



RS&F

Business Consultants & Certified Public Accountants

Benefits & Culture Guide

Revision: February 2024

Introduction

Rosen, Sapperstein & Friedlander, LLC (RS&F) is a fast-growing regional business consulting, accounting, auditing, and tax firm with offices in Towson, and Columbia, Maryland. As one of the Top 20 firms in our region, our team of professionals assist clients in charting a course for success and serves as their trusted advisor.

RS&F differentiates itself by providing innovative strategic and operational consulting services through entrepreneurial business practices. In the marketplace, RS&F is recognized as the go-to entrepreneurial firm for entrepreneurial clients. RS&F's team is trained in the most up-to-date industry knowledge and best practices. We consistently provide close, personalized attention to our clients while offering a wide range of resources and extensive business network.

RS&F prides itself in a team culture that stresses independence, flexibility, opportunity, and empowerment. We maintain a platform that supports career development, personal growth, and unique journeys. Additionally, RS&F is constantly evolving to meet the needs of both our team and clients, which translates into many long-term employee and client relationships.

Mission, Values, & Strategic Pillars

RS&F's mission, values, and strategic pillars were developed to state the purpose of why RS&F exists, express how team members will engage with each other and clients, and identify areas of focus that will allow us to achieve success.

Team members of RS&F collaborated to develop the mission, values, and strategic pillars by collecting data and feedback through surveys and live interviews. At RS&F, we believe in our team and are committed to the feedback and the long-term success of our colleagues.

We are on a journey with our team, clients, and community as trusted partners, helping them thrive, supporting their success, and making sustainable impact. Together, we care, we grow, and we achieve!

Firm Culture

RS&F encourages our team members to build meaningful connections both within the firm and out in our local community. Below are a few ways in which RS&F promotes these ideas.

Access to Leadership

At RS&F, we support an open-door policy where every team member can connect directly with a senior leader. RS&F strives to continuously improve and welcomes suggestions and feedback on both internal development and external networking opportunities. We take the “open-door” policy seriously and encourage team members to reach out to senior leaders for questions, guidance, and feedback.

Marketing & Individual Branding

RS&F collaborates with a local public relations firm for various marketing initiatives. RS&F remains active on social media by sharing updates about the firm and interesting topics within the accounting field. The firm also leverages our PR team to help promote our team members and their individual branding. We have supported team members by assisting them in creating video and blog posts, TV appearances, and co-authoring and publishing books.

Board & Committee Seats

RS&F is committed to helping team members develop their leadership skills outside of the firm. We connect with outside organizations to recommend team members for local board and committee seats. A couple of examples of local committees include the following.

- Towson Chamber of Commerce
- Towson University’s Young Alumni Advisory Council

Business Development Program

RS&F’s Run & Jog Business Development (BD) program offers team members the opportunity to learn about BD and how to effectively cultivate business relationships. The Run & Jog tracks run parallel to each other and require different levels of commitment. The Jog track is ideal for a team member that is new to the business community or public accounting and simply wants exposure to BD. The Run track is intended for experienced professionals ready to engage in BD opportunities.



Training & Development

The path of continued learning and development as both a professional and an individual is vital to our team members and the firm's success. Below are some of the developmental programs the firm offers to help our team grow and reach their fullest potential.

BDO Alliance

RS&F is a proud member of the BDO Alliance USA. The BDO Alliance is an organization that brings together independent accounting firms from across the country to broaden their geographic reach, share business opportunities, and strengthen the services they provide to their clients. As a member of the BDO Alliance, RS&F team members have access to technical help desks, training and CPE video catalogs, vendor discounts, and networking opportunities with other professionals in the industry.

Leadership Training

RS&F is committed to helping advance the leadership skills of our team members. Our firm partners with Convergence Coaching to offer two different leadership programs throughout the year. The Transformational Leadership Program™ (TLP) is a twelve-month-long program designed for managers and directors to help elevate their leadership skills to a higher level. The second program, the Leadership Development Program for Seniors and Supervisor™ (LSP-SS), is a three-month-long program designed for senior associates and supervisors to teach a foundation of leadership skills. Both programs are fully sponsored by RS&F to help our team continue to grow and reach their fullest potential.

