events
- Goal-Specific Awards (Quality, Efficiency, Cost-Savings, Productivity, Safety)
- Employee Suggestion Programs

## Development Opportunities

### Learning Opportunities

- Tuition Reimbursement
- Tuition Discounts
- Corporate Universities
- New Technology Training
- On-the-Job Learning
- Attendance at Outside Seminars and Conferences
- Access to Virtual Learning, Podcasts, Webinars
- Self-Development Tools

### Coaching/Mentoring

- Leadership Training
- Exposure to Resident Experts
- Access to Information Networks
- Formal or Informal Mentoring Programs

### Advancement Opportunities

- Internships
- Apprenticeships
- Overseas Assignments
- Internal Jobs

# Daily Battles vs Long Term Strategic Leadership



## Daily Demands

- How Do You Not Get Overwhelmed with the Details of Your Job?

## Quantitative Data

- Who Do You Turn to for Quantitative Tools?

## Qualitative Data

- Who Do You Turn to for Qualitative Guidance?

## Goals

- The GOAL Needs to be the Careful Creation of the Right **Total Rewards** for your Company

# HUB's Integrated Approach



## Our Goal:

To build high performing **companies** through high performing **employees**

- We recognize that every dimension of an individual's performance and health is **interconnected**.
- Our approach is to identify the key **success metrics** that influence a person's ability to thrive - both at work and at home.
- We then develop a **comprehensive strategy** to solve issues and prioritize needs.



# Know How You Compare to Industry Peers



# Insights+ 2025 – Using Benchmarking to make informed decisions



## About This Report

### Understanding the report

### Your Cohort Selection

**Size:**  
100-499 Employees      4,560 Employers

**Region:**  
Pacific Coast      3,880 Employers

**Industry:**  
Agriculture      980 Employers

Cohort Benchmark      Size 100-499 Employees      Region Pacific Coast      Industry Agriculture

### What your rating means

Each of the segments for each of the plan components is compared against your custom cohort. The aggregate rating is then provided, both at a component and segment level, which ultimately rolls up into the overall plan rating.

**Top Benefits**

Offers an elite benefits package surpassing industry standards, providing unique and comprehensive advantages for retention and recruitment but likely costing more for the employer.

**Market Leading**

Features a benefits package materially above market, demonstrating a commitment to employee welfare.

**Market Competitive**

## EXECUTIVE SUMMARY

### Benefit Plan Market Positioning

Cohort Benchmark      Size 100-499 Employees      Region Pacific Coast      Industry Agriculture

### Overall Summary

**Top Benefits**  
Employer Investment: **\$16,970**

The company sets a high bar with its top-tier overall benefits package, with extensive healthcare, exceptional ancillary support, and expansive leave policies, ensuring optimal employee satisfaction and comprehensive well-being.

Medical	Ancillary	Leave	Retirement
<b>Market Leading</b> Employer Investment: <b>\$10,400</b> Average of individual and family	<b>Top Benefits</b> Employer Investment: <b>\$2,470</b>	<b>Top Benefits</b> Employer Investment: <b>\$4,100</b>	Retirement information not provided

## COMPONENT SUMMARY

### Benefit Plan Market Positioning

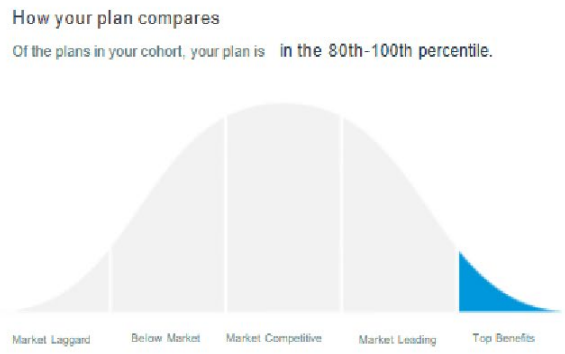
Cohort Benchmark      Size 100-499 Employees      Region Pacific Coast      Industry Agriculture

### Plan Ranking

**Top Benefits**

Employer Contribution: **\$16,970**  
Utilizes the average across individual and family

Individual plan: **\$14,170**  
Family plan: **\$19,770**



### Market Positioning

9 Box Grid

6 Market Competitive	8 Market Leading	9 Top Benefits
5 Below Market	7 Market Competitive	6 Market Leading
4 Market Laggard	3 Below Market	2 Market Competitive

Medical Plan Design Rating (Y-axis) vs Other Benefits Rating (X-axis)

Summary: Offers an elite benefits package surpassing industry standards with superior medical plans featuring high employer contributions, low deductibles, and comprehensive ancillary benefits such as dental, vision, life, and disability insurance. This category provides unique advantages for retention and recruitment but may involve higher costs for the employer.

