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CONFERENCE & CONTENT SERIES

fueled by redcaffeine

WHAT IS YOUR **PAYBRAND STORY?** HUMANIZE BENEFITS & PERKS TO WIN THE TALENT WAR

The Comprehensive Narrative Behind The Salary That
Attracts Talent and Earns Employee Loyalty

HELLO



KATHY STEELE
CEO
RED CAFFEINE



@kathysteele

SESSION AGENDA:

Trends Driving Recruiting & Retaining Employees

Building a PayBrand Story

Using PayBrand as a Competitive Advantage

red
CAFFEINE

a growth consultancy

pe•ple+pe•ple plans

Building badass organizations clients want to
work with and employees want to work for

#peoplepluspeople

What Are The Trends?



peoplepluspeopleconf.com

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#PeoplePlusPeople

War For Talent: Demand Exceeds Supply

Employees Have Choices

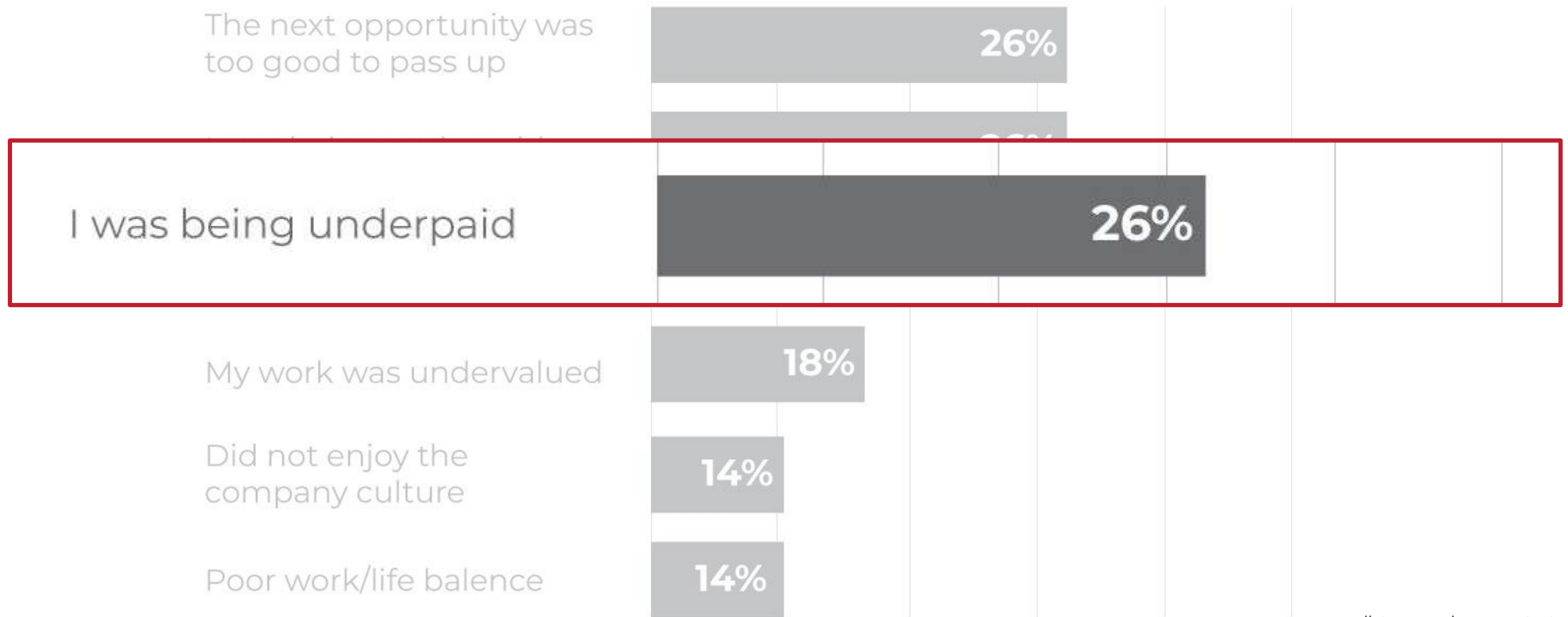


66% Retention
a concern*

1/2 Increased
turnover rate*

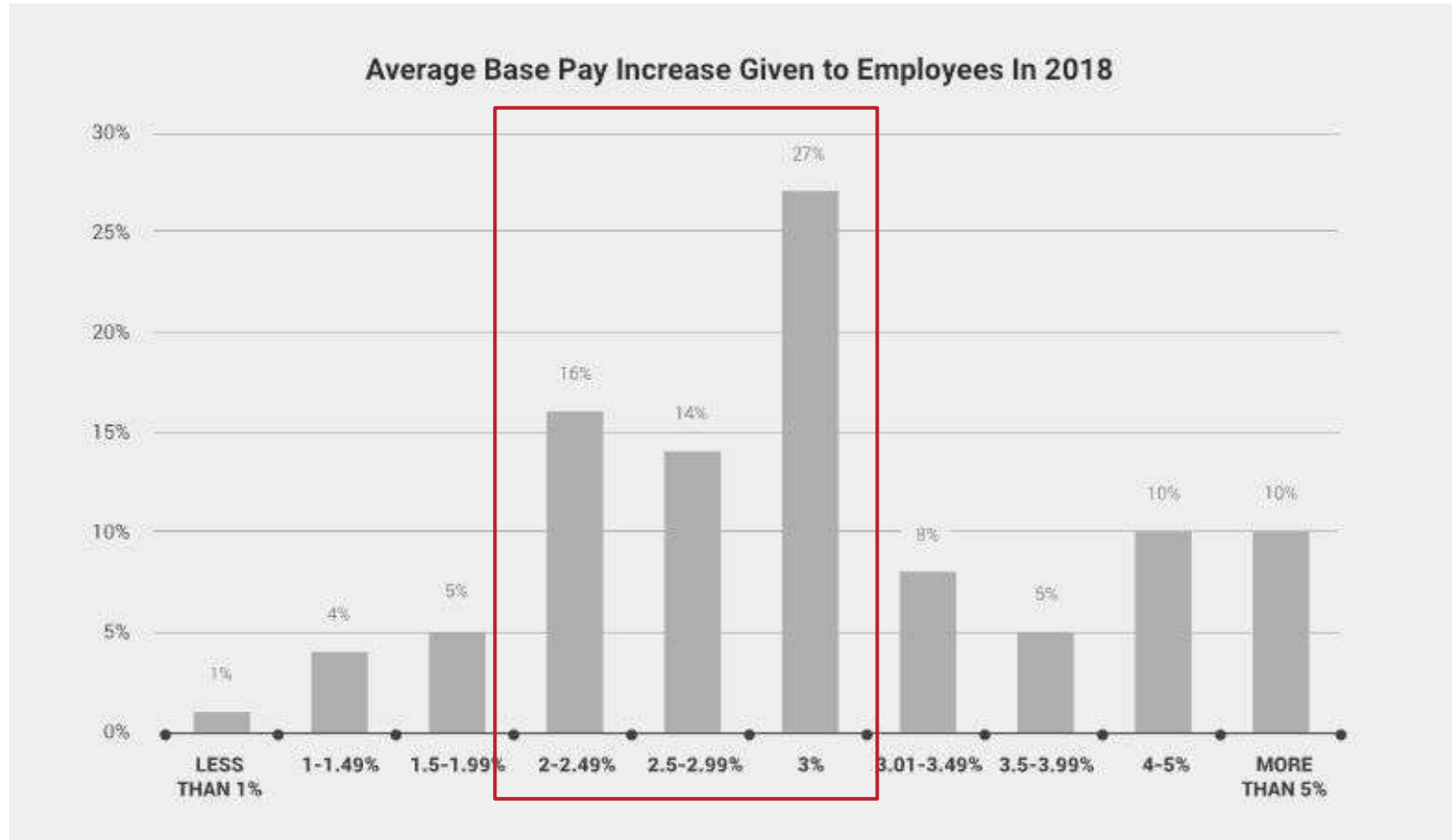
48% Struggling
to fill roles**

Top Reasons Employees Leave



*<https://hired.com/opportunity-index>

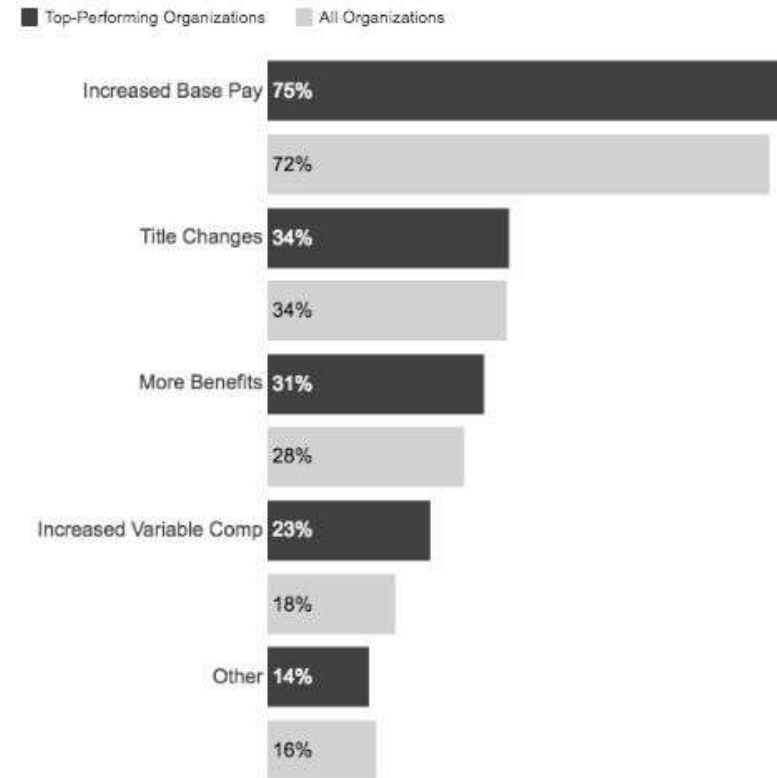
2018 - Increases in Base Pay



2018 - Comp Trends

Top-Performing Orgs More Likely to Use Raises, Variable Pay and Benefits to Increase Retention

Most Popular Retention Strategies in 2018



Perks & Benefits Needed to Compete

