LIVING WAGES

All employees earn a living wage, with clear standards for pay raise and performance bonuses. Company discloses highest-to-lowest wage ratios and sets a maximum ratio.

L4

75% of employees earn a living wage, with clear standards for pay raise and performance bonuses.

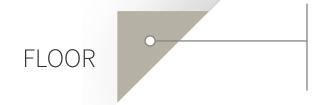
L3

Over 50% of employees earn a living wage, with clear standards for pay raise and performance bonuses.

L2

Develop and implement a plan to bring all employees to living wage within one year.

L1



HCAP Partners works with the portfolio company to perform an assessment of living wages for their zip codes and then benchmarks this data to comparative living wages for employees in the same industry.



HEALTH BENEFITS

Benefits extend to family members, including same-sex partners, with 90% adoption. Company also provides general wellness benefits.

L4

Benefits extend to family members, including same-sex partners, with 50% adoption.

L3

Company offers varied health options, subsidizing health plans to affordable levels to encourage at least 50% adoption.

12

Company provides a health plan open to all employees, but may have limited adoption.

L1



HCAP Partners works with the portfolio company to bring in health benefit providers and seeks implementation of a health plan.



PAID SICK DAYS

Sick leave option extended to managerdetermined "rest days" for significant overtime. Sick days supplemented by paid family leave.

L4

Sick leave may be used to care for a parent, child, spouse or domestic partner.

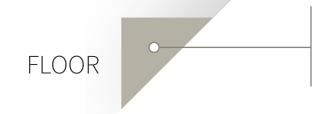
L3

Minimum of 8 paid sick days; implementation of a clear sick day policy; creation of a culture that encourages adequate use of sick days.

12

Minimum of 5 sick days offered to all employees over 20 hrs/week.





HCAP Partners works with the portfolio company to draft a clear sick day policy to be implemented across the entire organization within a framework agreed upon between HCAP Partners and portfolio company.



OPPORTUNITIES FOR ADVANCEMENT

Over 50%-70% of employees have access to training and educational opportunities. Number of line workers that move to management outperforms the industry standard.

L4

Company advances educational funds and provides access to training resources; implements diversity hiring, retention and advancement policy.

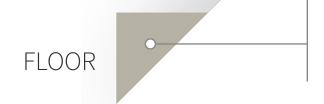
L3

Company implements an internal advancement policy as part of HR assessments; encourages available public/private opportunities.

L2

Training offered to all full time, non-managerial employees, and promotions offered internally before opening positions to outsiders.

L1



HCAP Partners works with the portfolio company to draft training and advancement policies and guidelines to be implemented across the entire organization within a year following initial HCAP Partners investment.



BROAD-BASED PARTICIPATION

Program open to all employees, with over 70% participation; company considers upstream supply chain participation.

L4

Program includes all employees (after employee evaluation period) with at least 30% participation.

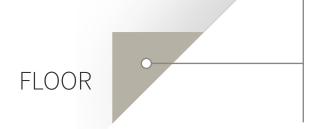
L3

Pilot program open to at least 50% of full time employees; company offers Individual Development Accounts (IDAs) or Home Ownership Assistance plans or equivalent

L2

Studies conducted regarding most appropriate vehicle for Company and timeline for implementation.

L1



- 1. Senior Management currently offered ownership opportunities.
- 2. Senior Management currently not part of ownership but Company implementing stock option plan.
- 3. Company has not had discussions around broad-based ownership and HCAP Partners initiates conversation with clarity of intent.