## LEAVE PLAN DETAIL

### Leave & Flexibility

Cohort Benchmark      Size 100-499 Employees      Region Pacific Coast      Industry Agriculture

Plan Rank: **Top Benefits**

Days Available	Current plan	Cohort	National
Company Plan Type	Non-Consolidated		
Paid Days - 1 Year	30	7	9
Paid Days - 5 Years	30	11	13
Sick Leave with Carryover Limit	6	6	6
Paid Holidays	12	8	8

### Workplace Flexibility

Flexibility	Current plan	Cohort	National
Flexible Work Schedule	Yes	10%	15%
Flexible Workplace	Yes	7%	9%

### Other Leave

Other Leave	Current plan	Cohort	National
Unpaid Family Leave	Yes	94%	89%
Paid Family Leave	Yes	30%	27%
Paid Personal Leave	Yes	50%	48%

### Cohort Market Data

The leave benefits section underscores the critical role this benefit offering plays in both retaining and attracting talent, as well as promoting work-life balance and productivity. The scoring framework places the highest weight on the number of paid leave and holiday days, followed by degree of workplace flexibility. Other leave components detailed in the report are also evaluated reflecting their overall contribution to a comprehensive benefits package.



# Discover: Discussions with Leadership



## Sample Questions:

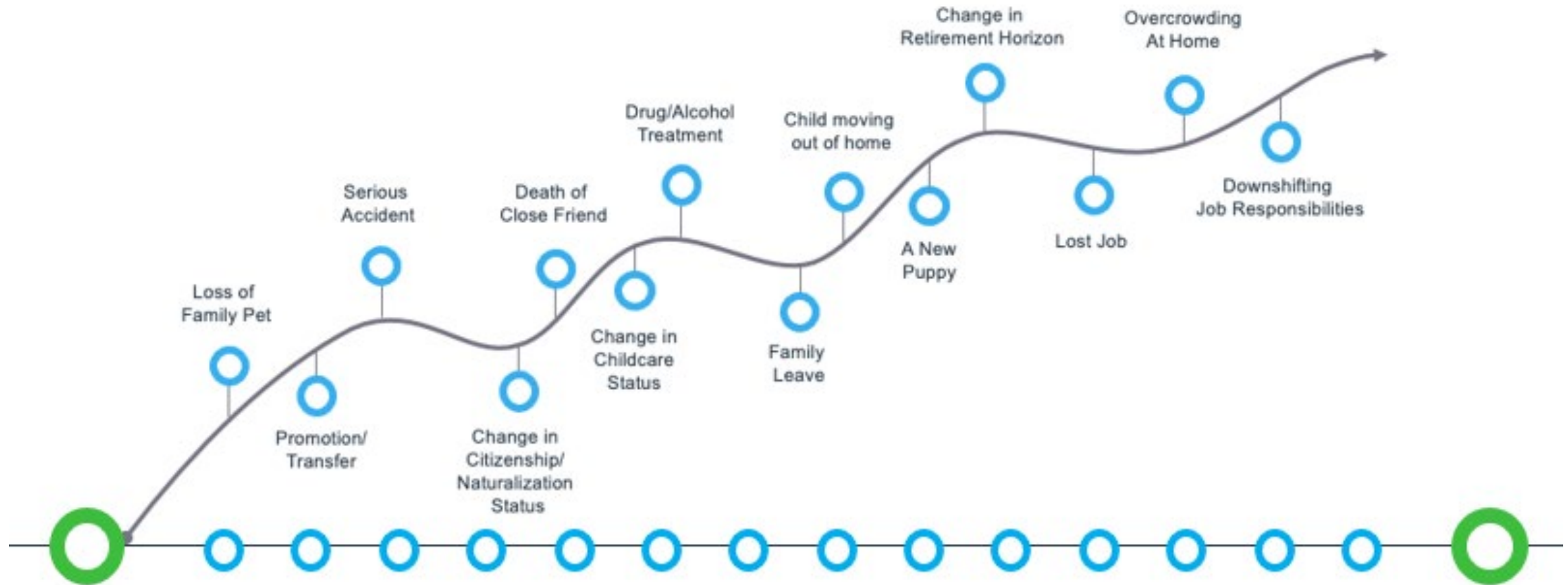
- What problem are we trying to solve?
- How does solving this problem help achieve our business objectives?
- What can leadership do to support this change?
- What have we already heard from employees that we need to validate?
- What do we not know about how employees feel about our work environment/culture?





