

2017 Workplace Excellence Best Practices

Adventist HealthCare

Adventist HealthCare has identified five core values that we use as a guide in carrying out our day-to-day activities. They include: Respect: We recognize the infinite worth of the individual and care for each one as a whole person. Integrity: We are above reproach in everything we do. Service: We provide compassionate and attentive care in a manner that inspires confidence. Excellence: We provide world class clinical outcomes in an environment that is safe for both our patients and caregivers. Stewardship: We take personal responsibility for the efficient and effective accomplishment of our mission. Adventist HealthCare has also identified the following six critical success factors imperative to our business: Faith-based. We must be valued as a faith-based organization. Best People, Best Place. We must be the best place for the best employees, physicians, volunteers and partners to work. Safety and Clinical Excellence. We must be the safest place to receive care and we will deliver superior clinical outcomes. Best People, Best Place. We must be the best place for the best employees, physicians, volunteers and partners to work. Patient Experience. We must provide the most extraordinary health care experience for those we serve. Growing Organization. We must be a growing organization in order to preserve and expand our role as a vital community resource. Financial Success. We must be financially successful in order to invest in our people, facilities and services. Safety and Clinical Excellence. We must be the safest place to receive care and we will deliver superior clinical outcomes. Faith-based. We must be valued as a faith-based organization. Adventist HealthCare, with the guidance of these five core values and six critical success factors, strives to be a place of comfort for its patients and a place where the employees can be successful.

BDO USA, LLP

At BDO, our goal is not only to attract top talent, but also retrain top talent in a workforce that is diverse in gender, age, ethnicity, and values. BDO offers an extensive compensation package and also offers a variety firm wide initiatives to support a positive work environment: CLIMB - BDO's strategic plan ; Core Values - the foundation of our corporate culture and are essential to everything we do; BDO Counts - our national umbrella for corporate volunteerism; BDO Green - initiative to create a eco-friendly work environment; Secondment program - allows employees to work at BDO International firms; BDO-U - training center where employees can access over 1200 on demand trainings; Goals - online performance management system used to set up career and performance goals; BDO News - online source for internal news, updated daily; BDO L.I.F.E. - firm wide wellness program; REPLY - employee referral bonus program; CPA perks - reimbursement and certification bonuses; Career Advisors - mentoring program for all employees Inclusion - a strategic umbrella that builds an inclusive environment, enables flexibility and encourages open minds.

Booz Allen Hamilton

Mentoring has been a focus at Booz Allen. We focus on building a diverse workforce and offer tools and opportunities that enhance skills and build careers. In our last employee survey, 85% responded that mentoring contributed to their development. One-on-One mentoring across the firm focuses on traditional career growth and development as well as functional skills development. Booz Allen is a sponsor of Lean In, and holds regular Peer Circles to learn and share in order to encourage serving as coaches and confidants. Mentoring Circles unite a pair of seasoned mentors with diverse skills and experiences with less experienced employees in a short term, group forum. Booz Allen realizes that our employees need time away from work and offer several leave options and flexible schedules. The parental leave program offers 2 weeks of paid leave with the birth or adoption of a child. Flexible schedules allow employees to take of things whether it is to meet a repairman or schedule a doctor appointments. The short term leave without pay program allows employees to take unpaid leave sporadically. The leave sharing program allows leave to be donated to an employee in time of need due to a family illness, injury, or death. As part of our wellness program Power Up, 58 offices received wellness equipment in the form of standing desks, treadmill desks, and stability ball desks. A weight loss challenge resulted in an accumulated loss of 14,146 pounds by our employees. As part of our long-standing partnership with the Society for Women Engineers, we're helping launch a return-to-work initiative: The STEM Re-entry Task Force, where we'll provide specialized, paid, re-entry internships for talented individuals with sought-after skills and experience, designed to jump start their return to the workforce.

Bowers+Kubota Consulting

A philosophy of striving for excellence combined with a family-oriented culture that engages employees at all levels embodies who we are at Bowers + Kubota Consulting. This starts with our top management and the ingenuity on how this firm was built from our sound core values to our outstanding total benefits package. The integrity, generosity, and genuine care that the management team shares with our team resonates throughout the firm. The impact the firm makes not only touches the lives of the employees but extends to their families and the community. Employees and their families are well taken care of at Bowers + Kubota Consulting through an exceptional benefits package and an award winning wellness program that welcomes and encourages family participation. These superlative benefits consists of:

- 100% paid health insurance to include medical, dental, drug, and vision for employees and their families for ALL employees
- The firm provides 401k company match dollar for dollar up to the first 3% of salary
- The firm also contributed over \$2 million to the company ESOP plan in 2015 which is approximately 20% of the yearly pay per employee
- The firm contributed record amounts to the firm's bonus pool (approximately \$2.3 million, with a median bonus of approximately 12% of yearly pay per employee) in 2015
- Continuing education /tuition assistance is provided for all employees up to \$4,000 annually
- Paid time off – 15 days per year starting from date of hire
- Flexible Spending Plan
- Wellness program which provides a \$200 wellness reimbursement annually plus a number of family – friendly fitness activities
- We remain committed to fostering a healthy work/life balance for all employees and it is stated as such in our Values Statement. The same care that is bestowed upon our team is provided to our clients. Our clients are provided superior quality, value-added service and expertise. Because of our value of

Superior Quality and our culture of striving for excellence, the firm conducts yearly 360 degree feedback on each employee. Obtaining knowledge on how the firm and our staff are doing helps us to address areas that we may improve on. Client evaluations are sent out to all clients and approximately 56% were returned in 2015 with an average score of 4.7 out of 5. This is consistent with client satisfaction results over the past 4 years. In 2015 the firm was honored by Hawaii Business Magazine as #1 Best Place to Work for a medium-size company as well as #3 Healthiest Employer in Hawaii. These awards were based on the following employee satisfaction results:

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| Leadership and Planning | 97% |
| Culture and Communication | 97% |
| Environment | 97% |
| Pay and Benefits | 95% |
| Satisfaction | 96% |
| Role Satisfaction | 96% |
| Superior Relationship | 96% |
| Overall Engagement | 97% |
| Work | 96% |
| Training and Development | 96% |
| Overall | 96% |

The firm was also awarded the American Heart Association (AHA) Fit Friendly Worksite National Award – 2015 Platinum Achievement again for the third year in a row. Each of the above metrics and accomplishments would be significant by themselves, combined they represent a superlative employee recognition, retention, and benefits package. We foster a culture where employees are encouraged and given support and resources to thrive.

Calvert Health System

Calvert Health System has the unique quality of being a community hospital. This gives our employees the opportunity to give back to the community in which they live. With the ability to employ those who live in the area we serve, an environment of longevity is established which results in lower turnover rates and sustained employment. We need to be innovative to ensure we can provide the best healthcare services available in the DC Metropolitan area. As a small community hospital, we cannot offer every healthcare service. We have developed innovative partnerships with Johns Hopkins, Georgetown, Washington Hospital Center, Mercy and University of Maryland which gives leading specialists the ability to serve members of our community. Patients throughout our community can receive the care they need at our hospital rather than commuting to a hospital further away to receive the care from a specialist from one of the larger organizations that we have partnered with.