BENEFITS ORGS OFFERED IN 2018

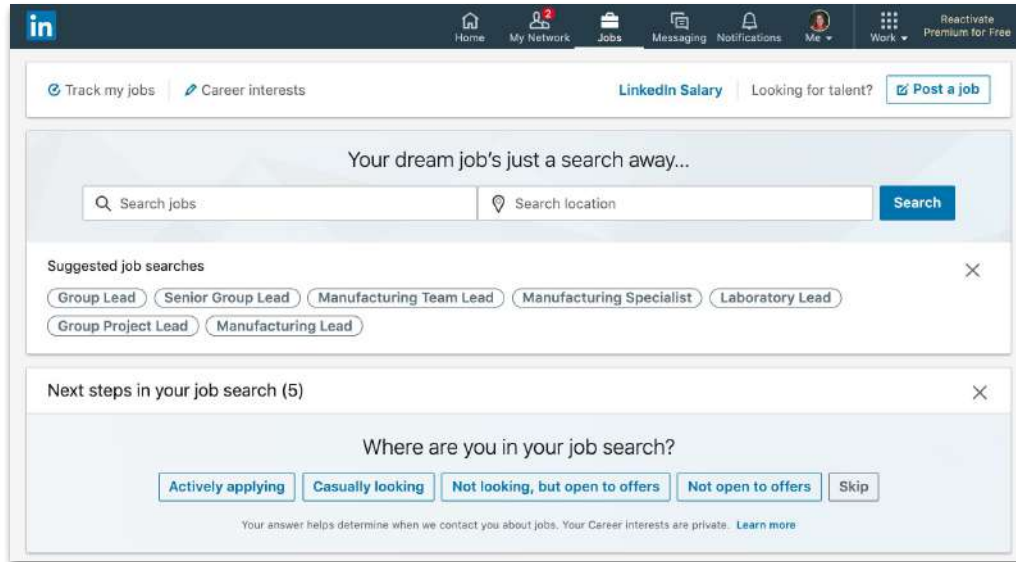
Employer-paid medical, dental, vision, etc	77%	Gym membership or reimbursement	23%
403b or 401k (or other retirement contributions)	72%	Transportation allowance	16%
Accrued or granted PTO	60%	Pension	14%
Accrued or granted sick	48%	Equity	13%
Education or tuition reimbursement	45%	4-day work week	10%
Remote work	44%	Unlimited PTO	9%
Accrued or granted vacation	44%	Unpaid sabbatical	6%
Flex-time	37%	Communiting allowance	6%
Paid family leave	32%	Paid sabbatical	4%
Tuition reimbursement	30%	Commute time	3%
Paid vacation (reimbursed)	23%	Paid childcare	2%

NEW BENEFITS ORGS PLAN TO OFFER IN 2019

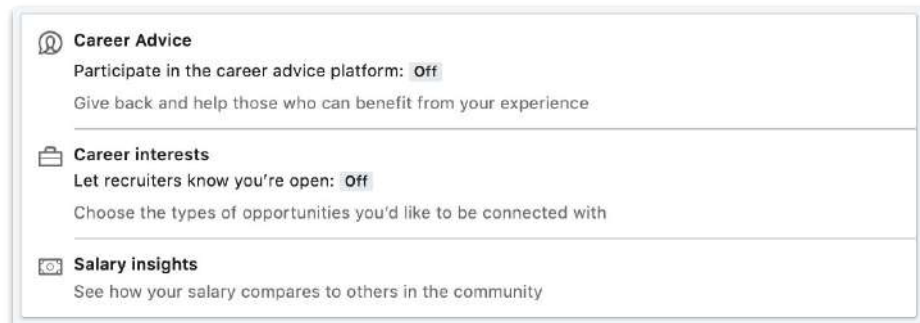
Employer-paid medical, dental, vision, etc	44%	Paid vacation (reimbursed)	11%
403b or 401k (or other retirement contributions)	41%	Equity	9%
Accrued or granted PTO	33%	4-day work week	9%
Education or tuition reimbursement	26%	Pension	9%
Remote work	26%	Transportation allowance	9%
Flex-time	24%	Unlimited PTO	8%
Accrued or granted vacation	22%	Unpaid sabbatical	5%
Accrued or granted sick	22%	Communiting allowance	4%
Paid family leave	19%	Commute time	3%
Tuition reimbursement	17%	Paid sabbatical	3%
Gym membership or reimbursement	17%	Paid childcare	2%

Focus on Employee Development
Greater Flexibility
Health + Wellness Benefits on the Rise