Accelerent

RS&F has partnered with Accelerent to enhance the firm's business development initiatives. As the chosen Accounting/CPA partner for Accelerent, RS&F can provide representative service as the sole partner in the industry. Accelerent allows business leaders to partner with other leaders of middle-market businesses to help promote and build connections with each other.

In-House Continuing Professional Education (CPE)

RS&F team members lead several internal CPE eligible trainings throughout the year that focus on a variety of tax and assurance topics. Through our affiliation with the BDO Alliance, team members are also provided access to an array of online CPE trainings and recordings throughout the year.



Team members gathering for the ribbon cutting of the Towson Office.

Competency Model

RS&F's competency model is the framework that defines skill sets, knowledge requirements, and expectations for roles within our organization. The model serves as a guideline and framework that shows how your career can progress at the firm.

Performance Feedback

RS&F encourages an environment of regular positive and constructive feedback between team members and leaders of the firm. It is a crucial component of the firm's success and our team member's personal growth and development. The ongoing feedback and formal performance reviews serve as an opportunity to discuss a team member's job responsibilities, identify any areas of improvement, recognize and celebrate their strengths, and discuss their growth and development.

Internship Program

The mission of RS&F's internship program is to provide college interns a valuable, hands-on experience working with a full-service public accounting and consulting firm. The internship program provides practical experiences encompassing tax and assurance services that RS&F provides to external clients, while improving our interns' interpersonal communication skills and application of their accounting knowledge learned through their academic curriculum.

Buddy Program

RS&F's buddy program is an opportunity for team members to build relationships with coworkers and feel supported and guided at RS&F. The role of the buddy is to act as the first point of contact for questions, provide support and resources, and engage newly hired employees by introducing them to the team.

People-first, team centric culture

Value-based, client-centric partnerships

Impactful community relationships

Progressive and optimized operational model

Innovative advisory services and strategic initiatives

Community

RS&F encourages our team members to build meaningful connections both within the firm and out in our local community. Below are a few ways in which RS&F promotes these ideas.

You Care, We Care

The You Care, We Care program at RS&F is a way to support the local community and organizations that are important to our team. Team members are encouraged to submit the name of an organization in which they are actively involved with and volunteer their time. Each quarter the firm randomly draws an organization and donates \$250 on behalf of the team member that submitted the organization.

Giving Back

Team members at RS&F play an active role in giving back to the community. RS&F participates in many community events throughout the year. The firm also organizes other volunteer activities and encourages team members to participate. Below are just a few of the causes and organizations RS&F team members have taken part in:

- Giving Tree through The Y in Central Maryland
- Festival of Trees for the Kennedy Krieger Institute
- Maryland Food Bank
- Manna House
- House of Ruth
- MSP Polar Bear Plunge
- Towson Special Olympics
- ShareBaby
- 5K races supporting local organizations
- Plus, many more!



Above: Donated presents to kids through The Y in Central Maryland's Giving Tree Program

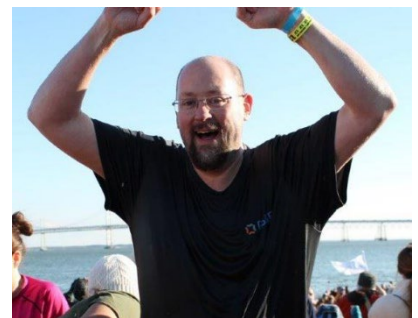
Below: Team members packaging donations for ShareBaby, a local non-profit that addresses the unmet basic needs of Baltimore's most vulnerable young children



Firm Events & Fun Committee

The Fun Committee at RS&F is comprised of team members who want to help grow, build, and execute fun ideas and fun events for the rest of the team. RS&F hopes that these activities are a fun and inclusive way to bring the team closer together.

- Firm Happy Hours
- Family Picnic
- Holiday Party
- Orioles Game
- Trail Mix, Yogurt, and Ice Cream Bars
- Super Bowl Squares
- Catered Lunches
- Bagel Wednesday's
- Virtual Bingo
- Virtual Trivia
- Mini Golf
- Plus, many more!



Inclusion

RS&F strives to make our team the greatest it can be by creating an inclusive environment to all and by offering flexibility to our team members.

DEIB

RS&F is committed to fostering, cultivating, and preserving a culture of diversity, inclusion, equity, and belonging (DEIB). The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our team members invest in their work represents a part of our culture, our reputation, and RS&F's achievement.