Carroll Hospital

Carroll Hospital Center employs a number of unique programs, efforts and services to develop workplace excellence. In 2016 our main focus has been Associate engagement throughout our entire organization. It has been important to find new and creative ways to communicate and touch base with every Associate, every department at any time of the day or night. In terms of professional development, our hospital is proud to offer a top-notch mentoring program to all newly hired nursing professionals. This program pairs nursing students, new graduates and experienced nurses with a veteran nurse (known as a preceptor) in a specialty area, such as medical/surgical, critical care/progressive care, emergency medicine, obstetrics and the operating room. Together, they become partners in patient care during the orientation process, a process individualized to meet the needs of each nurse. We prepare all new hires with the resources and knowledge they need to succeed at our organization through a detailed two-day orientation process. Throughout this orientation, they meet key players at our hospital and learn their roles, as well as become acclimated to the culture and environment of the hospital as they are informed of our practices. Some new hires will continue on with

additional orientation specific to their units. From this point they will spend an extended time with a mentor and an educator. We offer tuition reimbursement for those wanting to pursue higher education, and have created many new partnerships with universities and technical schools to promote education opportunities for our employees. Our Carroll Learning Institute (CLI) was designed for upper and mid-level managers to develop their leadership skills. We also partner with the Maryland Healthcare Education Institute (MHEI), a research and education foundation affiliated with the Maryland Hospital Association, to provide additional programs and leadership training for managers. Building a healthier community, educating people about health risks and helping individuals create healthier habits are at the core of what we do as a community hospital. We also realize that, as health care providers, we need to take care of ourselves so we can care for our patients. And we continue to offer our results-based wellness program, which has been very successful in helping Associates recognize and work on risks to their health. New programs have been created based on the feedback of Associates health concerns. This year we brought in Weights Watchers to Work program for our Associates to utilize, along with offering reimbursements for attending the program. With the new Tevis Center for Wellness opening on our campus this year, we have been able to expand our offerings to our Associates and the community, including free guided imagery daily and the opportunity to get free nutrition advice from our community nutrition educator each week. We continue to partner with a local fitness and wellness center to offer Associates and their families discounted memberships and access to the latest in cardio and strength-training equipment and exercise classes. In addition we are now offering classes with several forms of Yoga.

Cassaday & Company, Inc.

Cassaday & Company, Inc. has an internal rally cry to strive for excellence—for each other and for our clients. The company hosts annual corporate retreats to align goals, promote team building opportunities, and to cultivate comradery among employees. Management encourages work/life balance through flexible work arrangements, volunteer opportunities, early release days, and social functions for employees and their families. The firm also focuses on health and wellness by providing complimentary gym memberships, spa days, golf fundraising days,, annual flu shots, healthy snacks, and quarterly massages. The firm has profit-sharing plan contributions and matches charitable giving at 200%.

CBIZ

At CBIZ, we are committed to making our company a great place to work. In order to do so, we work hard to understand the needs of our associates, and then do our best to meet those needs. Every three years, through a third party vendor, we conduct an Employee Engagement Survey. The responses are meticulously scrutinized, and we work with our leaders to develop plans for improvement. We also share our plans with our associates so that they understand their input was heard and their comments were taken seriously. In 2006 we launched Great People, Great Place, (GP2) our multi-year plan and program to ensure the leadership and environment of CBIZ are together creating a place that our associates are excited about and are proud of. GP2 is... • CBIZ's commitment to making our company a great place to work; • The next logical step in defining our company and establishing a common culture; and • First and foremost, an expression to our employees that we care. Community

service is a significant part of GP2. In conjunction with our 20th anniversary celebration, CBIZ hosted our "20th Anniversary Volunteer Day", where team members from each office volunteered alongside co-workers for 4-5 hours, in order for CBIZ to collectively donate 20,000 community service hours! We also donated \$20,000 to a charity selected by our employees through a voting portal on our intranet. CBIZ encourages our associates to enjoy a well-balanced lifestyle that includes personal and family time. This is supported by our Flexible Work Arrangements Policy. And, since significant life changes occur when an individual becomes a parent, we are very proud to offer our maternity leave (100% pay for eight continuous weeks), adoption leave (100% pay for eight weeks for the primary caregiver of an adopted child), and parental leave (100% pay for one continuous week). We further support our associates' needs to continually develop professionally, by offering training as well as business and networking opportunities. And, we of course encourage community involvement, participation on non-profit boards, and as mentioned, we sponsor a national food drive each fall. We donated 1 million pounds of food in 2016! We also support other out-of-the-office activities, such as sports teams and group charitable activities. We want our associates to be healthy, happy and successful, and we understand that achieving overall wellness is the only way to achieve those goals. We previously discussed our Great Health program, our platform of support as well as tools and resources for associates to move forward, regardless of where they may be on the spectrum of personal health. And, all associates have access to our Employee Assistance Program as well as a Health Coach to discuss any questions and concerns they may have. We believe that all of these components collectively demonstrate our commitment to our associates as whole persons, not simply focusing on them as employees who spend their working hours at CBIZ.

CETROM

- Organizational telecommuting model providing more flexibility in the workplace. - "Daily Huddle": Daily team meeting for all employees to share updates and ideas, challenges and successes. - Quarterly all-hands team meeting and training, with team activity post-meeting. - Four floating holidays to be used at any time. Awarded to all team members in addition to standard vacation days. - Yearly company wide, all expense paid, 3-day resort trip. - Green organization initiatives - Flextime: Depending on position, staff can adjust their hours to what works best for their schedule in which would be most productive to them. Example: Starting their day at 6:30am vs. 8:00am and getting off early. - 80% reinvestment strategy in which 80% of all profits are reinvested back into the company, tech equipment, and employee initiatives. Because of this and our predictable cost model, CETROM is a stable and profitable business which give employees a tremendous sense of job security.

Chaney Enterprises

Our Wellness Plan gives employees the opportunity to work towards discounted insurance premiums for the plan year up to 50% off. The program works off a point system which offers many ways to gain points. The quickest way to gain points is to obtain a physical exam that includes a screening for cholesterol, glucose and blood pressure and follow the doctor's treatment plan for any abnormal results. Other ways to gain points include eye exams, dental visits, wellness seminars, flu shots, gym memberships, mini workshops. We also have a free program called Walking Spree where employees can receive a free pedometer that will link to the Walking Spree website and track their steps, food

intake, and workout schedule. Challenges are created and if the employee finishes the challenge they can win cash and prizes. We have bicycles available on-site at the corporate office for employees to use during the day to run their errands, pickup lunch, get a little extra exercise, or simply for a stress break. There are regular wellness newsletters which go to all homes and are posted addressing many and varied health related topics. We implemented a new TeamPC Banking program which gives employees the ability to convert their weekly TeamPC (bonus) into an equivalent amount of paid leave to be utilized during our slower business periods. Free webinars are offered to our employees and customers on a variety of company, industry or DIY topics such as Concrete 101, Paver Installation, etc. We have an 'employee leasing program' with another company whose busy and slow seasons are opposite of our busy and slow seasons. This program allows our companies to basically 'share' employees during our busy times and thus keeps the employees of both companies working and reduces the need for us to hire additional staff seasonally. We now offer as part of our medical plan free Teladoc services. Teladoc is a service where employees and their dependents can call or video chat with a doctor 24/7. This has helped many of our employees who have regular minor issues like sinus infections or colds and need a minor prescription.

Chesapeake-Potomac Home Health Agency, Inc.

CPHHA has been able to attract the highest quality clinicians by offering flexibility in scheduling so that employees can manage their work-life balance. Our clinicians enjoy scheduling their own patient visits and the ability to work from home on their documentation.