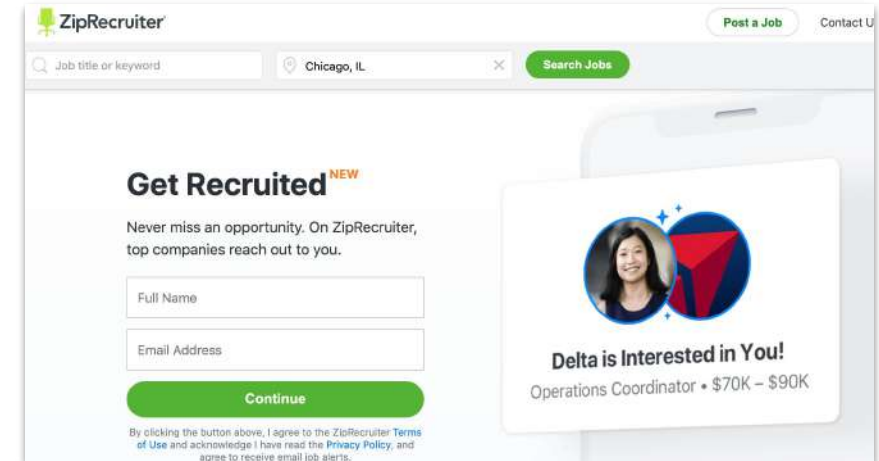
It's Simple to Make a Move



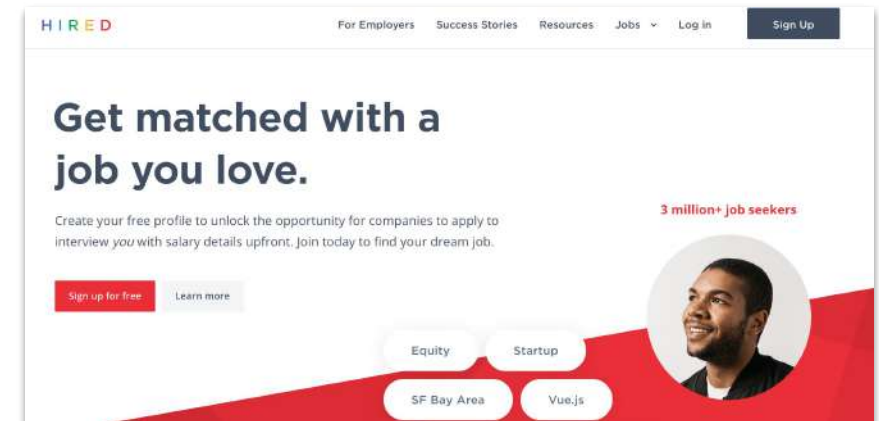
The LinkedIn job search interface features a top navigation bar with icons for Home, My Network, Jobs, Messaging, Notifications, and Me. Below the navigation bar, there are links for "Track my jobs", "Career interests", "LinkedIn Salary", "Looking for talent?", and "Post a job". The main section is titled "Your dream job's just a search away..." and contains a search bar with "Search jobs" and "Search location" fields, and a "Search" button. Below the search bar, there are "Suggested job searches" with buttons for "Group Lead", "Senior Group Lead", "Manufacturing Team Lead", "Manufacturing Specialist", "Laboratory Lead", "Group Project Lead", and "Manufacturing Lead". At the bottom, there is a section titled "Next steps in your job search (5)" with a question "Where are you in your job search?" and buttons for "Actively applying", "Casually looking", "Not looking, but open to offers", "Not open to offers", and "Skip".



The LinkedIn settings panel is divided into three sections: "Career Advice", "Career interests", and "Salary insights". The "Career Advice" section has a toggle switch for "Participate in the career advice platform" set to "Off" and a description "Give back and help those who can benefit from your experience". The "Career interests" section has a toggle switch for "Let recruiters know you're open" set to "Off" and a description "Choose the types of opportunities you'd like to be connected with". The "Salary insights" section has a description "See how your salary compares to others in the community".



The ZipRecruiter job search interface features a top navigation bar with a "Post a Job" button and a "Contact Us" link. Below the navigation bar, there is a search bar with "Job title or keyword" and "Chicago, IL" fields, and a "Search Jobs" button. The main section is titled "Get Recruited" and contains a form with "Full Name" and "Email Address" fields, and a "Continue" button. To the right of the form, there is a card titled "Delta is Interested in You!" with a profile picture of a woman and the text "Operations Coordinator • \$70K – \$90K". At the bottom, there is a small disclaimer about the ZipRecruiter Terms of Use and Privacy Policy.



The Hired job search interface features a top navigation bar with links for "For Employers", "Success Stories", "Resources", "Jobs", "Log in", and "Sign Up". Below the navigation bar, there is a section titled "Get matched with a job you love." with a description "Create your free profile to unlock the opportunity for companies to apply to interview you with salary details upfront. Join today to find your dream job." and a "Sign up for free" button. To the right of the text, there is a profile picture of a man and the text "3 million+ job seekers". At the bottom, there are buttons for "Equity", "Startup", "SF Bay Area", and "Vue.js".

It's Easier Than Ever to Evaluate Employers



Red Caffeine

a growth consultancy

Engaged Employer

[Overview](#) [12 Reviews](#) [2 Jobs](#) [3 Salaries](#) [4 Interviews](#) [4 Benefits](#) [23 Photos](#)

[Following](#) [Add a Review](#)

Red Caffeine Overview

Website	www.redcaffeine.com	Headquarters	Lombard, IL
Size	1 to 50 employees	Founded	2013
Type	Company - Private	Industry	Advertising & Marketing
Revenue	\$1 to \$5 million (USD) per year	Competitors	Unknown

Red Caffeine is a Growth Consultancy that builds badass brands people want to work with and for.

As Growth Consultants, we assess a business using external perspective and marketplace experience. We provide strategic insights, recommendations, and a ... [Read more](#)

Mission: +mission-Build a badass organization that clients want to work with and employees want to work for

+vision-Badass: To be a company of unquestionable authority

+purpose-To entangle ourselves with our team, clients and community to fuel meaningful ... [Read more](#)

**Work in HR or Marketing?**
Get a free employer account

**Replace all your team's tools with one.**
[Get Started](#)

Jobs You May Like

Red Caffeine Reviews

4.9  [Rating Trends](#)

100% [Recommend to a friend](#)

100% [Approve of CEO](#)

**Kathy Steele**
10 Ratings

Jun 17, 2019

**"Growing company, amazing team."**
 Current Employee - Anonymous Employee in Lombard, IL

☒ Recommends

☒ Positive Outlook

☒ Approves of CEO

I have been working at Red Caffeine full-time (More than 5 years)

Pros

Small, scrappy team of amazing and energetic people. Forward thinking company focused on growth for our clients and ourselves. A busy work environment with time for work and play. Everyone has a voice, no matter the role. Play the Great Game of Business which provides both financial transparency and learning opportunities.

Cons

Can probably use a bit of an updated PTO policy, which I believe leadership is already looking at. We don't always recognize high performers or those that go above and beyond.

Advice to Management

We are seeing some great changes being put into place to address the growing pains, and overall concerns of the team. Just keep on in this direction.

Cost of a Voluntary Exit - Wow!

RECRUITMENT IS COSTLY AND TAKES TIME



PRODUCTIVITY LOSS



2 YEARS

New hire to reach productivity level existing staff

ONBOARDING AN EMPLOYEE

\$50k per year

50%

PRODUCTIVITY COST

1 Employee = \$25,000 YR
10 Employees = \$250,000 YR

Cost of an Empty Seat



**Job
Stays
Open**

X

**Daily Revenue of a
Single Employee**

**Employee earning \$50,000 annually
= revenue loss of \$450 per day***

@ 40 Days = revenue loss of \$18,000

@ 6 Months = revenue loss of \$50,000

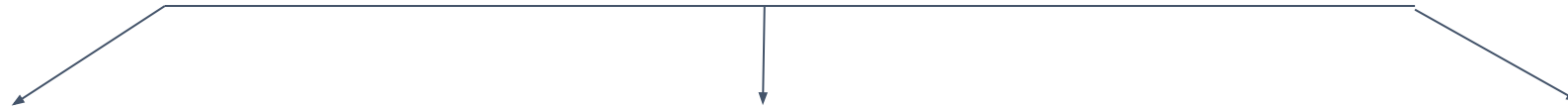
*Source: HR Industry reports project employees to generate 2-3X their salary. A calculation of 2X is used here.

*HR Industry reports project employees to generate 1-3X their salary. A calculation of 2X is used here.

What Is A PayBrand Story?



Your Employment Brand Story



Current Employees: Culture Club VIP

You are living our purpose to fuel meaningful impact for our team, our clients and our community. You help set the standard for our mission: building badass brands that clients want to work with and employees want to work for.

You are passionate about being a part of an entrepreneurial environment that allows you to have a voice. You love what you're doing, where you're doing it, and who you're doing it with. You value open book transparency and fair, competitive pay practices. You have clear expectations of your performance expectation and growth opportunities.

Recruit: Want to Be a BadAss?