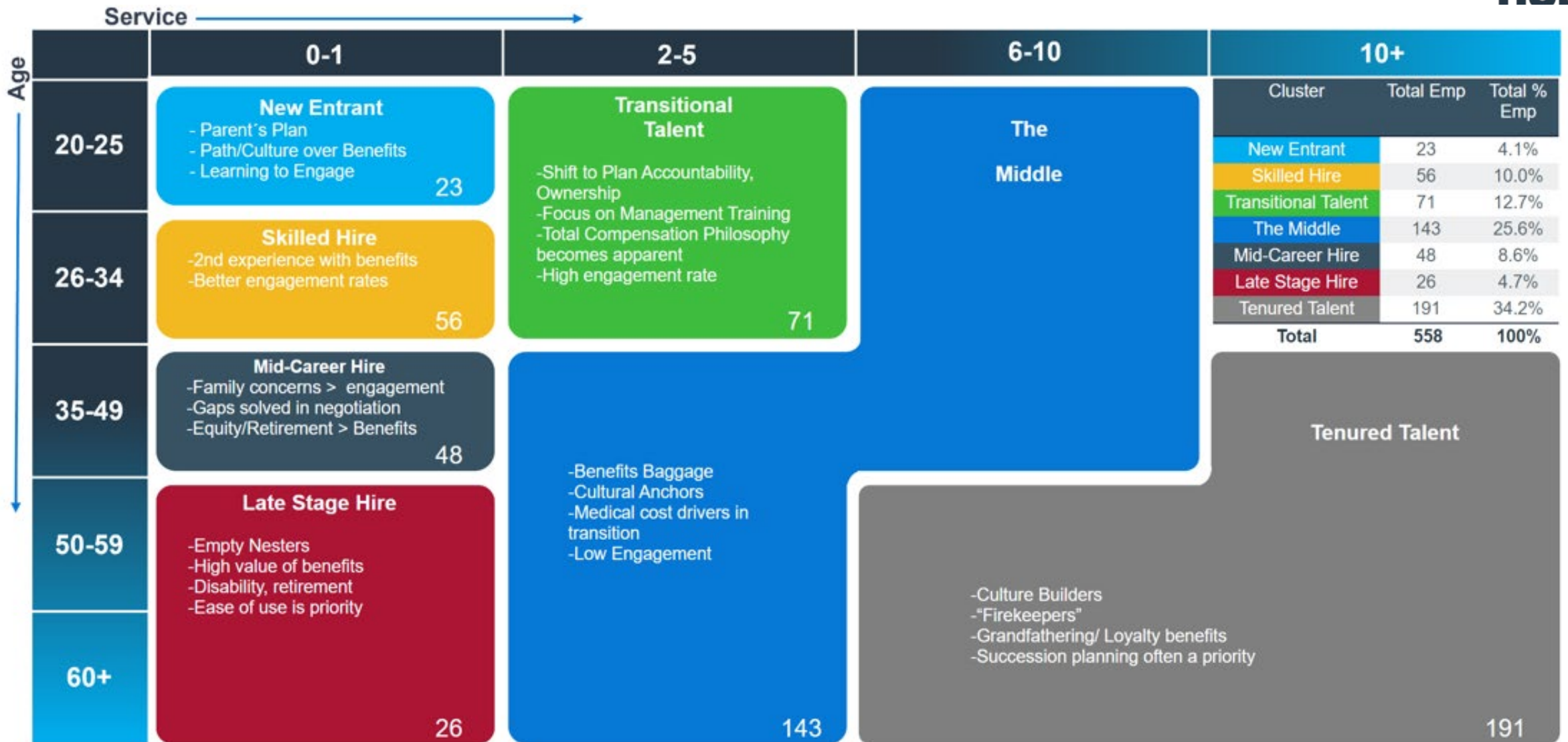
# Know Your Employees

# Lifequakes





# Discover: Analyze Workforce Data with Persona



# Discover: Obtain Employee Feedback



## Sample “Questions”:

- I am empowered to make decisions that affect my work.
- I have autonomy in the way I perform my work.
- My work environment is flexible.
- I have opportunities to develop my skills and advance my career.
- My leader cares about me as a person.
- I can be myself at work.
- I am recognized often for doing good work.
- The technology available to me makes my job easier.