Chevo Consulting, LLC

Chevo continues to commit itself to maintaining a workplace environment where employees feel appreciated for their hard work, their ideas, and their values. Our "Pillars of Chevo's Corporate Culture" philosophy guides our consultants in the core values and principles we rely on: Client Satisfaction, Communication, Consultative Approach, Teamwork, Personal Effectiveness, and Leadership. These values encompass a business and personal philosophy that engenders a positive workplace, which in turn presents a united front to clients and delivers high quality results, creating client satisfaction and loyalty. Our awards have been developed from these values, and they recognize the hard work of our employees in living up to these standards. We call them AACCE: Annual Awards to Celebrate Chevo Excellence. Chevo also works to better our community: we have quarterly, seasonal, and individual charities that Chevo and its employees voluntarily donate to (Chevo matches all financial donations for each quarterly charity, and we communicate this to employees with each new charity announcement).

- "Pillars of Chevo's Corporate Culture": Booklet educating employees on Chevo's culture
- Jeans for Charity Fridays: Program facilitating donations to various charities chosen by employees throughout the year
- AACCE: Awards acknowledging a years' worth of exceptional work
- Spot Awards: Awards given throughout the year, acknowledging great work on specific projects
- Discretionary Quarterly Bonuses: Earned by employees for a noteworthy quarter
- Flextime and Telecommuting: Promoting a healthy work-life balance for employees
- Semi-Annual All Hands Meetings: Corporate meetings twice a year for Chevo staff to meet and get updated on the company, our philosophy, and progress.

CNSI

Dedicated. Focused. Passionate. These three words describe CNSI employees. Working in a fast-paced technology firm, including providing 24/7 system monitoring and data security, requires high-performing individuals who are committed to excellence. As a state and federal IT contractor, we expect the highest levels of integrity in work performance and we encourage innovation from all levels of our employee population. With this in mind, we are a leader in our industry and we are committed to being a responsible employer for our workforce. We are excited for our future and strive to be better in everything we do – including elevating our programs and offerings to the best-practice level. Under our iCare Philanthropy & Volunteerism pillar, we have proudly served our time and donated our funds in 2016 in the communities in which we live and work. As last year's CVC Emerging Volunteer Program Award winner, we are proud to continue our groundbreaking volunteer efforts. For example, we have served more than 1,100 hours this year alone. Our volunteer service activities come from our strong partnerships with local organizations, some of which include:

- Stepping Stones Shelter for monthly story-time
- Manna Food Center for Smart Sacks weekly program
- The Children's Inn @ NIH Thoughtful Treasures program & Group Volunteer Dinner Service
- Montgomery County Coalition for Homeless donation drives for Back to School
- Capital Area Food Bank for monthly Family Market program at South Lake Elementary School
- MD Bio Lab custom concept build out for STEM experience station for Mobile Lab 2.0
- Arlington National Cemetery Wreath Laying Project on Veteran's Day

In 2015, CNSI formalized our Learning & Development department. This department has developed learning programs to accommodate our employees, managers and those new to our company. It also offers numerous online self-paced compliance offerings that range from our "Harassment Free Workplace" course to our "Code of Ethics." Right from the start, our onboarding program welcomes new employees to the company, provides them with the knowledge and training they will need to successfully integrate into their assigned business unit and communicates all benefits related offerings that may impact their personal well-being. Our management training program, developed in 2016, titled the "Leadership Academy" focuses on educating managers with executive level training and is focused specifically on management challenges. This year the Leadership Academy will introduce a Project Management Institute (PMI) accredited, Project Management Professional (PMP) preparation program to help our project managers obtain and maintain their PMP certification. From providing training on our different product lines to certification training provided to our employees, our Learning and Development department provides a wide range of multi-platform opportunities for employees' career growth. Finally, we continue to complement our Ethics and Corporate Compliance Program with a robust employee communication program. By establishing a culture of open and trusted communications, strong and consistent policies, and a no-tolerance for retaliation culture, the people who work for and with CNSI will know that we only do the business the right way. In doing so each employee at CNSI is committed to take action each and every day to live out our policies and values that maintain CNSI's commitment to excellence in the workplace and in the community.

College of Southern Maryland

Tuition benefit of 100% of the tuition costs for all credit and continuing education courses offered by the college to eligible full- or part-time employees and dependents of full-time employees; as well as part-time and continuing education faculty who are teaching a minimum of 3 credits per semester. Smoking

Cessation Programs; Water Aerobics; Fitness Challenges; Wellness Lunch and Learns; employee discounts at all college stores; ticket discounts for all college productions (plays, musical events, etc.); discounted tickets to local movie theaters, etc.

Discovery Communications, LLC.

Below is a snapshot of Workplace Excellence best practices employed by Discovery. More detailed information can be required upon request. -Discovery Cares Leave Policy - Onsite medical clinics - Onsite daycare - Support for new and expecting mothers - 10 days of subsidized backup care - Mental health first aid - Onsite health and exercise classes - Quarterly fitness reimbursements - Flexible work options - Summer hours program - Concierge service - Corporate discount program - Onsite dry cleaning - Onsite meal delivery - Mentoring programs - Cultural celebrations - Food cart events - Creative speaker series - Creative workspaces - Social media integration - Numerous philanthropic events/causes - Employee Assistance Program - Employee Resource Groups - Employee stock purchase program - Recognition programs - Employee ethics hotline - Quarterly newsletter - Biennial employee opinion survey - Online learning management system - Tuition reimbursement and much, much more...

Dynaxys LLC

Dynaxys' choices concerning activities, benefits or programs are influenced by our company's goal of "Above and Beyond". This goal, like our values, is ingrained in our company culture. It serves as a reminder that we need to continually be aware of our employees' needs and when benefit changes or enhancements are needed. One way Dynaxys addresses this is by offering a rich health insurance plan and paying a significant portion of the monthly premium. Those who opt out are entitled to a pre-tax spending account of up to \$2000 to cover deductibles and extraneous healthcare expenses not covered under their spouse's plan. Dynaxys also encourages ongoing education. We offer a competitive tuition reimbursement program for approved, job-related courses and training classes. Not only do we pay for courses but we also recognize educational and certification achievements with bonuses. Additionally, in 2016, we created a formal Leave Sharing/Donation Policy allowing employees to voluntarily donate vacation time to a co-worker who may be experiencing a family emergency or personal crisis resulting in a need for additional time off. The policy was well-received by staff.

EveryMind.

EveryMind's comprehensive Employee Assistance Program (EAP) provides employees with 8 mental health sessions per calendar, per issue. Family members are also eligible for this benefit because we understand mental health issues affecting one family member can affect the entire family. EveryMind's EAP also includes financial planning, will preparation, legal advice, wellness coaching, assistance in locating qualified child and elder care providers, and much more. EveryMind offers a very generous leave schedule with more than 20 holidays, including summer and winter mental health days, a day off during your birthday month, and a day off to volunteer for a charity or cause of the employee's choice. We believe it's important to emphasize self-care and to take time off for yourself or to spend with loved ones. This is especially important for EveryMind because the majority of our staff work directly with very

vulnerable clients, hence providing them with a supportive and caring work environment will help prevent burnout. EveryMind recently increased benefits for its 401k program including an increase in the employee match, an enhanced vesting schedule, and added financial advisors who meet one-on-one with staff to help plan fund allocations. EveryMind's health insurance plans offer zero copays for primary care visits and mental health counseling to further support EveryMind's focus on mental wellness. An annual drawing to win a one week time share and \$600 to use toward travel expenses. Annual staff appreciation events including a staff picnic and holiday lunch, which are great opportunities for staff to spend quality time together and have fun!