We hire for culture first because it takes trust, collaboration, and inspiration to continually produce work that can move the needle of our clients' businesses.

Is there a place for you on our team? You must share our core values, prove you have what it takes to fuel meaningful impact, let us know what you totally geek out on and why it moves you, and be ready to break down boundaries because we're going to push you to do your best work.

Prospects/Clients: Work with a BadAss

Work with a company that values profit but not at the expense of people. Our purpose is to fuel meaningful impact for our team, our clients and our community. And our mission is to help build badass brands that clients want to work with and employees want to work for.

We hold ourselves to a higher standard and work hard to elevate our employee experience so we can elevate our client experience. We measure ourselves via employee and customer satisfaction surveys and Best Places to Work marketplace programs.

How Do You Start a PayBrand Story?

Step 1:

Define your Target Audiences:

- Candidate
- Employee

1/5

Of people feel
they are paid fairly

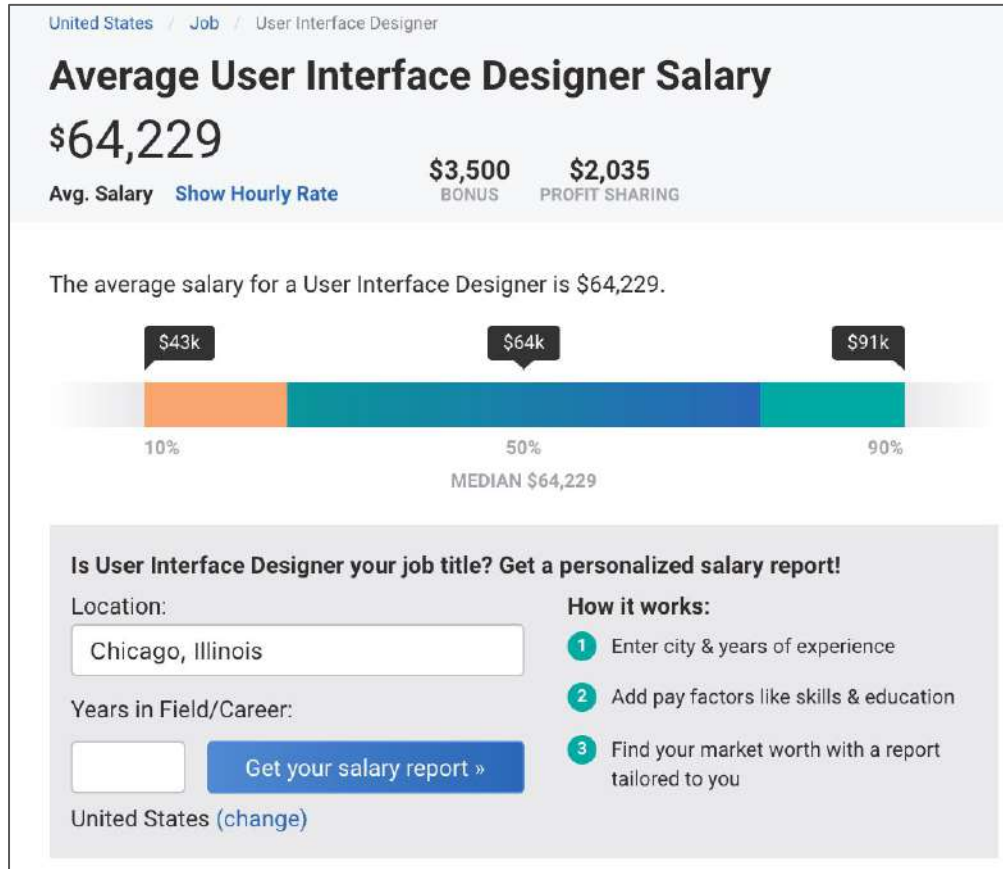
Step 2:

Define Your Talent Market(s):

- Industry
- Org size / Stage
- Org Type
- Location



Know The Pay Market



PayScale



Write Your PayBrand Story

Comp Philosophy is
the “WHY” Behind Pay



What's Your **Compensation** Philosophy?

Compensation Philosophy is formal documentation that defines the company's position on employee compensation. It highlights the “why” behind employee pay.

A common comp philosophy is a paragraph or two that includes:

- A statement that defines your company's compensation philosophy.
- Briefly defines your goal and strategy of your defined philosophy.
- Defines how your compensation philosophy will provide a competitive edge compared to your competitors.

Why Does Compensation Philosophy Matter?

26% of people leave jobs because they believed they were underpaid. Getting clear on how your company makes compensation decisions when hiring will lead to better conversations with your employees so they feel comfortable with their given compensation and benefits.

How to Write a Compensation Philosophy

Here are some tips to get started:

1. Be as concise as possible. It shouldn't be longer than two paragraphs.
2. Maintain an optimistic yet realistic tone.
3. It should define the value-adds that go beyond just pay.
4. It should demonstrate a commitment to ensuring fair and competitive pay best practices.
5. Avoid specific details in your compensation philosophy. Use general language such as “attractive, flexible, and market-based pay”, “competitive in recruiting and retaining employees through high-quality compensation plans”, or “compensation program aligned with shareholder interest.”

Red Caffeine Comp Philosophy

Why

- Provide a Fair, Competitive Pay
- Attract, Retain, & Reward
- Aligned with Annual Strategic & Financial Goals

Guiding Principles Align with Values

- Pay for Performance
- Support our Value of Learning
- Recognition for Extraordinary Contributions

Key Objectives

- Transparency
- External Competitiveness
- Internal Comparability
- Reward Performance that Meets/Exceeds Expectations
- Play to Win/Win Together: GGOB Bonuses
- Provide a Competitive Benefits Plan that is Valued by our Staff
- Support a Diverse and Flexible Work Experience

