

Advancing Evidence.
Improving Lives.

REWARDING OUR PEOPLE



AIR's Commitment to You

Compensation • Premier Benefits
Collaborative Work Environment •
Professional Growth



Rewarding Our People

AIR's Commitment to You



TOTAL REWARDS AT AIR

- > Competitive **pay** to reward our staff for their contributions,
- > Premier **benefits** (e.g., medical, retirement, disability and tuition aid) that reflect AIR's investment in our people,
- > **Professional growth** opportunities that promote and sustain continuous learning and development, and
- > A **creative, collaborative work environment** to engage our talented professionals in our critical mission.

A Total Rewards Program To Attract, Engage And Retain Our Greatest Asset, Our Employees.

At the American Institutes for Research (AIR), we strive to make research relevant. As a recognized world leader in behavioral and social science research, AIR is dedicated to creating a better world and solving significant societal problems to improve the quality of life of all people.

Our Total Rewards Program is designed to attract, engage and retain the talented workforce we need in order to achieve our vision. This brochure contains highlights of each of the valuable components of our program.

AIR may amend or terminate any plan, in our sole discretion, at any time.

Total Rewards Guiding Principles



The following guiding principles provide the foundation for our Total Rewards Program:

Mission-driven – Recognizing and rewarding our employees' contributions toward achieving our mission

Market-competitive – Pay targeted at the 50th percentile of a select market (with above-target pay for special skills), as well as a high-quality, comprehensive benefits package

Research-based – Built on contemporary research based on effective human resources practices

Team-oriented – Fostering collegiality and collaboration among our diverse and talented professionals

Development-focused – Rewarding professional growth and skill development through promotion and the potential for a pay/salary increase

Competitive Pay

Our employees are our most important asset. AIR's compensation program, an essential part of our Total Rewards Program, is designed to reward our staff competitively and motivate them to achieve our critical mission.

Our compensation program reflects both internal equity within the organization and external equity with competitive markets.

Internal Equity – We reward each of our talented professionals fairly for contributions to our mission. We periodically review similar positions to ensure that each employee's base salary is set appropriately based on the employee's skills, education, experience and job performance.

External Equity – We target cash compensation at the 50th percentile of the appropriate competitive market for fully proficient staff. We define our external market as the organizations with whom we compete for talent.

Salary Increases – Annual salary increase plans are generally developed in April of each year by leadership and are subject to approval by the CEO. One of the most important goals of the salary increase process is to provide an average increase across the AIR workforce that is competitive in our local markets.

Premier Benefits

AIR makes a significant investment in our staff's personal and financial well-being. In addition to our competitive pay, AIR provides high-quality, affordable benefit programs.

Benefit	Description
Medical and Prescription Drug Benefits	AIR staff can elect from our nation-wide Aetna Choice Point of Service (POS) II (Open Access) Plan or one of two Account Based Health Plans (ABHPs) with a Health Savings Account. HMO options are also offered in the Mid-Atlantic, California, and Hawaii. Each medical plan includes prescription drug coverage. Staff and AIR share the cost of coverage. Spouses, domestic partners and dependent child(ren) under age 26 may be covered under these plans.
Dental Benefits	AIR offers two dental plan options through Delta Dental. Both options — Delta Dental Core Plan and Delta Dental Premium Plan — offer coverage for preventive, diagnostic and basic services. The Delta Dental Premium Plan also provides coverage for major restorative and orthodontia services. AIR will pay the full cost of the Delta Dental Core Plan for the employee. Staff can elect to cover their family and/or buy up to the Delta Dental Premium Plan. Spouses, domestic partners and dependent child(ren) up to age 19 (to age 25 if a full-time student) may be covered under these plans.

Additional Reward Opportunities

> **Spot Award Program** – Spot awards are a tool that Staff Managers use to recognize employees who go above and beyond the norm in a **specific** situation, such as doing an exceptional job, using personal initiative and creativity to solve an issue, volunteering for an extra assignment, giving exemplary customer service or modeling the AIR values. These cash awards can range from \$750-\$1,250.

> **Performance Bonus Program** – Performance bonus payments are cash awards in recognition of outstanding performance or sustained demonstration of superior skills by an individual or team. They can be given for extraordinary efforts that lead to a major proposal win, improved productivity or a publication with important policy implications. These awards typically range from \$1,500 to several thousand dollars.

> **Promotions and Promotional Increases** – The majority of our promotions occur in April, during our annual increase process. An employee is promoted when leadership is assured that the employee has sustained demonstration of performance exceeding the expectations for their current level and exhibits skills that demonstrate the ability to perform at the next job level. Promotion/pay increases are established jointly by HR and leadership.