Family & Nursing Care

Family & Nursing Care's shared vision to enhance the quality of life and well-being of others extends beyond the clients they serve. The following bullets describe the unique initiatives that exemplify Family & Nursing Care's superior culture:

- Open Door Policy: The CEO maintains regular "president's hours" in which employees can have an open dialogue about any ideas or questions they have.
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- Regular Staff Meetings: High level company information is communicated very transparently to the entire staff.
- Benefits: Employees receive above-average salaries and competitive benefits plans when compared to their peers throughout the industry.
- Grassroots efforts by the founder: Each year, the company's founder throws a holiday staff party for which she makes gift bags for every employee by hand. On Valentine's Day each year, she bakes special treats for all of the employees, as well.
- Frequent Milestone Celebrations: This includes frequent gift giving to recognize company and individual milestones and annual anniversary recognition for all employees
- Catch a Star Program: Employees have the opportunity to nominate their peers each week for going above and beyond, and nominees are recognized by leadership during staff meetings.
- Caregiver Parties: Two each year
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- Team Building Activities: This includes fun out-of-office events such as Nationals games and foot golf matches.
- Catered Staff Meetings
- Monthly Staff Lunches
- Wellness Initiatives: Employees are incentivized to engage in healthy activities such as riding their bike or walking to work.
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- Sustainability Program: Family & Nursing Care believes we should all be responsible stewards and citizens of our community and planet.

Family Services, Inc.

Family Services, Inc (FSI) continues with the vision principles of serving the most vulnerable individuals and families by being a strong advocate for their needs. The challenges for these families are multi-faceted with continued lack of access to high quality child care; unstable housing; an unpredictable job market and lack of a strong support network. This work is being done by two-generational programs that focus on the needs of children and their parents, both as caretakers and educators. With this model, we are seeing better outcomes in the home environment, parental success and the educational goals being met by the child. In FY16, FSI staff made over 7,000 home visits with the idea of placing families on the path towards stability. This year, our 436 staff from over 50 countries touched over 27,000 lives. All of this was done through case management, education and workforce development, financial literacy, behavioral health services, substance abuse treatment, child care, GED and ESOL classes, domestic violence shelter and services, home visits and supportive housing. We will continue our journey of strengthening communities by protecting our children's path to adulthood; safe guarding

basic human needs; and shielding victims of domestic violence. FSI employees, its Board of Directors, volunteers and community advocates provide a continuum of services which begins with newborns and early childhood development and extends through adulthood. Because our care goes beyond the individual, we offer our nurturing expertise and services to the person's entire support system. Our talented and diverse staff works closely with experts, volunteers and community partners to help meet the needs of community residents, enabling them to live to their fullest potential.

Federal Realty Investment Trust

The culture at the Trust combines the energy and excitement of a start-up organization with the stability of a successful operating company. We work in a primarily team oriented environment where our employees share a passion for real estate and a strong motivation to succeed. The Trust provides a stimulating environment for employees by providing high levels of motivation, empowerment and recognition. And we work hard to remove any obstacles that hinder creativity. Passion. Team spirit. High energy. Empowerment. These are words that our employees use to describe the environment at Federal Realty in recent surveys. We are committed to diversity and believe strongly that an environment of inclusion allows us to attract and retain the very best talent. Importantly, we reflect that diversity throughout all levels of the organization - nearly half of our senior executive team are women and/or ethnic minorities as are three of our seven members of our Board of Trustees, a rarity in commercial real estate. We also are committed as a company to giving back to the communities in which we live and work. Each year, the Trust partners with several charitable organizations in our communities. We also host various events at our properties that raise awareness and donations for several charitable organizations in the area. During the holiday season, we choose a local nonprofit group and hold a charity raffle for employee donations. The Trust matches all donations dollar for dollar and presents a check at our annual holiday party. This year we raised over \$35,000 in employee donations for the Leukemia and Lymphoma Society. In addition, we have several training and mentor programs to provide our employees with continued growth and development opportunities.

Holy Cross Health

Holy Cross Health implemented Pathways to Independent Employment (P.I.E.) The purpose of the PIE program is to provide pathways to employment and/or developmental opportunities for individuals who are trying to break from the cycle of despair caused by lack of economic opportunity, lack of education/skills, and/or prior legal offenses. These hard to hire individuals include wounded warriors and veterans returning to our community, homeless individuals, seniors and at-risk youth. Our applicant sourcing strategy includes partnering with a total of seven community and government agencies who have the expertise in serving our targeted populations. Our external partners provide qualified pre-screened applicants to us for our open positions. Our goal is to recruit and hire a total of 15 veterans returning to our community (5 of which will be wounded warriors), and a total of 20 hard to hire individuals that include the other populations identified. In 2016, we made a commitment to only offer benefit eligible positions to our PIE participants. Over the past year and a half, we have hired eighteen individuals in a variety of positions including, but not limited to, security officer, mechanic, nursing assistant, patient registration representative, receiving clerk, food services representative, and linen technician.

Honest Tea, Inc.

We offer our employees access to a personal trainer and wellness coach who employees can email, skype, call or meet in-person once a quarter for health advice, exercise plans, tips, and accountability. We also provide a Wellness Fair and paying for our people to get flu shots and health assessments; and more. Additionally, we offer a bootcamp class every Tuesday and Thursday. We're also proud to be a sponsor of the-Don Bosco Christo Rey Corporate Work Study Program, which provides our office with high school interns in exchange for Honest Tea paying part of their tuition. The students learn office skills and get exposure to working for a small business, while helping us out with various projects. Honest Tea has created a "Culture Committee" which meets on a monthly basis to provide suggestions and ideas to keep our corporate culture vibrant and engaged. We've had rock-climbing events, taken the employees to a Nationals game, gone pumpkin picking with them and their families, taken cooking classes, and other ways to keep us active and involved together.

Hughes Network Systems, LLC an Echostar Company

- Service awards program with additional time off earned, a gift selection, and a plaque and lapel pin commemorating miles service years. Customized trips for 35 and 40 years of service, full expenses paid up to value of \$5,000 and \$10,000 respectively.
- Service award reception and photographs
- Annual Dinner Dance Celebration recognizing diversity within our organization
- Children's Holiday party with activities, gifts and photographs
- Organized trips to New York City
- Company store merchandise at cost
- Discounted movie tickets, amusement parks, ski tickets, museums, theatrical and musical events, etc.
- Discounts with local restaurants
- Cell phone discounts
- Car rental discounts
- Mileage reimbursement
- Lifestyle Management Programs including weight management, tobacco cessation, and stress management
- Cigna Health Advisor Program offering you a single point of contact for your health related questions
- Subsidized cafeteria at two locations
- Adopt-a-road participation with free lunch
- Discounted employee programs include Dish TV
- Free Hughesnet service for employees
- Car discount purchase programs with General Motors, Chrysler Motors and BMW
- State-of-the-art workstations and software to work with
- Ergonomic evaluations and equipment provided to all employees

iHire, LLC

iHire's Results Only Work Environment (ROWE) is perhaps our biggest differentiator. At iHire, employees work when they want, where they want, as long or as little as they want, as long as the work gets done. This is not a flexible schedule or telecommuting program, but a culture and mindset that aims to ensure that work is accomplished in the most efficient, product manner; that our leaders are focused upon managing the work; and that we are the employer of choice, where our employees choose to work. And, iHire benefits in many ways, including being able to attract and retain high quality talent; giving employee the autonomy and flexibility that is desired by most, leading to increased engagement, satisfaction, productivity and reduced stress. As a of our progressive workplace culture, we have been

recognized by the When Work Works Foundation (formerly the Sloan Foundation) for four years in a row. We also won Best Places to Work in Frederick, MD.