Pay Transparency Spectrum



PayScale

Bring Sexy Back to Perks



FAMILY LEAVE



HEALTHCARE



PET FRIENDLY



SNACKS / MEALS



BONUS



RETIREMENT PLANS



RECOGNITION



FLEXTIME /
REMOTE WORK



BIRTHDAY /
WORKAVERSARY



TUITION
REIMBURSEMENT



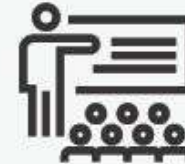
PAID VACATION



SICK LEAVE



CAREER PATHING



PROFESSIONAL
DEVELOPMENT



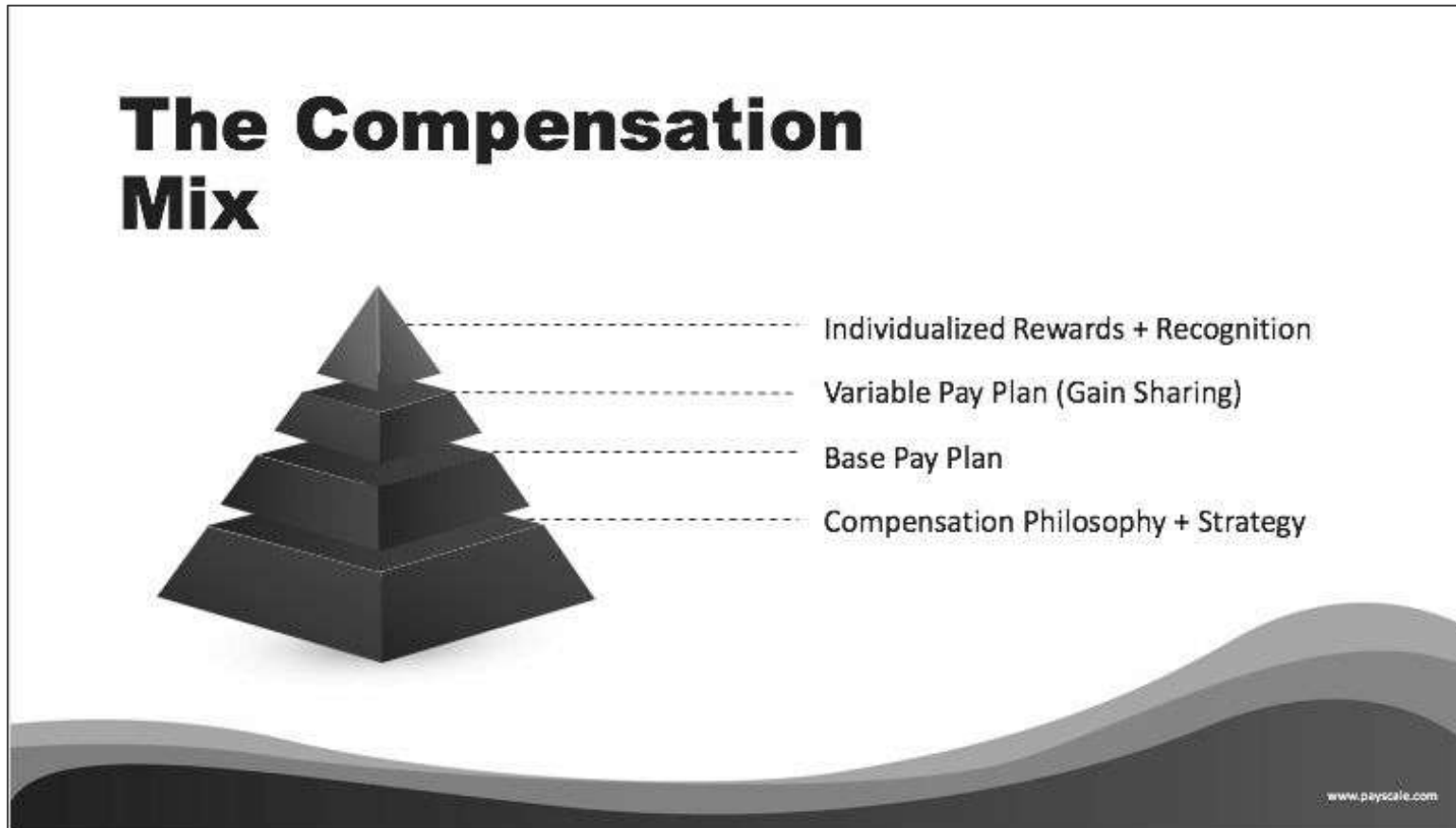
DISCOUNT
PROGRAMS



MATERNITY
LEAVE

Manager Communications

Prepare, Prepare, Prepare



PayScale

Manager Communications

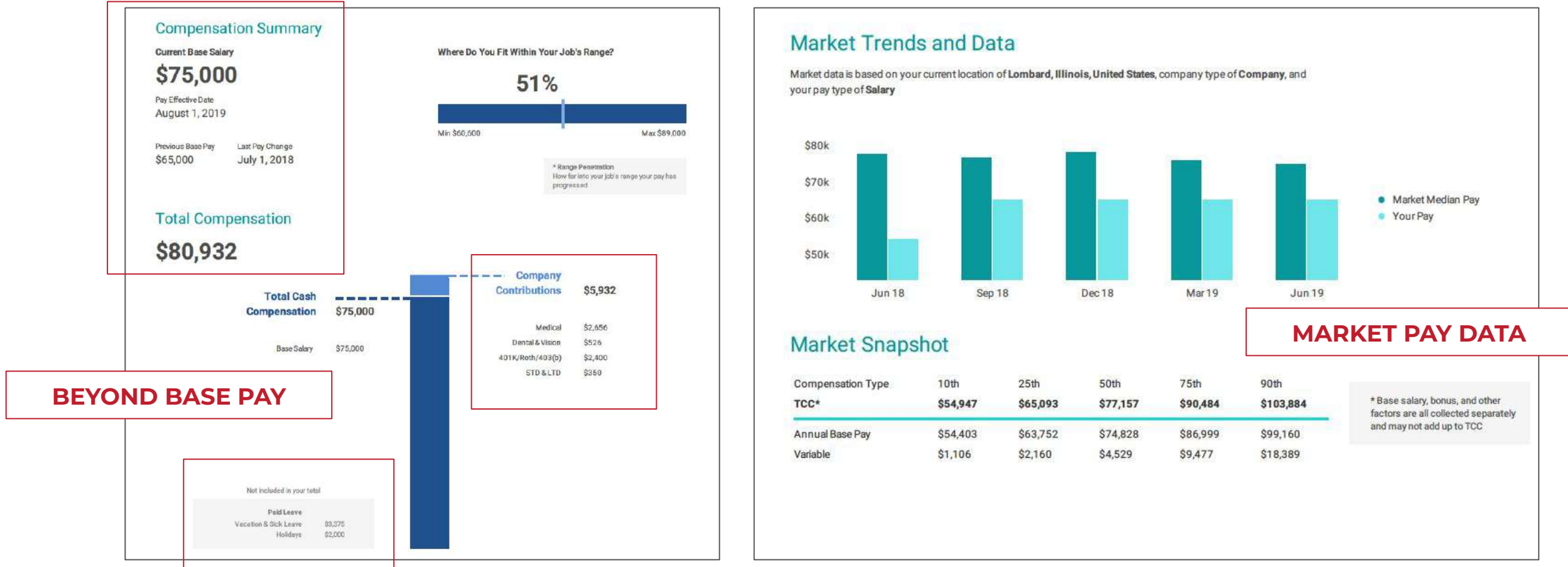
Education is Key



PayScale

Internal Communications

Anatomy of Comp Report



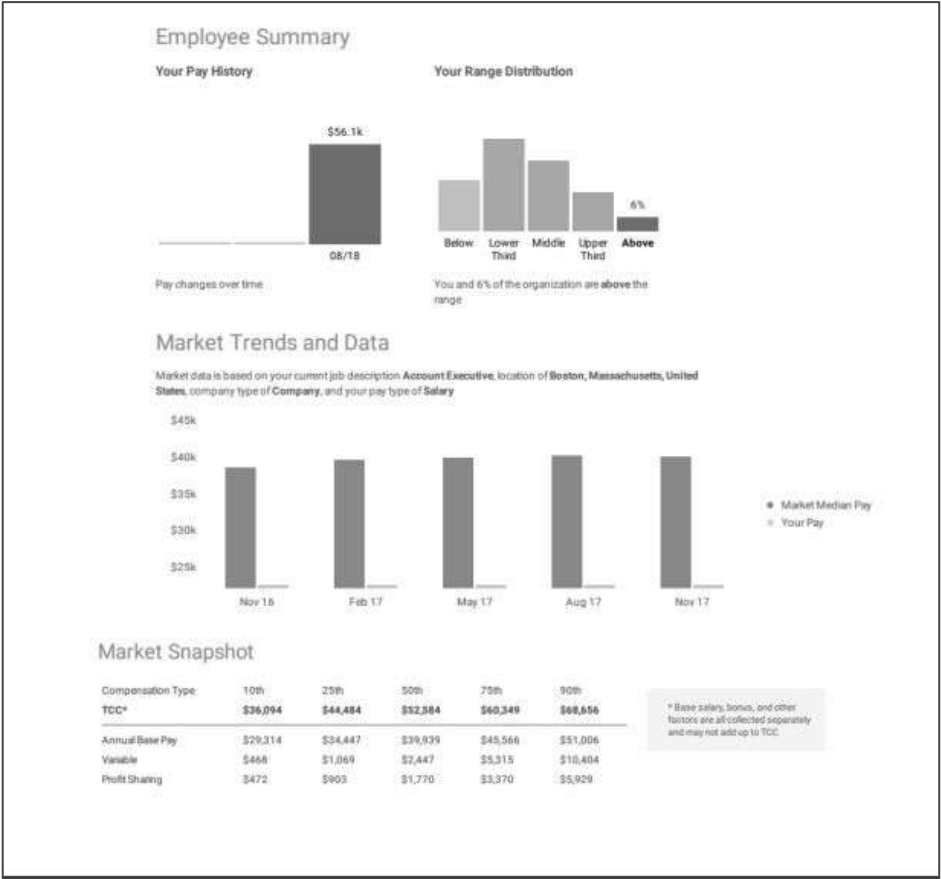
Internal Communications

Career Path

Un"Comp"licating Comp



Basic Function & Key Differentiators	Administrative Accounting Functions to support AP & AR	- Update General Ledger - AP/Vendor Relations - AR	- Maintain General Ledger - Prepare Financial Report	- Interpret financial reports and statements for management - Analyze financial data - Prepare budget
Degree & Certification Requirements	None	Bachelor's Degree No Certification Required	Bachelor's Degree CPA required at proficiency	Bachelor's Degree CPA required at start
Critical Skills at Proficiency	- Attention to Detail - Excel - Data Entry - Quickbooks	- Attention to Detail - Quickbooks	- GAAP - General Ledger - Monthly Reconciliation - Financial Reporting	- GAAP - Financial Reporting - Financial Analysis - Budgeting
Years of Experience	• 1-2 at proficiency	• 3-5 at proficiency	5-7 at proficiency	8-10 at proficiency