RS&F formed the DEIB Committee to further the firm's DEIB goals and objectives. The committee strives to address, educate, explore, learn, and respond to the importance of each of these four concepts and how they relate to the human experience. RS&F seeks to create an environment where our team feels a sense of belonging and to boost our team's dynamic.

Remote Work

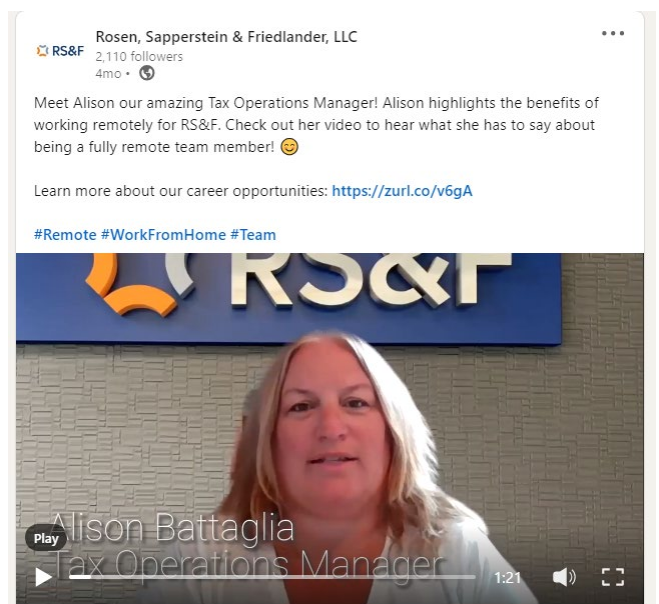
RS&F has been committed to growing our remote team. The firm has continued to support remote team members in the same capacity as those team members who live in the area and are in the office. RS&F provides all IT equipment needed to remote team members. This includes a company laptop, a second monitor, and any additional IT equipment needed to perform the daily functions of each job.

Hybrid Flex Schedule

RS&F provides a hybrid flex schedule as a benefit to balance each team member's work-life demands and preferences with the firm's business needs. Regular, full-time team members who live within proximity of our physical offices may work from home or in a satellite location up to three (3) days per week and are required to work from the office every Tuesday and Wednesday ("Anchor Days"). Anchor Days will bring us together to foster team collaboration, engagement, and interaction, recognizing the power of proximity in team member professional development.

Military and Veterans

RS&F is proud to support active-duty military, veterans, and their families. The firm provides the needed flexibility to active-duty members who may need flexibility to complete their required service.



Financial Benefits

RS&F is proud to offer a wide variety of financial benefits to better support our team members both during their time with the firm, and into retirement.

Compensation

RS&F provides competitive compensation including regular semi-monthly pay and bonus compensation. In addition to performance feedback collected, management reviews market data and compensation reports semi-annually to review salary adjustments and bonus compensation.

Bonus Program

Featured in [Accounting Today](#), RS&F's bonus program combines a transparent model and user friendly calculator (an app designed by our Digital Advisory Services team). Team members know exactly how their bonus is calculated, can track their progress throughout the year, and can use the calculator anytime to test scenarios. The bonus amount is based on three categories: billable hours, realization, and business hygiene. Incremental "kickers" are available to all full-time professionals who exceed their annual billable hour goals (which currently range from 1,400-1,600 hours). Every extra 50 hours adds an extra 1% of base salary. There is no limit to these bonuses. Non-billable team members are eligible for discretionary bonuses.



401(k) Profit Sharing Retirement Plan

To support our team members in the future and for their retirement, RS&F provides eligible team members with a 3% safe harbor contribution regardless of whether a team member is contributing to the retirement plan. RS&F will also provide discretionary profit-sharing contributions to eligible team members.

RS&F helps team members better prepare for retirement by automatically enrolling them in a pre-tax retirement contribution account. Contributions start at 4% of the team members annual compensation immediately upon hire. The contribution amount will auto-escalate by 1% each year, up to 6%.

In addition, team members are eligible to roll over an existing retirement plan to their RS&F retirement plan immediately upon hire.

Life and Accidental Death & Dismemberment (AD&D)

RS&F provides basic life and AD&D insurance to regular full-time team members. This benefit is paid 100% by RS&F and provides one and a half (1 ½) of the team member's annual salary up to a maximum of \$50,000. RS&F provides the option to purchase additional voluntary life insurance above \$50,000.