IntelliDyne, LLC

Health and Welfare: • Major medical • Dental • Vision Retirement • 401(k) with company match Wellness • Monthly health club subsidy • Corporate fitness challenges, biometric screenings, flu shots, and more • Employee assistance program Life and Disability • Company paid basic life and AD&D • Voluntary employee, spouse, and child life insurance • Long term care Leave Benefits • Paid time off • Paid holidays • Paid Military leave • Paid Jury duty • Volunteer time off • Major life event leave • Employee leave donation program Professional Development • Tuition reimbursement • Access to virtual on-demand IT training • Managers Training Program and Leadership Development training • Employee referral bonus • Pet discount program • Legal resources • Transportation subsidy Flexible spending account Employee Focus • Employee celebration • Formal employee recognition program • Ice cream social • Employee survey

Marriott International

Marriott is honored to be recognized as a global employer of choice and leader in investing in taking care of our associates. Below are a few examples of workplace excellence initiatives, in addition to others noted in this application. TakeCare Foundation Benefits Our associates' wellbeing is our top priority and we want to help give them peace of mind, whatever life throws their way (eligibility may vary):

- TakeCare Income Protection for extended time off for illness, injury or to have a baby.
- Parental Leave for mothers and fathers after birth or adoption, plus maternity coverage for birth mothers.
- Adoption Assistance of up to \$5,000 reimbursement beginning January 1, 2017.
- Expanded Infertility Coverage effective January 1, 2017.
- TakeCare Relief Fund, launching in 2017, to help provide peace of mind for associates needing urgent financial help.
- Financial Fitness including webinars, free financial counseling, associate discounts and credit union membership.
- Free Personalized Life and Health Coaching provided by phone. Health coaches are also available by video and onsite at more than 30 properties across the U.S.

Support for Work-Life Effectiveness: Marriott offers all associates and family members access to expert consultants who can provide information, resources and referrals for virtually any life situation such as parenting, caring for elders, adopting, applying to college, looking for summer camps, creating a budget, dealing with financial or legal issues, and much more. Depending on location, associates also have access to onsite child care, child and elder care discounts and new parent coaching.

Voyage Global Leadership Development Program: Through this program, recent graduates have an opportunity to immerse into the Marriott culture over 12 to 18 months. A core global curriculum is combined with customized training in each individual's chosen business area. Through a global, online virtual environment, associates engage with senior leaders through chats and webcasts, and are connected with fellow Voyagers to learn, share and build a network of global colleagues. Together they participate in hands-on experiences, which when combined with online leadership and discipline-specific training leaves them well equipped to embark on a successful career with Marriott. Hundreds of Voyagers have been hired into the program from more than 30 countries. As Voyagers graduate, many move into entry-level management positions within Marriott.

Talent Network Teams: We believe in the power of collaboration and cross-discipline

teamwork to drive innovation. Talent Network Teams (TNTs) bring diverse associates together to solve business challenges, promote collaboration and strengthen relationships through informal networking. The TNT concept is rooted in the belief that more subject matter experts isn't always the answer; that great ideas can come from anywhere; and that diverse thinking will yield the best outcomes. One type of TNT is our Business Challenge Teams comprised of associates who work together outside of their day-to-day roles to solve current or forecasted business challenges. Recent TNTs: "A Clear Path to Food Donation," "Making Marriott a Home for Veterans," "Can We Reinvent the Job Seeking Experience?" and "Communicating the Game-Changing Business Value of Marriott's Corporate Social Responsibility."

Maryland-National Capital Park & Planning Commission

M-NCPPC is proud to have been recognized several times in the past as an excellent place to work. We are pleased to offer many different types of employee-friendly and work-life programs, which include: several flexible work arrangement options, Employee Assistance Program (EAP), sick leave banks/short term disability, free wellness screenings, and tuition assistance. M-NCPPC is also committed to being an employer of choice by offering a comprehensive and outstanding health benefits and a generous leave package. MNCPC also strives to be a workplace of excellence by our dedication to equal employment opportunity, the celebration of employee diversity, and inclusion. M-NCPPC's reflects its commitment to diversity by hosting various activities in correlation to various heritage celebrations (i.e., Black History Month, Asian-Pacific Heritage Month, Women's History Month, and Hispanic Heritage Month). Employee attendance at many of these diversity celebrations is very popular and administrative leave is given to employees to attend the various events. M-NCPPC is also committed to employee training and development, and providing a learning environment for all employees. One of M-NCPPC's core values is to have skilled and knowledgeable employees who provide quality service to all customers. This requires keeping staff up-to-date on essential workplace issues and by promoting learning and development. M-NCPPC offers a wide array of training and learning opportunities to keep employees up-to-date on essential workplace issues, career development, personal enrichment, wellness, and more. These are just some of the things that we believe make M-NCPPC a great place to work.

Montgomery County Government

The County sponsors numerous events to celebrate the diversity of our workplace and community including the annual Dr. Martin Luther King, Jr. celebration which host over 1500 attendees, Diwali celebration, Ramadan celebration, Women's History Month celebration, events honoring the veterans, Black History Month celebration, and Chinese New Year celebration, community meetings for the aging; targeted programs for under-served populations for services related to Health and Human Services; programs recognizing interns in our disability hiring program; a Citizen's Police Academy for Spanish Speaking residents (delivered in Spanish), and a host of departmental and agency- led diversity programs. The Human Resources Department, in partnership Montgomery County, has a number of Boards including; Commission on Ethics Affairs, Commission on Veterans Affairs, Human Rights Commission, and Committee on Violence. The Office of Human Resources, in partnership with departmental affinity groups, also sponsors diversity related programs related to gender identity, disability and ADA compliance. The County mandates a Limited English Proficiency training requirement for all front-line staff; offers the use of language lines, and offers a pay differential to multi-lingual

employees. Montgomery County launched “LiveWell,” a joint labor-management employee wellness program featuring movement classes, wellness webinars, and Employee Assistance Program-sponsored seminars, resources, and confidential counseling. Montgomery County Government has teamed up with Virgin Pulse to offer a new health and well-being program. The program is on-going, and there is no fee for Montgomery County Government employees to participate. With Virgin Pulse, employees get:

- An opportunity to earn points for healthy behaviors and up to \$350 a year
- Fun wellness challenges
- Wearable fitness devices, the ‘Max’
- Health stations to check their blood-pressure, weight, and BMI
- Tools to encourage them to make well-being a priority.