# Total Rewards Statements

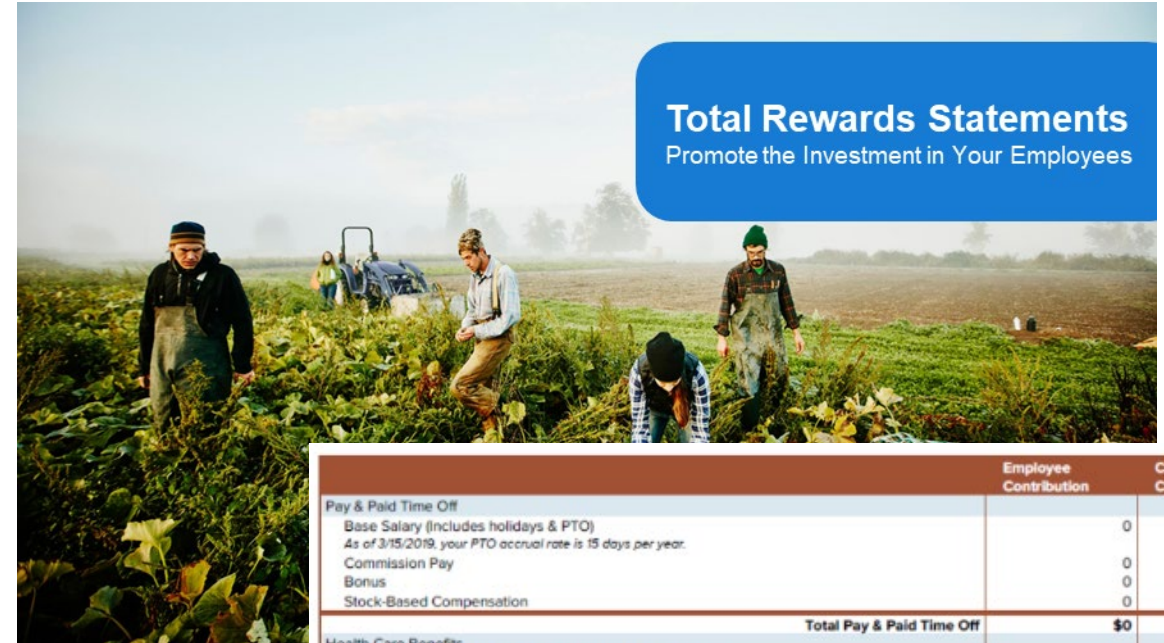


## Highly Configurable. Huge Impact. Low Cost.

Total Compensation Statements raise your employees' awareness of the full value of their pay, benefits, stock-based compensation and more. Greater awareness leads to greater job satisfaction, improved productivity and lower turnover.

## Key Features & Options

- Flexible delivery options
- PDF or print & ship to employee's home
- Flexible formats: 1, 2 and 4-page layouts
- Your branding (logo, colors, fonts) & personal message
- Display pay and benefits that are relevant to you



	Employee Contribution	Company Contribution
<b>Pay &amp; Paid Time Off</b>		
Base Salary (Includes holidays & PTO) <i>As of 3/15/2019, your PTO accrual rate is 15 days per year.</i>	0	50,000
Commission Pay	0	25,000
Bonus	0	3,750
Stock-Based Compensation	0	5,200
<b>Total Pay &amp; Paid Time Off</b>	<b>\$0</b>	<b>\$83,950</b>
<b>Health Care Benefits</b>		
Medical Insurance (Includes Prescription Drug and Vision)	4,139	12,416
Dental Insurance	10	292
Basic Life & Accidental Death/Dismemberment Insurance	0	48
Disability Insurance	0	1,045
Health Care FSA	2,000	0
Dependent Care FSA	0	0
<b>Total Health Care Benefits</b>	<b>\$6,149</b>	<b>\$13,801</b>
<b>Retirement Benefits</b>		
Pension <i>For more information regarding your Pension Plan, please visit <a href="http://www.optionwise.com">www.optionwise.com</a></i>	0	2,000
401(k) <i>To maximize the company match, you should defer at least 3% of your base pay.</i>	1,500	1,500
Social Security & Medicare	6,422	6,422
<b>Total Retirement Benefits</b>	<b>\$7,922</b>	<b>\$9,922</b>
<b>Government-Mandated Benefits</b>		
Federal and State Unemployment	0	261
Workers' Compensation	0	143
<b>Total Government-Mandated Benefits</b>	<b>\$0</b>	<b>\$404</b>
<b>Additional Benefits</b>		
Restricted Share Award Value at Time of Grant	0	4,200
Dividends from Deferred Restricted Shares	0	725
Tuition Reimbursement	0	2,000
Health Club Membership	0	600
<b>Total Additional Benefits</b>	<b>\$0</b>	<b>\$7,525</b>
<b>TOTAL COMPENSATION</b>		<b>\$115,602</b>

# The Path To Total Rewards

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**Define what success looks like**

**Identify the right metrics**

**Talk to your people**

**Work with leaders and trusted advisors to shape these changes**

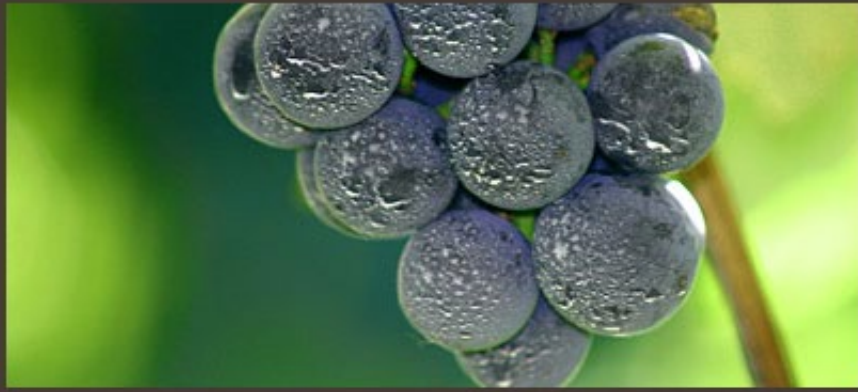
**Be ready to change!**





**Quoc Tran**  
**Chairman & Chief**  
**Investment Officer**  
TCM – Tran Capital  
Management





The APMA office, headquartered in Salinas, CA, is a resource center for information and materials on Personnel Management.