Left: Team members following the completion of a CPR certification class.



Chipotle catered lunch in our Columbia office

Short-Term Disability

RS&F provides short-term disability to regular full-time team members in the event of a qualifying injury, illness, or pregnancy that prevents a team member from working. This benefit is paid 100% by RS&F and provides 60% of the team member's weekly income up to a maximum of \$1,000 per week.

Long-Term Disability

RS&F provides long-term disability to regular full-time team members in the event of a qualifying disability that prevents a team member from working. This benefit is paid 100% by RS&F and provides 60% of the team member's monthly income (maximum depending on class).

Worker's Compensation

RS&F provides a comprehensive workers' compensation insurance program at no cost to team members. The insurance provides coverage for related medical and rehabilitation expenses and a portion of lost wages to team members who sustain an injury on the job.

Employee Referral Bonus

RS&F has a referral bonus to encourage and reward team members that refer qualified candidates. Team members are paid a \$4,000 bonus for successfully hired referrals, with no limit to referrals or bonuses received. Team members receive their bonuses in two increments. \$2,000 (50%) is paid on the first pay date following the referral's hire date, and \$2,000 (50%) after six (6) months following the referral's hire date.

Business Development Commission

RS&F team members are entitled to a commission of up to 10% of the collections from client groups that were initially introduced to the firm by that team member. Commissions will be paid quarterly and will continue for as long as the team member is employed at RS&F.



Team members dressed up for our annual Halloween Party

CPA Prep Reimbursement, Paid Time Off, and Certification Bonus

RS&F believes all eligible, professional staff should sit for the CPA examination. In support of that, RS&F provides the following benefits.

RS&F is an official Becker Professional Education member. Through RS&F's membership, you will receive discounted rates on certain study materials. RS&F will also pay for specific Becker CPA study materials for CPA candidates.

Team members are provided paid time off (separate from our PTO plan) on the days during which a team member takes each part of the exam and for an additional day to study for each exam (up to six sittings).

Upon successful attainment of the CPA certification, RS&F will pay a bonus to eligible team members who pass the exam within a specified time frame.

- \$4,000 if received within two years of a team member's start date
- \$2,500 if received at any other time during employment at RS&F

Tuition Reimbursement

RS&F recognizes that the skills and knowledge of its team members are critical to the firm's success. Our tuition reimbursement program encourages personal development through formal education so that eligible team members can enhance and further develop their job-related and management skills. Educational reimbursement is available to eligible employees for courses that meet the needs of the business and are approved by the firm.



Team members enjoying the Holiday Party

Professional Benefits

RS&F encourages all team members to participate in trade and professional associations. Team members can submit reimbursements for the following.

- Membership fees and certifications in trade and professional associations
- Registration fees and reasonable expenses to attend meetings and conferences of trade and professional associations
- Outside CPE programs
- CPA reciprocity for the State of Maryland

Tower Federal Credit Union

RS&F team members that join the Tower Federal Credit Union are eligible for a \$100 bonus deposited into their prime share account. The Tower is a member-owned not-for-profit cooperative that helps its members with their financial well-being.

Meal Reimbursement

RS&F provides meal reimbursement to eligible employees during busy season. In addition, lunch will be ordered every Tuesday during busy season for those in the office. Please refer to the current years meal reimbursement policy regarding eligibility and expense limitations.

Other Employee Discounts

ADP & LifeMart - Through ADP, RS&F team members have access to the LifeMart Employee Discount Program. This program is designed to give employees savings on major brands and everyday needs. Access to discounts can be found by logging into the ADP Portal.

Verizon - Through our membership program with Verizon, team members are eligible to receive up to an 8% discount on monthly wireless service, paperless billing, and accessories.

Gym Reimbursement - RS&F encourages team members to achieve and maintain a healthy lifestyle through physical and wellness activities. Team members are eligible to receive up to a \$20.00 per month gym reimbursement to LA Fitness or Lifetime Fitness.

Dell - With the Dell Employee Purchase Program, team members receive exclusive offers on Dell laptops with the Best Price Guarantee. As well as free shipping on select systems and an additional 10% off on select Dell electronics, monitors, and accessories.