External Communications

Candidates Look for Value Alignment



Core Beliefs

PAWS Values:

The No Kill Model - Solutions to End the Killing



THE NO KILL MODEL

Dig deeper into the Pillars of No Kill - Targeted Spay/Neuter, Adoptions, Animal Health & Well-Being, and Volunteers - and the foundation of Community Engagement in our No Kill section.

[See the Model](#)

Animal life,
and innate behaviors in
ity of life possible.
, and abuse
population.

ship of maintaining the
n making decisions, along with
he impact of our work when

animal care and the
ions on animal

ISSUES

- People and animals are well-served when everyone gives thoughtful consideration to how their attitudes, actions, and behaviors impact the animals with whom they share the earth.
- Public outreach and education efforts are most effective when presented using legal and non-confrontational methods. PAWS advocates for animals by leading issue campaigns, working with elected officials, proposing animal-friendly legislation, and providing education to the public; and through the compassionate and appropriate way we treat the animals in our care.
- Wild animals are best served by being allowed to live undisturbed in their natural environment. Wild animals should not be owned as household pets or property. Wild animals of any kind should not be used for commercial exploitation.
- Companion animals should be spayed or neutered because this is the most humane and effective way to end the suffering, killing, and need for euthanasia of animals caused by companion animal over-population. Breeding that is not managed or is irresponsible contributes to companion animal over-population and is therefore opposed.
- Farm animals have the right to physically move about freely, to engage in the natural behaviors, and to live without imposed stress and fear. Animal-friendly lifestyles are promoted because they alleviate the suffering of farm animals as well as positively impact the health of people and the environment.
- Cruel and inhumane research and product testing on animals promotes animal suffering. Non-animal methods for research and product testing should always be explored and used.
- Companion animals are euthanized only when all reasonable courses of treatment and determination of adoptability have been exhausted. Wild animals are euthanized only when there is no reasonable chance of release and survival in their natural habitats.
- In our role of upholding the rights of animals, we believe it is our responsibility to educate the public about the positions PAWS holds and values.

Our Mission:

We're in business to save our home planet.



We're in business to

Our Reason for Being

At Patagonia, we appreciate that all life on earth is under threat of extinction. We aim to use the resources we have—our business, our investments, our voice and our imagination—to do something about it.

Patagonia grew out of a small company that made tools for climbers. Alpinism remains at the heart of a worldwide business that still makes clothes for climbing as well as for skiing, snowboarding, surfing, fly fishing, mountain biking and trail running. These are silent sports. None require an engine; rarely do they deliver the cheers of a crowd. In each, reward comes in the form of hard-won grace and moments of connection with nature.

As the climate crisis deepens, we see a potential, even probable end to such moments, and so we're fighting to save them. We donate our time, services and at least 1 percent of our sales to help hundreds of grassroots organizations all over the world so that they can remain vigilant, and protect what's irreplaceable. At the same time, we know that we risk leaving a trail only to leave the forest—a livable planet. As the loss of biodiversity, stable soils, coral reefs and fresh water all accelerate, we are doing our best to address the causes, and not just symptoms, of global warming.

Staying true to our core values during forty-plus years in business has helped us create a company we're proud to run and work for. To stay in business for at least forty more, we must defend the place we all call home.

Core Values
Our values reflect those of a business started by a band of climbers and surfers, and the minimalist style they promoted. The approach we take toward product design demonstrates a bias for simplicity and utility.

Build the best product
Our criteria for the best product rests on function, reparability, and, foremost, durability. Among the most direct ways we can limit ecological impacts is with goods that last for generations or can be recycled so the materials in them remain in use. Making the best product matters for saving the planet.

Cause no unnecessary harm
We know that our business activity—from lighting stores to dyeing shirts—is part of the problem. We work steadily to change our business practices and share what we've learned. But we recognize that this is not enough. We seek not only to do less harm, but more good.

Use business to protect nature
The challenges we face as a society require leadership. Once we identify a problem, we act. We embrace risk and act to protect and restore the stability, integrity and beauty of the web of life.

Not bound by convention
Our success—and much of the fun—lies in developing new ways to do things.



LET MY PEOPLE GO SURVIVE BY YVON CHOUINARD

Revised and updated as the 10th anniversary of its original publication, *Let My People Go Survive* is the story of an unsentimental entrepreneur who brought change to the heart of his business. But perhaps even its most challenging conventional wisdom, leading a simple and more expansive life, and making a living with us being poor.

2021

We're always looking for motivated people to join at our headquarters in our Ventura, California headquarters, Reno, Nevada Service Center, and occasionally in our customer offices. Here, we especially interested in people who share our love of the outdoors, our passion for quality and our desire to make a difference.

Our job listing is updated frequently, so if you don't see a position that fits with your background and interests, try again in a week or two.

SPEAKING REQUEST FORM

A big part of Patagonia's mission involves public engagement. We welcome the opportunity to share our ideas and experience with the broader business community, colleges and universities, and other organizations. We also welcome as organizations looking to implement solutions to the environmental crisis and use business as a force for positive change.

To help us make the most of our time, please prepare for a 15-minute presentation to speak at your event, class or conference. Please fill out the following questionnaire. We'll get back in touch with you shortly.

[Get Form](#)



RESPONSIBLE SOURCING

RESPONSIBLE SOURCING

As a food company, CLIF Bar & Company is working step by step to help create a healthier, more just and sustainable food system. We are on a journey to do business differently—we strive to reduce our environmental footprint and improve everything we do, from the field to the final product. We have put in place responsible sourcing goals, practices and policies to communicate our values and expectations for suppliers to act ethically and responsibly.

To understand our sustainable sourcing process, we want to share how we work with expert third parties and evaluate risks and opportunities in four areas we call our "CORE values of sustainable sourcing":

CONNECT

Connect with the farmers who grow our food, and create a traceable supply chain.

- Our traceability program ensures we know where our ingredients come from, and we visit select suppliers and farmers annually.

ORGANIC

Increase our purchase of organic, transitional, and certified-sustainable ingredients.

- To date, 74 percent of everything we buy is certified organic. We've purchased over 750 million pounds of organic ingredients since 2005. We strive to increase organic and certified-sustainable purchases every year.

RESTORE

Support and encourage restorative practices that reduce environmental impacts, conserve natural resources and protect biodiversity.

- Our key facilities where we make our food are moving towards zero waste with a



A TEAM OF FOODIES, PARENTS, ADVENTURERS AND EVERYTHING IN BETWEEN

CLIF Bar is a family and employee-owned company that believes happy, healthy people create the best food. Our culture, pay, benefits, holistic wellness programs, and dedication to employees' career growth, create a unique and meaningful workplace, where we take ourselves lightly and our work seriously.

PayBrands as a Competitive Play

peoplepluspeopleconf.com



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CONFERENCE & CONTENT SERIES

#PeoplePlusPeople

Taking a Stance Gender Equality



The CEO of Salesforce Found Out His Female Employees Were Paid Less Than Men. His Response Is a Priceless Leadership Lesson

Marc Benioff doesn't believe you can be a decent CEO in 2018 if you're not committed to paying women and men equally.