**Agricultural Personnel Management Association**  
**Quoc Tran, TCM CIO & Managing Partner**

**February 2025**



## Topics

- TCM-Tran Capital Management
- Power of Compounding
- A few Suggestions



# TCM-Tran Capital Management

<https://www.trancapital.com/>

- Background
- 1974 predecessor firm founding – management buyout in 2017 as TCM
- High quality compounding investments
- \$1 billion AUM, ~300 clients, employees all own same portfolio

## Investment Team



**QUOC TRAN**  
CHAIRMAN AND CHIEF  
INVESTMENT OFFICER



**MICHAEL IM, CFA**  
CO-PORTFOLIO MANAGER AND  
DIRECTOR OF RESEARCH



**WINSTON HU**  
SENIOR RESEARCH ANALYST

## Business Management Team



**ERIC WINTERHALTER**  
PRESIDENT



**KIRSTIN NYLANDER, CPA**  
CONTROLLER



**KEN TODOKI**  
PORTFOLIO ADMINISTRATION  
AND TRADING

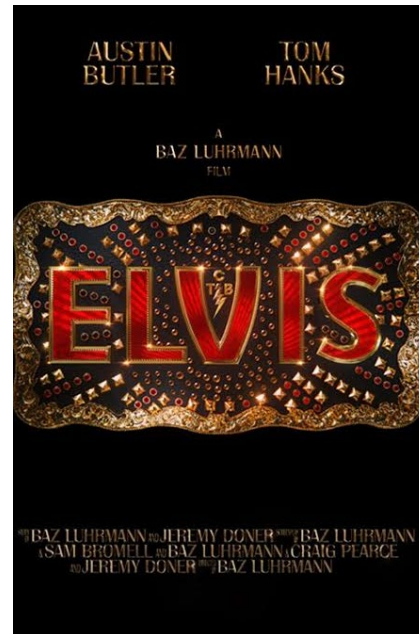


**LUCILLE SAMISONI**  
CLIENT OPERATIONS ASSOCIATE



## Power of Compounding

- Support for L.A. fire victims –estimated \$250B in damages
- Movie Industry
  - One of my favorite movies – Elvis in 2022
  - Favorite Elvis Songs?



# Power of Compounding

## Songs / Elvis Presley

From sources across the web



Suspicious Minds  
From Elvis in Memphis · 1969



Hound Dog  
Hound Dog · 1956



Are You Lonesome Tonig...  
Elvis Presley: The Singles · ...



If I Can Dream  
Elvis · 1968



Blue Suede Shoes  
Elvis Presley · 1956



Return to Sender  
Girls! Girls! Girls! · 1962



It's Now or Never  
Elvis Presley: The Singles · ...



Such a Night (takes 2, 3,...  
Elvis Is Back! · 1960



Baby Let's Play House  
Good Rockin' Tonight (Mono ...



Can't Help Falling in Love  
Blue Hawaii · 1961



Heartbreak Hotel  
Heartbreak Hotel · 1956



Kentucky Rain  
From Elvis in Memphis · 1969



In the Ghetto  
From Elvis in Memphis · 1969



A Little Less Conversation  
Radio JXL: A Broadcast from...



An American Trilogy  
As Recorded at Madison Sq...



The Wonder of You  
On Stage · 1970



(Marie's The Name) His ...  
Elvis in 1961 · 1961



Stuck on You  
Elvis Presley: The Singles · ...



Burning Love  
Burning Love and Hits from ...



Jailhouse Rock  
Jailhouse Rock · 1957



Don't Be Cruel  
Hound Dog · 1956



(Let Me Be Your) Teddy ...  
Loving You · 1957



All Shook Up  
Elvis Presley: The Singles · ...



You're the Devil in Disgui...  
Elvis' Gold Records Volume ...



Blue Christmas  
Elvis' Christmas Album · 1957



Crying in the Chapel  
Gospels and Christmas song...



Don't Cry Daddy  
From Elvis in Memphis · 1969

Past performance does not guarantee future results. Performance is shown net of fees.



## Power of Compounding

Q: How Many Elvis Impersonators were there in 1977?



## Power of Compounding

Q: How Many Elvis Impersonators were there in 1977?  
Answer: ~170



## Power of Compounding

Q: How Many Elvis Impersonators were there in 2023?



## Power of Compounding

Q: How Many Elvis Impersonators were there in 2023?