Lands' End - RS&F has partnered with Lands' End to provide team members with high quality and comfortable clothing. Through the RS&F Lands' End website link, team members can get discounted clothing and be reimbursed 50% on up to \$200 worth of merchandise.

Health & Wellness Benefits

RS&F believes that our teams physical and mental wellbeing are of the utmost importance. The firm is proud to provide the following health benefits to our team.

Medical & Pharmacy Coverage

RS&F offers multiple, high-quality, national medical and pharmacy plans that team members can choose based on their personal needs. Team members that elect this benefit will have their premiums collected through pre-tax payroll deductions.

Dental Coverage

RS&F offers a high-quality, national dental plan that team members can elect based on their personal needs. Team members that elect this benefit will have their premiums collected through pre-tax payroll deductions.

Vision Coverage

RS&F offers a high-quality, national vision plan that team members can elect based on their personal needs. Team members that elect this benefit will have their premiums collected through pre-tax payroll deductions.

Health Savings Account

RS&F offers a Health Savings Account (HSA) to regular full-time team members that are enrolled in one of the company's medical insurance plans. The HSA allows team members to have pre-tax dollars withheld to pay for qualified medical, dental, and vision expenses.

Flexible Spending Account

RS&F offers a Flexible Spending Account (FSA) to regular full-time team members who may not be enrolled in the firm's medical insurance plans. The FSA allows team members to have pre-tax dollars withheld to pay for qualified medical, dental, and vision expenses.

Limited Purpose FSA

RS&F offers a Limited Purpose FSA to team members who are also enrolled in the HSA plan. The Limited Purpose FSA allows team members to have pre-tax dollars withheld to pay for qualified dental and vision expenses.

Dependent Care FSA

RS&F offers a Dependent Care FSA (DCFSA) to regular full-time team members. The DCFSA allows team members to have pre-tax dollars withheld to pay for dependent care expenses, including daycare expenses.

Team members packing bagged lunches for The Manna House at our Annual Summer Picnic.



Value-Added Programs

Through ComPsych, all team members are eligible and have access to a variety of programs.

Health Advocacy Solutions offers you expert assistance with a wide range of healthcare and health insurance questions and issues.

GuidanceResources® offers resources and tools on various topics such as health and wellness, legal regulations, family and relationships, work and education, and money and investments. Included is access to articles, podcasts, videos, slideshows, on-demand trainings and “Ask the Expert” which provides a personal response to questions.

Well-being Coaching can help you achieve your goals by offering access to a certified coach who will work with you, one on one, to address health and well-being issues such as burnout, time management, and coping with stress.

Financial, Legal, & Estate Support offers professional support for all types of pressing financial, legal, or estate issues, including law consultations, tax consultations, credit and tax questions, and much more. Assistance includes identity theft and fraud resolution services, online tools for state-specific wills, as well as other important legal documents.

Secure Travel is a comprehensive worldwide travel assistance program that includes pre-trip planning, and emergency assistance to covered persons while traveling 100 or more miles from home.

Aflac

RS&F offers four (4) Aflac plans that pay tax-free cash benefits to our staff when medical events arise. This money can be used to offset out-of-pocket medical expenses, incidental, and everyday living costs. The plans include Accident Injury, Hospital Indemnity/Maternity, Critical Illness, and Cancer Protection.

Life Assistance Program

Our Team Member Employee Assistance Program (EAP) provides every team member with access to confidential, professional counseling services. The EAP program offers anonymous, unlimited, and free telephonic consultations for a variety of concerns, including bereavement, emotional well-being, legal and financial consultation, lifestyle and fitness management, college planning resources, and ID theft and will prep. In addition, team members or individuals living in the team member’s home are eligible to receive up to three (3) in-person counseling sessions.



Team members at an ‘After Busy Season’ Happy Hour

Wellness Incentive Program

RS&F believes the company wellness fund is a way to improve employee health and productivity. Our firm has an allotment of funds to use each year to plan events and reward participation in the wellness program. These events improve the well-being of our team and bring them together in a collaborative way. Below are a few examples of events covered by our wellness fund:

- 5K Registration
- CPR Certification
- Pets on Wheels Visit
- Chair Massages
- Monthly Health Challenge Giveaways
- Nutrition Speaker and Tips

Mental Health Dashboard

RS&F cares deeply about the mental health and well-being of our team members and their families. The firm offers a mental health dashboard to help support our team through life's many challenges. The dashboard gives team members access to telehealth appointments, information on our EAP, mental health FAQ, a virtual comment box, and many additional mental health resources.