Premier Benefits (Continued)

Benefit	Description
Vision Benefits	AIR offers two vision plan options through VSP. All benefit eligible staff will automatically be enrolled in the VSP Core Plan — AIR pays for the cost of this coverage. The Plus Plan allows staff to buy up to additional coverage which provides an allowance for the purchase of frames, contact lenses and discounts on laser vision correction. Spouses, domestic partners and dependent child(ren) up to age 19 (to age 25 if a full-time student) may be covered under these plans.
Flexible Spending Accounts (FSA)	Staff can elect to participate in the AIR Health Care or Dependent Care Flexible Spending Account to pay for certain health care and dependent care expenses with pre-tax dollars. (Employees enrolled in one of the ABHPs may participate in the Limited Purpose FSA.)
Basic and Supplemental Life Insurance	AIR staff is automatically covered for Basic Life and Accidental Death & Dismemberment Insurance equal to 2 times their base salary. Staff can opt to buy additional life insurance for themselves and/or their spouse, domestic partner or dependent child(ren). AIR provides the full cost of the basic coverage and staff members pay the cost of the supplemental coverage.
Wage Replacement Program	AIR's wage replacement program is available for employees who are unable to work due to their own serious medical condition or illness, or that of an eligible dependent. This benefit replaces all, or a portion, of an employee's salary for up to 13 weeks.
Basic and Supplemental Long Term Disability (LTD)	AIR covers Basic LTD coverage of 60% of an employee's monthly earnings up to a monthly maximum benefit of \$15,000. Staff may purchase an additional 10% of LTD coverage to supplement the company-paid Basic LTD Insurance.
403(b) Retirement Plan	Staff may contribute a specific percentage of their eligible compensation on a pre-tax basis to the AIR 403(b) Retirement Plan. AIR matches the first 6% of employees' 403(b) contributions with a 7% match. TIAA administers and provides the investment options for this plan.
Paid Time Off (PTO)	Based on length of service, employees accrue 17-29 days of PTO per year. Time off may be used for vacation, family member or employee illness, or personal time off. Employees can also save and carry over unused PTO, up to 1.5 times the annual PTO benefit.



Work/Life Balance And Wellness Resources

AIR values innovation, which is why we offer programs beyond those found in traditional benefit programs, such as those identified below.

Benefit	Description
Domestic Partner Benefits	If applicable, staff may cover their eligible domestic partners and their dependents under the benefits program.
Flexible Work Arrangements	To help staff meet their external obligations, AIR offers them the opportunity to work flexible hours within our core hours, partial work weeks and telecommuting.
Paid Parental Leave	Eligible staff members can receive up to four (4) weeks of leave for the birth or adoption of a child.
Social Events	Each of our major sites has a Social Committee that plans site social events throughout the year.
Nursing Mothers' Room	An area for returning mothers who are nursing their children.
Child/Elder Care Referral	Advice and referrals for child/elder care are available from our Employee Assistance Program (EAP) provider.
Wellness Program	Through our freshAIR Wellness Program employees can participate in Wellness activities, Health Assessments, and obtain their annual flu shot and many more healthy activities. A large library of educational materials is available to all staff. The Wellness Program is voluntary, confidential and available at no charge to AIR employees.
Discount Deals	Staff can find discounts on gym memberships, shopping and entertainment through Global Fit and Working Advantage. We have also negotiated discounts with local vendors at most of our major sites.
Legal Resources	Staff and their covered dependents can enroll to have access to legal services, advice and consultation at discount rates.
Banking	Employees are eligible for Credit Union membership (nationwide access through shared branches and ATMs).



Professional Growth

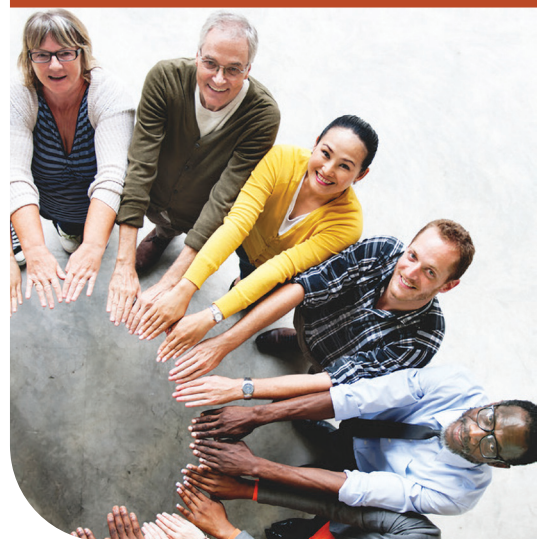
AIR has a learner centered approach to professional development in order to support staff as they grow in their careers by enhancing skills in their current roles, developing new responsibilities in their current roles, and transitioning into new roles at AIR.

We provide professional development activities through:

- > **Formal Learning Opportunities** – AIR sponsors training for staff on a range of topics, including project management and business development, and presentations by nationally recognized experts in areas of work related to our mission.
- > **Collaborative Learning Opportunities** – AIR supports Learning Communities, peer cohorts and mentoring groups, and other opportunities, such as brown bags, for staff to connect with and learn from each other.
- > **Informal Learning Opportunities** – Through continuous feedback from managers, on-the-job learning activities, and opportunities for coaching and mentoring, AIR supports the individual development needs of staff.
- > **LinkedIn Learning** – All staff have unlimited access to courses and videos on a range of professional topics. Content is available in seven languages.
- > **Tuition Aid** – Eligible staff may receive up to \$5,250 per year to help defray the cost of tuition when enrolled in degree programs, including masters and PhD programs and programs leading to professional accreditations.
- > **Professional Association Memberships** – AIR encourages participation in relevant professional associations, including meetings, symposia and conventions. Participation in professional associations provides staff with opportunities to interact with others in their functional communities, and to learn of new developments in their field of interest.

Collaborative Work Environment

Because achieving our mission requires creativity and close collaboration, we are focused on maintaining a spirit of openness, constructive communication, collegiality and teamwork. In short, AIR is committed to fostering a supportive environment where staff is fulfilled by their work, value their colleagues and understand that they are making a positive difference in the world.



Our People, Our Rewards, Our Commitment...

competitive pay, premier benefits, professional growth and a creative, collaborative work environment