A: ~400,000



## Power of Compounding

Over 46 years, Elvis Impersonators grew from 170 to 400,000

Q? What's the rate of growth of Elvis impersonators?



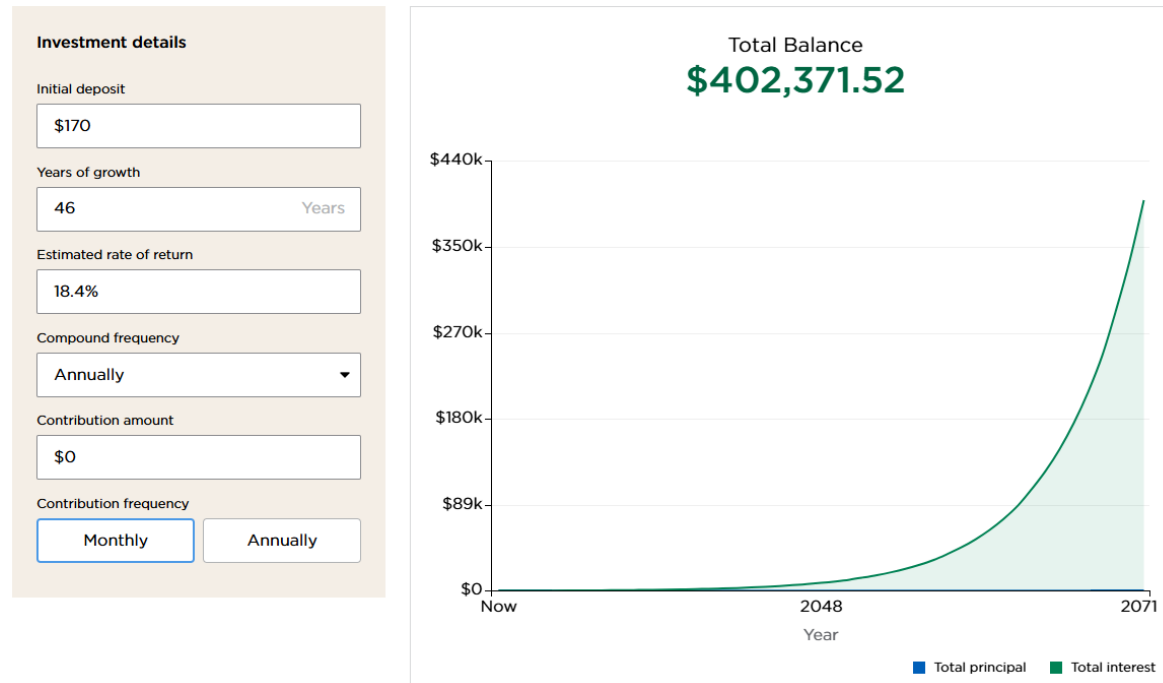


## Power of Compounding

Over 46 years, Elvis Impersonators grew from 170 to 400,000

Q? What's the rate of growth of Elvis impersonators? ~18%

<https://www.nerdwallet.com/calculator/compound-interest-calculator>



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# Power of Compounding

Since 1977 to 2024, the S&P 500 has grown at **12% a year**



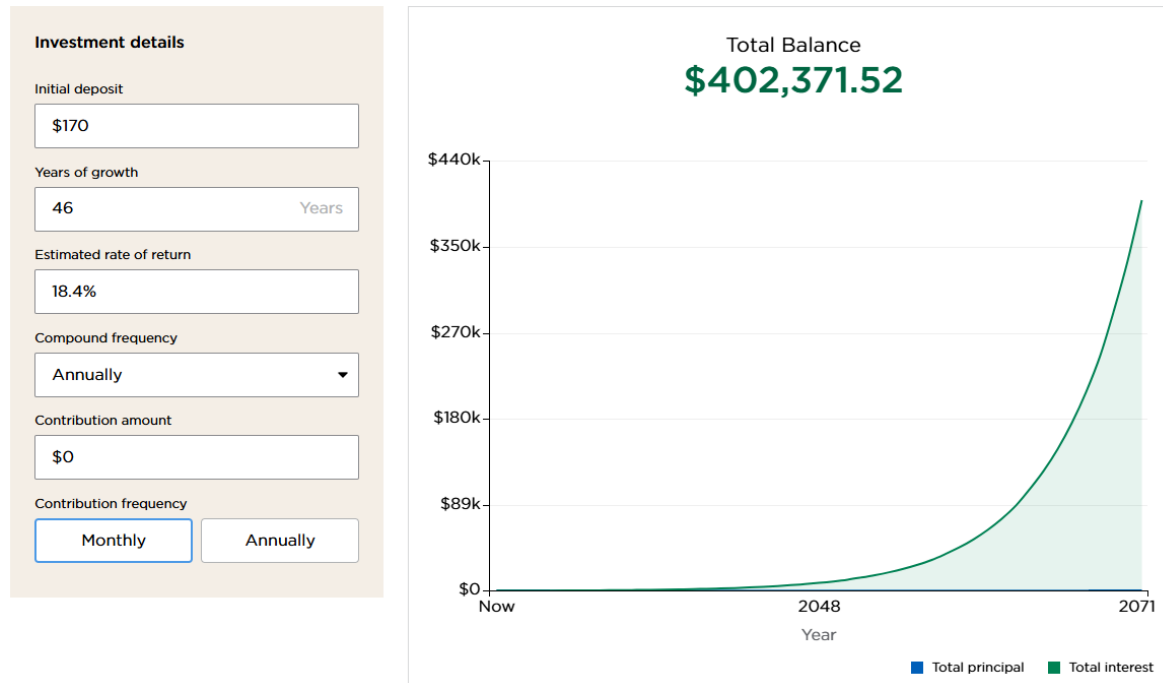
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## Power of Compounding