Montgomery County is constantly evolving its efforts to green County operations, engage employees in sustainability and more. Below is a list of selected innovations:

- Launched an Office of Energy and Sustainability to focus on greening the County’s portfolio. See [Http://www.montgomerycountymd.gov/dgs-oes/home.html](http://www.montgomerycountymd.gov/dgs-oes/home.html)
- A nation-leading Solar Public Private Partnership. The Initiative is one of the first in the County to bring together a comprehensive portfolio of large and small facilities, community care provisions to benefit local economic development and set-asides for minority, female, and disables-person owned businesses, and premium items (electric vehicle charging, habitat remediation) as part of a comprehensive project.
- Requirement that all new County facilities over 10,000 square feet achieve LEED Silver or better.
- Programs such as the County’s Green Business Certification and incentive for environmental improvements.
- Requirement that all public facilities over 50,000 square feet be benchmarked using Montgomery County’s portfolio-manager software.
- Novel “Green Leasing Questionnaire” to facilitate green features into County leases.
- Centralized control of copiers requiring each employee to use their access badge to print, combined with automatic deletion of jobs over 72 hours old. This dramatically reduces the amount of printed, but not picked up paper, and allows the removal of nearly all personal office printers.

MorganFranklin Consulting

MorganFranklin Consulting became an ESOP, employee stock ownership plan, at the end of 2015. During 2016, the company and employees enhanced the culture by becoming 100% employee owned. The ESOP allows us to retain our firm’s unique identity and preserve the culture and nature of our business. Our people make us who we are and success means being able to continue to attract and keep the best and brightest employees. We wanted to create an environment with ongoing career opportunities and personal financial gains for employees at all levels. We want to be able show all employees what 5 or 10 or more years of success at MorganFranklin looks like. The ESOP is a differentiator that Big Four firms simply cannot match—and we believe it will set us apart from our competitors and help us continue to attract and retain top talent.

Employees are responsible for growing, managing, and leading our business, so we want them to share in that value creation. Ultimately, that means creating meaningful benefits for them and their families. The ESOP is a way for employees to be rewarded for their hard work by sharing in our success over time.

National Recreation and Park Association

We offer the following benefits: Paid family leave 30 days of PTO 13 holidays 2 weeks of shutting down the office Summer picnics for three months Lunch provided at least once a month Teleworking

Flex Schedules Tuition and certification reimbursement Pet friendly office Ability to work outside 75% contributions to employee HSA accounts

Nsight

Nsight's employees consistently rank supporting the communities where they reside as an important factor in their level of employee satisfaction. Nsight offers Givin' A Little Back as a dollars-for-doers program that allows employees to extend their impact on local nonprofit organizations. Employees receive a corporate gift to the charity of their choice based on the number of hours logged each calendar year. Employees can also request corporate sponsorship of a sports team that they or a family member is involved in, as well as a small group walk/run sponsorship for fundraising events.

Optimal Networks

Optimal Networks offers a tremendous culture of teamwork and compassion. The company operates on the basis of three guiding vales: (1) Tell the Truth (2) Do the Right Thing (3) Everyone Benefits. These core values guide every interaction, transaction, and operational decision. This, when combined with Optimal's commitment to top-tier service delivery, is how Optimal Networks stands out from competitors in an increasingly competitive field. Here are some additional reasons Optimal Networks should be recognized:

- Open Door Policy: Both the CEO and COO have an open door policy for all employees. For the good of the organization, financials, growth goals, acquisition plans, etc. are shared throughout the company.
- Beyond Benefits: Optimal maintains a family-friendly workplace and offers many more benefits than are required including multiple healthcare plan options, maternity/paternity leave, and flexible leave policies.
- Friday Breakfasts: Every Friday, employees are encouraged to gather in the CEO's office for breakfast cooked by the COO and engage in casual conversation.
- Open House: This annual event is when Optimal employees, clients, vendors, and partners gather to learn about new technologies, eat, drink, and celebrate each other's successes.
- Bi-annual Spirit Days: Fun, internal activity that builds community followed by goal setting, organizational updates, and planning.
- spotON: A core content arena that focuses on technology trends that non-technical executives need to be thinking about now. Twice a year, Optimal executives meet with executives at client organizations to present the three tech trends and their implications.
- Innovative bonus plan that aligns and incentivizes individual, team, and organizational efforts
- "Path to Partnership" program allows employees who have met certain criteria to own a piece of Optimal
- Catalytic Coaching process is used to ensure, and help drive, professional and personal development across all employees
- Diversity: Members of the Optimal family are Native American, Hispanic, African American, Christian, Muslim, Jewish, gay, straight, Democrat, Republican, vegetarian, and carnivore. We celebrate our individuality and promote a progressive corporate mindset.
- PTO to vote and volunteer Recognition and appreciation of each employees' skillsets and contributions to the organization..."greater than the sum of our parts"

Ryan, LLC

Ryan is committed to enhancing the total well-being of our employees by listening and continuously developing and improving our benefits, our employee engagement and development, and community outreach opportunities in the pursuit of workplace excellence. Here are some of our key workplace initiatives that help us to build the workplace of the future.

Workplace Flexibility - myRyan In the myRyan environment employees are measured on results achieved, not hours worked. They are given complete flexibility and can choose where and when they want to work on a day-to-day basis. Employees are expected to observe the “three C’s” to accomplish this effectively – communication, collaboration, and consideration. Rather than acting completely in a vacuum, they are expected to work with their peers, managers and stakeholders to ensure there is clarity about projects, timelines, availability, etc. Teams create their own protocols for making this work.

RyanPRIDE RyanPRIDE, our enhanced online peer-to-peer recognition tool! Using this new platform, employees can recognize co-workers for their great work, even if it’s something small! Through two new recognition types, Social Recognition and Points-Based Recognition, employees can reward others for the little things they do on a day-to-day basis, with points that earn rewards like digital cameras, hotel bookings, and gift cards.

Engagement Pulse We expanded our RyanPRIDE platform to include a weekly engagement pulse. Employees simply click on five-point scale of emoticons that range from angry to happy and excited. Managers receive a team pulse score that is an aggregate for their team if their team is 6 or more employees. This is a new program, but preliminary results indicate that results are consistent with other internal feedback mechanisms that are deployed semi-annually, indicating the veracity of this tool.

HumanaVitality Humana Vitality offers a contemporary and robust approach to wellness with an array of online tools and resources, including 24-hour wellness consultants, tutorials, and general health information on diseases, drugs, and other conditions. Vitality also offers employees the opportunity to earn Vitality Points for participating in healthy lifestyle activities. These points can be redeemed for Vitality Bucks to spend in the Vitality Mall. Since the program was launched in November 2013, U.S. employees have earned more than 12.5 million points!

Employee Development: Enhanced existing management and leadership development training programs. We recently implemented a Global Learning Initiative where every employee has to complete a mandatory set of learning hours and design a development plan that meets their professional development needs. We fully deployed our Leadership Development Program and Senior Consultant Learning Plan, and employee feedback confirms we are on the right track. More recently, employee suggestions led to the creation and implementation of a formal mentoring program.

We also offer robust benefits, including:

- 4 Weeks of paternity leave
- Medical premium credit for participation in our "HumanaVitality" wellness program.
- Domestic partner benefits to same-sex and opposite-sex partners.
- Accident and critical illness supplemental coverage.
- Dependent care flexible spending account.
- Supplemental individual disability insurance based on total compensation.
- Adoption Financial Assistance - up to \$5000.
- Tuition Reimbursement

Sakti3 Inc.