Above: RS&F team members at our Holiday Party hosted at The Point in Towson

Below: RS&F team members playing golf at the Tee Up for Towson Golf event supporting TU's College of Business & Economics



RS&F team members enjoying a therapy dog visit from Pets on Wheels

Time Off

RS&F believes that taking time away from work is a much-needed benefit. It allows our team time to relax and decompress from work.

Paid Leave

Paid Time Off (PTO)

Our generous PTO program provides team members with a much-needed work-life balance. Taking time away from work is essential in maintaining quality performance and having a positive work atmosphere. There are also valuable health benefits, including lower stress, better mental health, and increased productivity.

Our PTO program is designed to incorporate vacation, personal, and sick leave. Employees are eligible on their first day of hire. PTO is prorated based on quarter of hire.

Paid Holidays

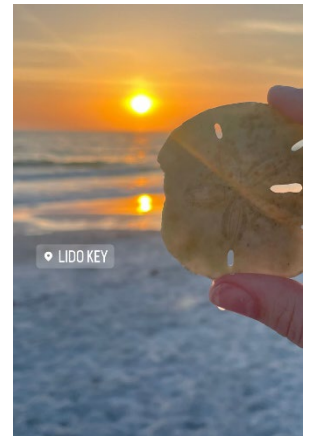
RS&F provides paid holidays in accordance with traditionally observed US holidays, as well as one company provided floating holiday.

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day (2 days)
- Christmas Day
- 1 Floating Holiday



RELAX Friday's

During the summer, RS&F encourages team members to extend their weekends by offering paid half-day Fridays. Eligible team members who have completed their work assignments may leave at 12:00 PM on Fridays during the designated RELAX Friday period. This allows the team to decompress while enjoying time outside or with friends and family during the summer months.



Jury Duty

RS&F encourages team members to fulfill their civic responsibilities by serving jury duty when required. RS&F will compensate team members for the difference between their regular rate of pay and the amount received from service on a jury, up to five (5) days of jury duty each year.

Bereavement Leave

In the unfortunate circumstances surrounding the loss of a team member's loved one, RS&F provides up to 5 days of paid bereavement for the death of an immediate family member. Team members may, with a manager's approval, use any available PTO for additional time off as necessary. RS&F offers this leave in the hope that it will help take alleviate some of the burdens on our team members during an incredibly difficult time.

Paid Family Leave

RS&F provides two (2) weeks of paid family leave to enable team members to care for and bond with a newborn, newly adopted child, or a child placed in connection with foster care.



Unpaid Leave

Family Medical Leave Act

RS&F complies with the Family Medical Leave Act (FMLA), requiring employers to grant an unpaid, job-protected leave of absence to qualified team members for certain medical or family-related reasons. The firm also adheres to state and local leave laws, with the more generous of the laws will applying to eligible team members. Eligible team members may take up to 12 weeks of unpaid leave for qualifying events. Additional unpaid leave, up to 26 weeks, is available for eligible employees caring for specified family members in the United States Armed Forces with a qualifying injury or illness.

Personal Leave of Absence

Team members needing to be absent for seven or more calendar days, for reasons other than PTO, may request a leave of absence (LOA). The requests will be evaluated on a case-by-case basis and, if granted, will be provided without pay.

Military Leave

RS&F supports the military obligations of all team members and grants leave for uniformed service in accordance with applicable federal and state laws. Upon return from military leave, team members will receive the same seniority, pay, and benefits as if they had worked continuously. Team members entering military service may accumulate up to 5 years of absence while retaining employment rights.

Court Attendance and Witness Leave

If a team member is subpoenaed to testify as a witness in court, unpaid leave will be provided, and team members may choose to use PTO instead.