Over 46 years, Elvis Impersonators grew from 170 to 400,000

Q? What's the rate of growth of Elvis impersonators? ~18%

<https://www.nerdwallet.com/calculator/compound-interest-calculator>



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## Power of Compounding – adding \$50 / year

**Investment details**

Initial deposit

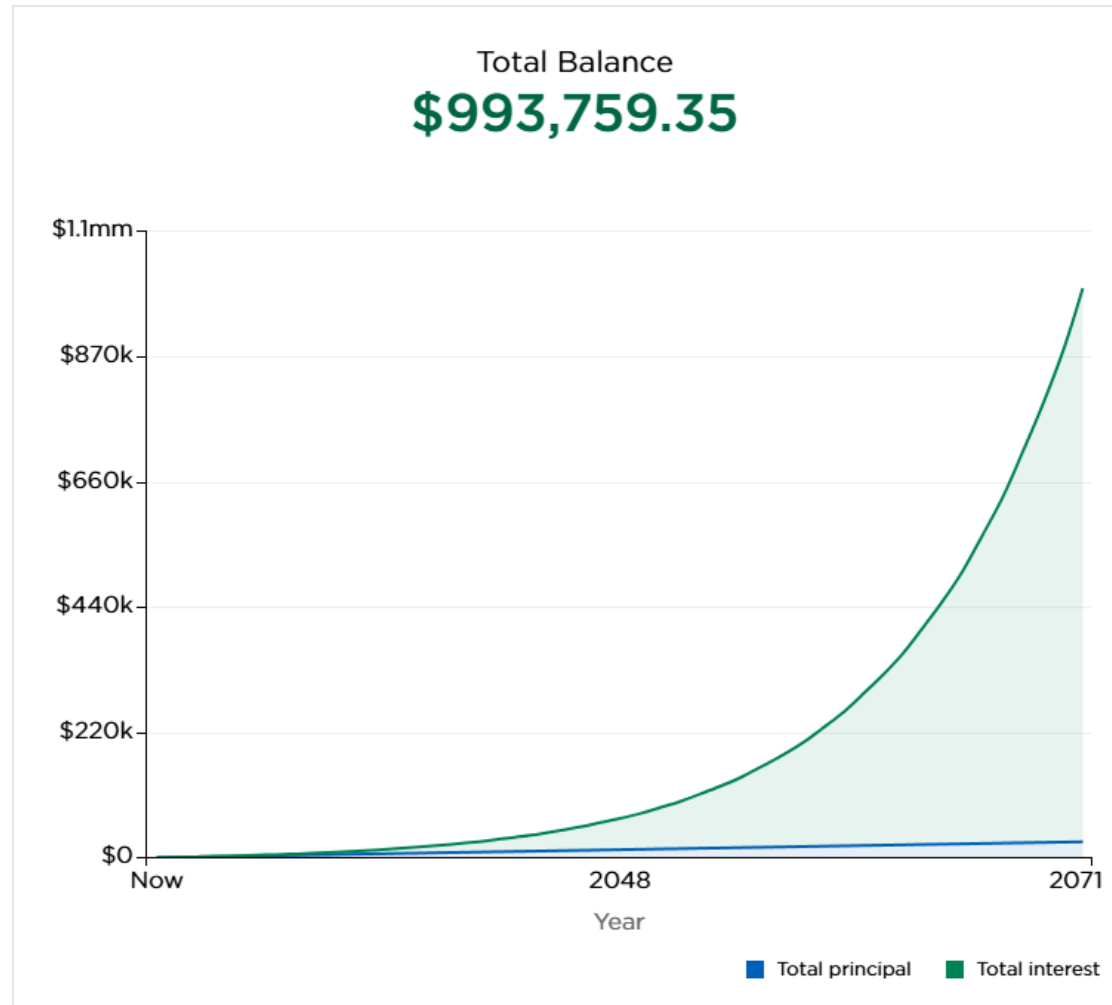
Years of growth  
 Years

Estimated rate of return

Compound frequency

Contribution amount

Contribution frequency  
 Monthly  Annually



Past performance does not guarantee future results. Performance is shown net of fees.