Open Source Handbook



Values Nominations

To build an enduring company that can generate tremendous social impact and financial value, we need outstanding team members and a great organization. Our Values describe a set of beliefs about what is most important, and the behaviors and actions that will help us build the best possible company. Given our belief in these values, it is important that they are visible and woven into the fabric of the culture. One way we do this is to celebrate team members who not only act in a way that is consistent with the Values, but who go above and beyond and who are exemplars.

Each week on Friday the entire company will receive an email asking for nominations. Team members are asked to nominate a colleague, identify the value or values that have been exemplified, and write a few sentences describing the work or the action. On Sunday night, in the CEO's weekly email, most or all of these nominations will be included, and put into

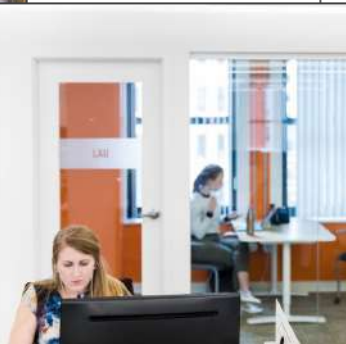
Insight Meetings

Monthly Insight Meetings provide an opportunity to align on performance and expectations, go beyond talking about tasks and projects, and to ask/answer questions designed to drive performance. Employees and Managers ask questions like "What's one thing you want to highlight from this month that went well?" or "What's one way I could work better with you?". We provide a sample set of questions as a framework to help facilitate these monthly conversations, but there is a lot of freedom in that framework to customize how you use these meetings.



OKRs - Objectives & Key Results

We believe OKRs should be ambitious and help push us to exceed our goals each year. Company OKRs are set on an annual basis to support the company priorities and strategic plan. Team OKRs are then developed across teams collaboratively to support the company OKRs. Then departments set individual OKRs to support the Team OKRs. Each quarter teams meet to make any necessary updates to quarterly OKRs and to evaluate past quarter achievement. Objectives are defined as the qualitative goal for the quarter. Key results are defined as the quantitative outcomes for the objective.





Culture

Our Culture

At Ellevation we do things a little different starting with our internal approach to how we treat people. So we created an interactive handbook to explain what's important to us, what we stand for and how we work. Skim through to check out some of our amazing benefits and perks, or dive in and read all the nitty-gritty policy details. It's a great way to get the inside scoop into our people operations that make us unique here.

[About Ellevation](#)[Our Rituals](#)[Performance Management](#)[Benefits & Perks](#)[Our Work](#)[Information Security](#)

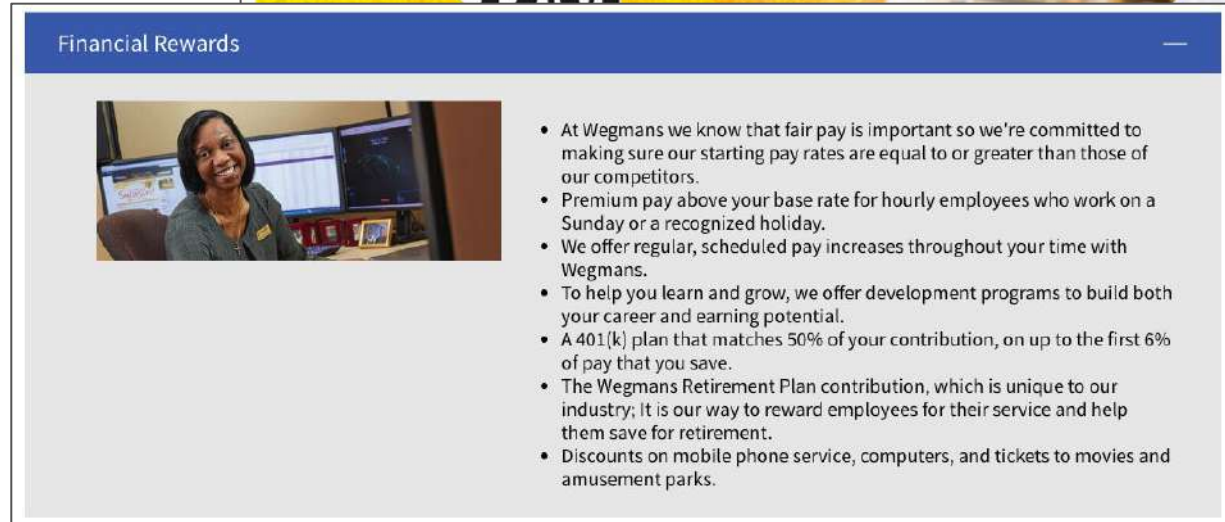
Showcasing Comp Philosophy

Stanford University

The screenshot shows the top portion of the Stanford University 'Cardinal at Work' website. The header includes the 'Cardinal at Work' logo, 'Benefits & Rewards' text, and navigation links for 'Contact Us', 'Resources', and a search bar. A secondary navigation bar lists 'Home', 'My Offerings', 'Health', 'Retirement Savings', 'WorkLife', 'Compensation' (which is underlined), 'Time Away', and 'Sweeteners'. A 'My Benefits' button is on the right. The main content area is titled 'Our Compensation Philosophy' and contains a paragraph about Stanford's commitment to fair and competitive compensation. Below this is a section titled 'Primary principles that guide our staff compensation program' with a bulleted list of three principles. At the bottom of this section is a heading 'The staff compensation program is designed to meet certain key objectives:' followed by a bulleted list of five objectives. On the right side of the page, there is a sidebar with a photo of a man and a list of links: 'Compensation', 'Overview', 'Total Compensation Statement', 'Staff Compensation', and 'Pay Administration'.

This screenshot shows the 'Total Compensation Statement' page on the Stanford University website. The header is identical to the previous screenshot. The main content area is titled 'Total Compensation Statement' and includes a paragraph explaining that it is a personalized online statement summarizing the total value of compensation, including health and retirement plans, tuition, training, paid time off, and other benefits. Below this, there is a paragraph stating that users have access to a personalized online statement of their total compensation. At the bottom, a small note mentions that as a valued employee, users have access to a variety of benefits and rewards. The sidebar on the right is also identical to the previous screenshot, showing the same photo and list of links.