Sakti3, a Dyson Company, is proud to offer employees generous benefits, which include: 100% company-paid platinum-level medical benefits for employee, and dependents 100% company-paid dental benefits for employee, and dependents 100% company-paid vision benefits for employee, and

dependents 3% employer match with immediate vesting on the 401(k) Retirement Savings Program 15 to a maximum of 25 days paid vacation annually 10 paid holidays annually 1 paid floating holiday annually 7 paid sick days annually – to care for self, family member, or to attend routine check-ups 2 paid volunteer days annually 10 paid jury days 1 to a maximum of 16 weeks child care leave, with weeks 1 to 4 paid Additionally, we recognize that on occasion employees are needed to work extended hours and we have REST - (Recommended External Slack Time) - paid-time off work Avg. 4-8 hours ea. to address the need for a day off, or change in shift to allow the employee to get needed rest. Flexible Errands Practice - Allows employees time-away to handle appointments during the day. Employer Issued iPhone - and computing resources, including remote access to company server. Free Lunch - Catered lunches provided to teams working through their lunch hour Inclement Weather Policy – we want employees safe on and off the job. We have a policy that encourages employees stay home if it is unsafe to commute – and we'll pay them.

Sandy Spring Bank

Sandy Spring Bank is dedicated to employee career development. The bank offers all employees the opportunity to participate in a career development training program. This program equips employees with the skills and tools necessary to set development goals and management their careers effectively. Employees who complete the program may elect to work with a career mentor through the bank's mentoring program. These mentors represent managers and leaders from across the company and are trained to be effective career coaches. The bank has made a substantial investment in a talent management system to align employee career interests, internal job postings, career paths, and learning opportunities. Through this system, employees can enter their resumes, apply for internal jobs, explore career paths, and register for training classes to help them along their career paths. Additional unique and innovative programs include: - An annual "Teller Appreciation Day" to honor our most valued employees - our branch tellers. - A nationally recognized internal coaching certification program for managers. - The annual charitable giving campaign, "The Season of Giving," that connects employees to multiple opportunities to give back to our communities through volunteerism and donations. - A "first time home buyers" program to help employees purchase their first home. - Full tuition reimbursement for banking courses offered through the American Bankers Association. - The bank provides "gift in kind" cash donations to organizations our employees support with volunteer hours.

SAPNS2

We have a month during the year that we set aside for employees to engage in volunteer activities. The company sponsors various activities that the employees can participate in or the employees can support the causes that are dear to their heart. The time off to participate in these activities is paid and we encourage all of our employees to participate. We usually have 100% participation rate.

Smartronix

Smartronix has evolved the culture of a company that was a shared dream by the three founders and co-owners using some of the best practices highlighted below: Emphasis on Wellness – we consider

ourselves truly “trailblazers” in the area of wellness. Nine years ago, when wellness was being tossed about in business as merely a buzzword, Smartronix focused on the resources, vendors and staff at hand and developed an initial wellness program. Vendor growth in the wellness arena has helped to continue that evolution. From a fiscal standpoint, while we can’t offer everything, we are constantly monitoring the vendors and industry to ensure our employees are offered the best and most effective programs available. We firmly believe that there is a soft dollar ROI in that our employees know we truly care about their health, and there is a hard dollar ROI in that our medical plan claims utilization has not increased as expected. The hard things – business decisions are hard since they most often times involved people and money and we know there are real families and real mortgages behind our employees. When we need to make decisions that impact people and their jobs and their livelihood, we evaluate the decisions painstakingly and our CEO is at the center of the communications with the impacted individuals. This past year, when we were faced with a loss of a large contract, we could have taken knee-jerk reactions and removed overhead staff in anticipation of the loss. Rather, we made no changes to staff and instead maintained all employment levels. We believe this demonstrates our Not All Profit is Cash philosophy in that we could have taken immediate company savings at the expense of the employees but we instead put the employees stability first. Flexible work and family environment – though we have a policy that says we have flex time, the policy is not needed. Flexibility and family is just the way we do business. Children are always in the office, people regularly adjust schedules to work from home, and others enjoy a compressed work schedule. We know each others’ children – the good stories and the sharing the challenges of teenager stories. When a child is sick, we expect the mom or dad to stay home with them. Certainly, there is a bit of give and take. When we are in a work crunch mode – extra hours and sometimes into the early morning – are spent at the office. While on vacation, a manager may still be reading email to stay engaged on a high-intensity project, but they are doing it while on vacation with their family rather than staying back at the office. Family. Flexibility. Smartronix.

Social & Scientific Systems, Inc.

We continue to see leadership development as an ongoing journey here at SSS. After our core training which consists of up to 4 modules and a graduation ceremony, attendees are then broken up into smaller groups. These groups meet to provide each other with the guidance and support needed to encourage each member to achieve the leadership development goal that each member is working on. We also focus on project management by providing incentives to staff with project management responsibilities to (1) further develop their project management skills and (2) work towards obtaining a Project Management Professional (PMP) certification. (A PMP certification is the most desirable and marketable internationally recognized credential for project managers—awarded by the Project Management Institute (PMI).) SSS purchased access to online courses that qualified staff towards meeting the educational requirements of the certification. In an effort to help employees with personal development, new online training opportunities became available in 2016. Courses cover a number of topics from Interpersonal Skills to Microsoft Office to Project Management Essentials and are designed to be viewed on any type of device. This approach to staff development allows SSS to strengthen SSS’ overall skills and capabilities while investing in our staff.

Soltesz

Soltesz, Inc. concentrates on providing as much support to employees with regard to many things: building morale and doing our best to make sure employees are satisfied; providing and supporting professional and technical training; and tapping into many resources to recruit and find top talent. From a Human Resources perspective, Soltesz recognizes that all employees are its clients, and as such, we are focused on providing the best customer service we can when it comes to benefits. As an organization, we are continually looking for ways to promote a positive and fun work environment. We promote and support spot awards; have periodic employee raffles in which we give away tickets to local sporting events or local festivals or concert events; consistently evaluate our employee benefits package and compare with our competitors; have office picnics, crab feasts, pig roasts, parking lot barbeques, and chili cook-offs; and promote an environment where ideas are encouraged and rewarded. From a training perspective, we have two very comprehensive in-house programs in place: one is focused on computer technical training, offering over 25 different classes; the other is focused on Professional Development, with over 50 classes open to all employees. Additionally, Soltesz was able to obtain approval from DLLR for continuing education credit hours for those who hold their Maryland Professional Engineer license. We also bring in outside consultants who focus on particular areas of expertise three to four times throughout the year. Our goal is to keep our current employees educated and happy, and to recruit and retain the best qualified candidates to join our team. Finally, in order to maintain competitiveness and to award dedication and hard work, Soltesz continues to implement new policies, such as a formal flex time policy and an overtime pay policy for exempt production staff. Our employees are our most important and valued asset and we want to be sure to provide the resources necessary to enable them to succeed and further develop their personal and professional skills, and to enhance their careers and the firm's quality of services.

The American Speech-Language Hearing Association

We strive to assure ASHA staff have experiences that are within a defined range of what's desired independent of what teams the staff work with. It's important that teams have a clear sense of mission and purpose, team members share a common mindset about what needs to be accomplished and they are committed to it, and leadership is well matched and aligned with the team's needs. Below are the characteristics that define healthy teams at ASHA: Team members demonstrate healthy behaviors and have a collaborative approach to work: * The team intentionally uses explicit group norms to facilitate constructive interactions. * Conflicts are recognized and addressed. * The team members treat each other with respect. * Communication is frequent, informal, interactive and multi-directional. People feel well informed. * The team has internal and external accountability and reliability. People on the team demonstrate healthy attitudes and respect toward one another: * The team is open to new ideas and experiments with new ways of doing things. * There is a sense of camaraderie and optimism. * There is a high degree of trust that others will do what is right for the team and one another. The team makes time for evaluation and reflection: * The team systematically collects information and uses it to set team goals. * Time is set aside for reflection and learning. * The team measures and benchmarks the impact of the work they do. The team has the collective skills to get the job done: * The team has the necessary collective skills to get the job done. * The team employs structured approaches to make important decisions. * The team uses a deliberate process for hiring and onboarding.