## Power of Compounding – adding \$100 / year

**Investment details**

Initial deposit

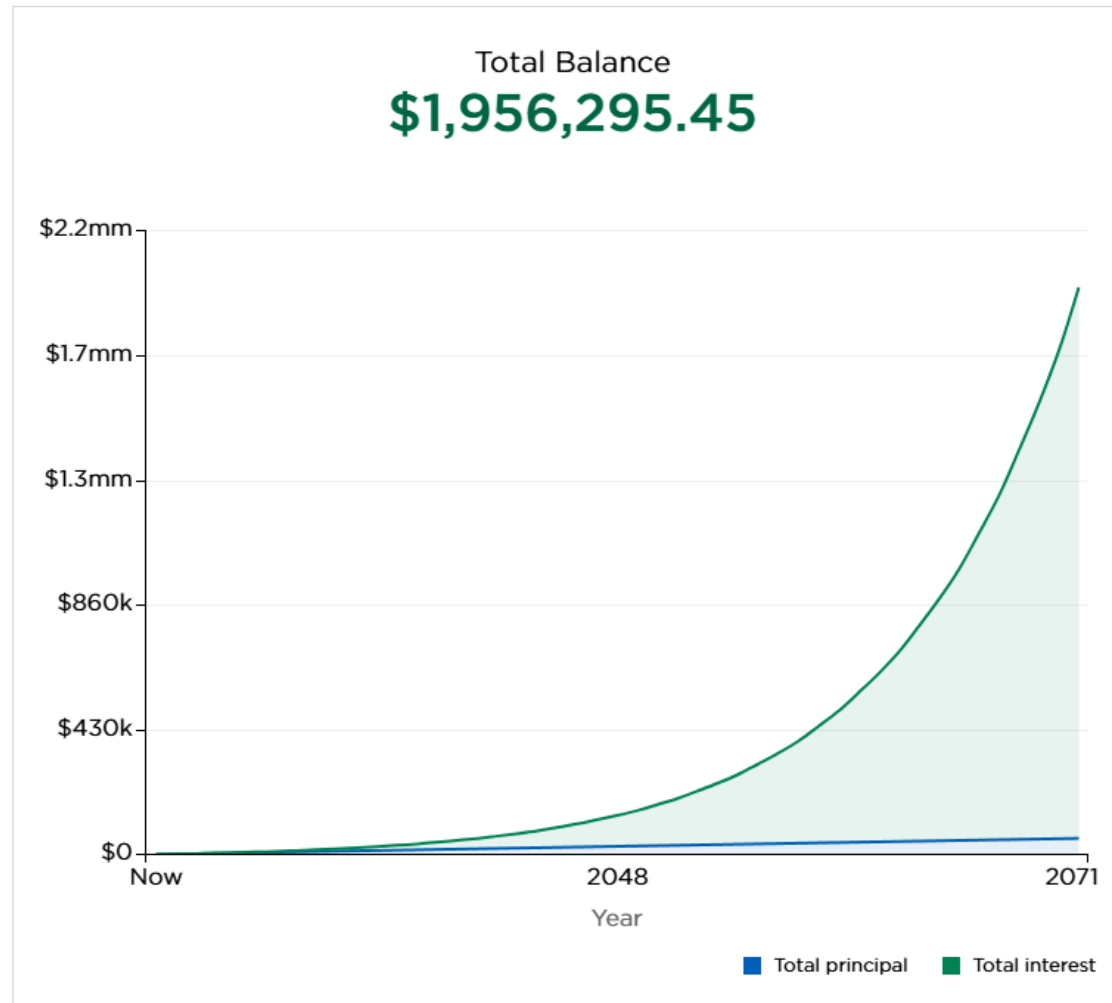
Years of growth  
 Years

Estimated rate of return

Compound frequency

Contribution amount

Contribution frequency



Past performance does not guarantee future results. Performance is shown net of fees.



## A Few Observations / Suggestions:

- Elvis Impersonators growth is faster than S&P 500's
- Compounding is powerful
- **Get started** and **add money** each year, **corporate match**, **one less Starbucks drink a week**, etc.
- **At retirement 5% rule – endowment model**
  - If you earn 8% and withdraw 5%, you'll never run out of money.
  - $\$2,000,000 \times 8\% = \$2,160,000$   
5% draw = \$100,000 / year, balance of \$2,060,000

# Thank You



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# Thank You



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Scan for CultureWorks  
(Survey & eNPS Score)



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**Insightful Benchmarking Capabilities  
for the Agriculture Industry**

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customized report



Sample report available at the  
HUB Booth!



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