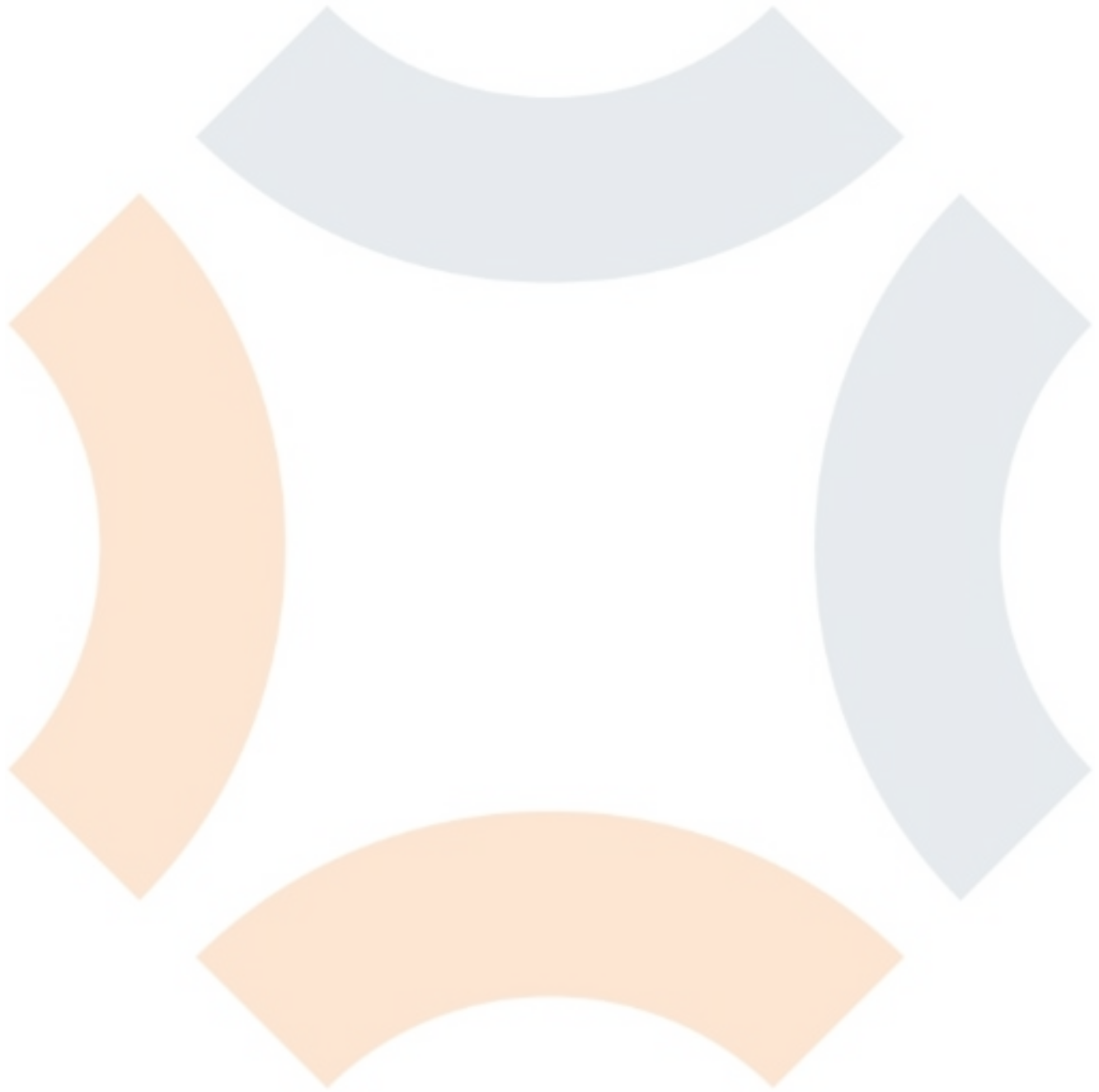
Voting Leave

RS&F recognizes that voting is a right and privilege and encourages team members to exercise this right. It is the policy of RS&F to comply with all state election law requirements regarding time off for voting. In almost all cases, team members will have sufficient time outside working hours to vote.



RS&F team members using their PTO to relax at the beach in North Carolina and abroad in French Polynesia.





RS&F provides equal employment opportunities to all team members and applicants for employment without regard to race, color, ancestry, national origin, gender, sexual orientation, marital status, religion, age, disability, gender identity, results of genetic testing, service in the military, or any other status protected by federal, state, or local laws. We are committed to complying with all federal, state, and local laws and all other employment laws and regulations. RS&F is dedicated to the fulfillment of this policy in regard to all terms and conditions of employment, including but not limited to hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.