The Emmes Corporation

The business activities taking place at Emmes to prepare staff and managers for the 2017 opening of an additional office location in Frederick, Maryland exemplifies Emmes' dedication to workplace excellence. In response to employee feedback regarding commutes made difficult due to I-270 traffic patterns, Emmes completed a commuting study to look at the length of time for staff to commute to the existing office by zip code during morning and evening rush hours. The ability to ease commute was a key consideration in determining the location of the building site and the reduction of commuting time for a majority of our staff was a decision point for locating the new building in Frederick, Maryland. In addition, staff relocating to Frederick were able to self-identify their desire to move to the Frederick office, remain in the Rockville, MD office, or work between both the Rockville and Frederick office. To better prepare managers to supervise staff who work in a different office location, Emmes partnered with outside consultants to provide training which focused on managing remote staff. To begin to acclimate and orient staff to Frederick an open house event was held for Emmes staff and their families. Emmes staff could see the office construction work in progress and review story board images of the completed office space and view office wall colors and floor samples. In keeping with the culture of Emmes, staff in the new office location will have private offices which is in keeping with the office design in the Rockville office. The building site was also selected based on availability of conveniences similar to what staff in the Rockville office have access to. To further emphasize the importance of providing these amenities, local Frederick vendors representing markets, daycare providers, hospitality, financial, fitness and county government will be present at the open house to meet with staff and introduce them to the services they provide. A tour of the local brewery – Flying Dog was also provided to staff. The desire to maintain community and collaboration is of utmost importance and the expansion to Frederick is commonly referred to as the 10th floor of the existing Emmes office in Rockville. To promote continued communication Emmes is requiring the availability of conference rooms and investing in technical resources to upgrade technology to include data lines to ensure clear communications via phone and internet and access to collaboration and training software applications have been a priority. Staff moving to Frederick are provided a choice of computing platforms to choose from so the technology they use will complement how they work best. These improvements in technology will also be offered to staff remaining in the Rockville office and those currently working remotely.

The Humane Society of the United States

Our mission is to celebrate animals and our employees are passionate about the welfare of all animals. In support of this we allow our staff to:

- 1) collaborate with other animal welfare organizations on a national and international level to promote animal protection;
- 2) Fundraising for various community groups;
- 3) Provide in-house events and webinars on financial wellness and health wellness;
- 4) Provide CPR training for employees;
- 5) Conduct blood drives at least semi-annually;
- 6) Host events to allow staff to showcase talents and interests (i.e. craft shows, cooking events and other contests)

The National Center for Children and Families

The National Center for Children and Families enjoys very low staff turnover for several reasons. Each year, we assess our employee benefits programs to ensure that they both meet the needs of the staff, as well as remain affordable. The NCCF has only increased employee health insurance premiums once over the past 4 years of significant rate increases. The management staff of NCCF is supported by an Executive Director who always solicits and listens to staff input and this is done on a formal basis every other month in our Leadership Meetings. Communication, respect, and recognition for work well done is a cornerstone of her management style and this has set the tone for all NCCF leadership to be constantly conversant with staff. This allows us to use best practices all the time and work smarter. A significant percentage of our staff has been with us long term and that stability has contributed to our ability to recruit and retain the very best, most dedicated employees.

United Educators

UE's strong commitment to mission, flexible work schedules, and collegial atmosphere have made us an excellent place to work. We have a robust career development program which provides employees with the tools and knowledge to understand what drives their career fulfillment. We ensure that a shared understanding of company values is modeled from the top, provide regular communication at all levels about company strategy and performance, conduct engaging social events, provide respect for work-life balance, as evidenced through a generous leave program and flexible work options. As the company continues to grow, we value the staff that will ensure the future success of UE.

University of Maryland Charles Regional Medical Center

University of Maryland Charles Regional Medical Center is committed to providing a balanced workplace that offers programs that meet the work, life, health, financial literacy and community outreach needs of our employees to include civic and socially responsible initiatives that support them and the organization's mission. We continue to offer programs that offer flexibility, professional growth and development, comprehensive total compensation and wellness programs. We have added robust educational programs to improve the financial health of our employees, partnered with the Physicians Committee for Responsible Medicine to offer onsite Food for Life programs, established relationships with most of the local vendors in our area to offer discounts and bring services onsite. We continue to sustain and broaden our relationship with Partnership for a Healthier Charles County, The American Red Cross, United Way and many other civic groups. Our employees get to use their skills and training to provide committee based education classes in the area of Stroke Rehab, Diabetes maintenance and prevention, Cancer Survivor Support Group, Wound Care, Car Seat Safety Checks, and Breastfeeding Classes to name a few. Through our partnership with the Charles County School System, we are a designated training site for their HealthCare Academy. We also annually organize a Christmas toy drive and back-to-school supply drive. Certainly this is not an all exclusive list of the many activities and programs provided to our employees but an example of our commitment to meet the needs of our employees by creating opportunities for them to have a balanced life, improve their health and serve our community.

Vaco Richmond

Vaco Richmond makes it a priority to concentrate on the abilities and needs of our employees. For Vaco, the answer is easy, somewhat of a cliché, but motivating for our crew nonetheless...we work hard to play hard! Every year our office splits into two competitive teams who set sales goals. The team goals are displayed on a large chart in our common area. Updated weekly, each team is able to see their progress and for the competitive spirits in the office, they are able to compare where they stand against the other team in the race to the finish. Vaco Richmond also believes in promoting a flexible working environment that involves increased technology, creative work-spaces and PTO days. Our office space unifies coworkers while maintaining a high standard for performance. Our open cubicles and collaborative work-spaces encourage communication, equality, and teamwork. Vaco Richmond is a strong supporter of employee's personal passions. Over the years, Vaco has participated in multiple charity events, supporting illnesses and organizations directly related to individual employees and their families. Vaco Richmond has participated in Alzheimer's Association walks, Comfort Zone Camp, Angel Tree charities, donated clothes to needy children in the Richmond area, and made efforts towards going green in response to employee requests. A large part of our business is networking through social activities throughout the day. Being present for eight hour workdays may happen in a variety of ways. Whether it involves various Vaco Technology recruiters, walking and talking to consultants on their headsets or client visits from the friendly faces of our Operations team, Vaco gets it done! Vaco pays for event registration fees and encourages employees to get out in the community which in return gives employees a feeling of independence and entrepreneurship, further embedding a sense of freedom and trust. In addition, Vaco has annual sales incentive trips for all account executives and recruiters. In recent years, they have traveled to Punta Cana, Las Vegas, Colorado, Costa Rica, and Cabo San Lucas! These trips motivate Vaco employees personally as well as reach out to their families. Vaco Richmond takes the extra step in making sure everyone knows their position is valued within the company. Annual training in Nashville for all employees provides both a working and social outlet, getting everyone oriented with Vaco and their colleagues. We love to be social so about every two months we get together as an office and do an activity. Most recently, we have had a pumpkin carving competition (which turned into a basketball competition), a trip to Bush Gardens and a Friendsgiving potluck!