Wegmans

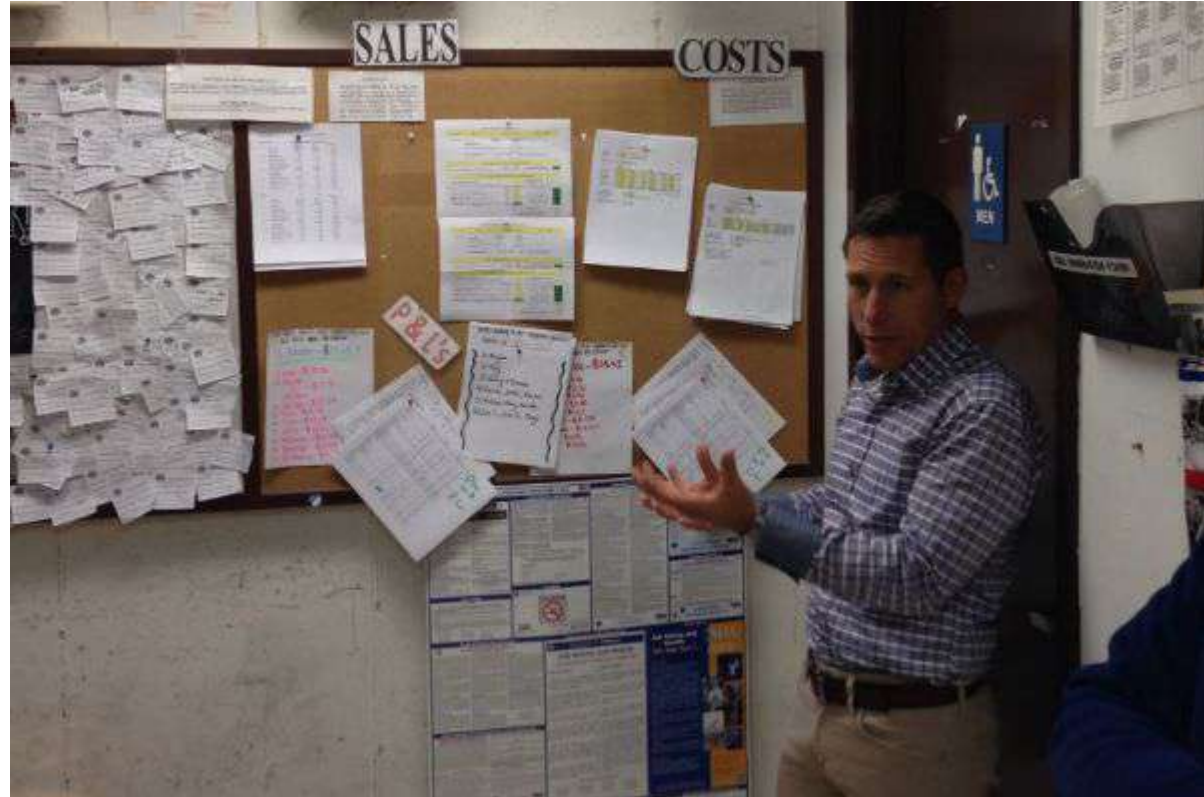


Benefits & Total Rewards

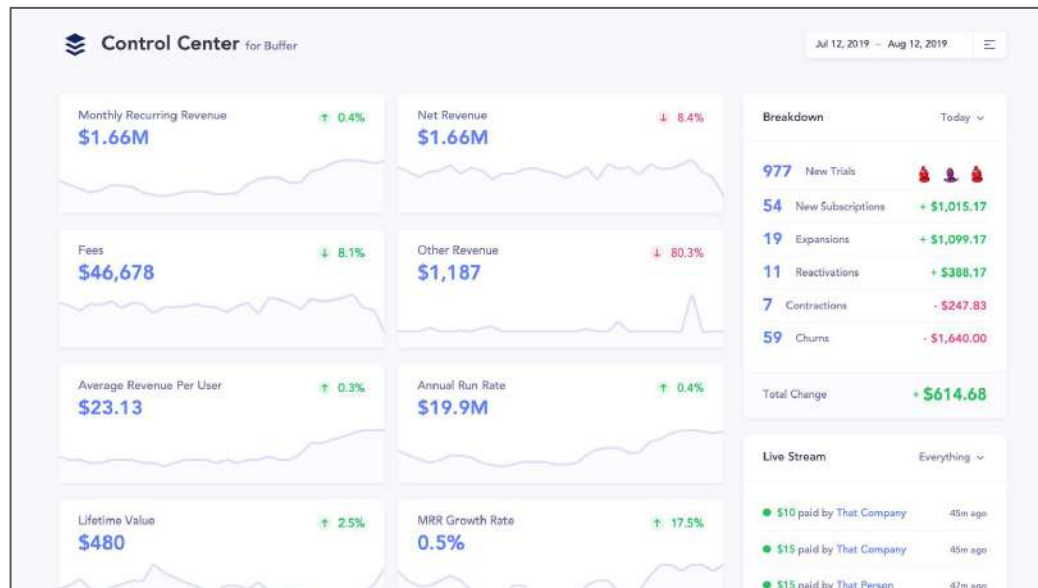


A screenshot of the Cisco website's 'Benefits & Total Rewards' page. The top navigation bar includes a 'MENU' icon, the Cisco logo, and a search icon. The main header features a large image of three smiling Cisco employees with the text 'Be you, with us' and the hashtag '#WeAreCisco, where each person is unique, but brings their talents to work as a team and make a difference.' Below this are two buttons: 'Browse all jobs' and 'Watch video'. The page is divided into two main sections. The left section, titled 'Benefits and perks to love', states 'Ciscoans work hard – and we reward hard. We go beyond the usual benefits with surprising extras we think you'll love.' and includes a 'Learn more' link. It features five icons representing different benefit categories: Financial (dollar sign), Perks (cupcake), Personal development (trophy), Health and wellness (apple), and Charitable (hand holding a heart). The right section, titled 'Total rewards', states 'Financial security is fundamental to building a healthy, engaged team. Our compensation programs aim to please.' and features four icons representing different reward programs: Competitive compensation plan (dollar sign), Generous employee stock-purchase program (stock chart), Tuition reimbursement (book), and Annual bonuses (calendar with dollar sign). Each icon is accompanied by a brief description of the program.

Internal Transparency



Totally Transparent



Buffer Salaries 2019

File Edit View Insert Format Data Tools Add-ons Help

100% View only

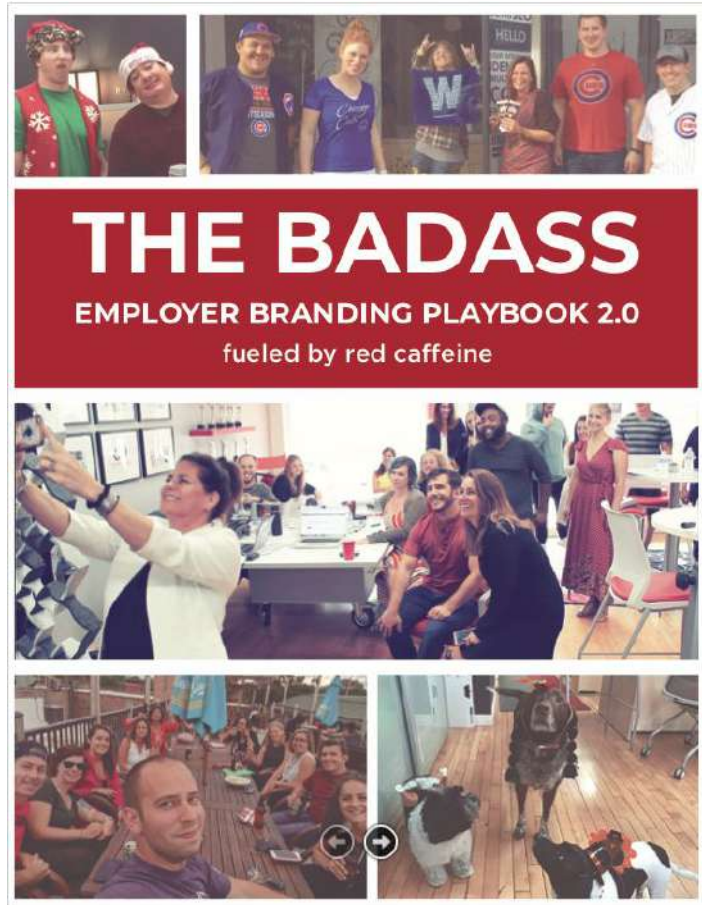
Cost of Living (COL) Bands

	A	B	C	D	E	F	G	H	I	J
1	Cost of Living (COL) Bands									
2	High	100								
3	Average	85								
4	Low	75								
5										
6	Name	Base Salary	Buffer Role	Location	Level	Step	San Francisco Mkt 50th Percentile	Cost of Living Multiplier, Option 1	Base Salary	
7	Founder									
8	Joel	\$278,250	CEO	Boulder, CO, USA	8	1	\$325,000	85	\$278,250	
9										
10	People/Finance									
11	Nicole	\$91,928	People Engagement Manager	Portland, OR, USA	3	2	\$108,150	85	\$91,928	
12	Jerry	\$128,802	Senior Operations Manager	Louisville, KY, USA	4	2	\$153,778	85	\$130,710	
13	Stephane	\$88,250	Operations Manager	Singapore	3	1	\$105,000	85	\$88,250	
14	Courtney	\$132,636	Director of People	Nashville, TN, USA	4	3	\$156,278	85	\$132,636	
15	Caryn	\$153,800	Senior Director of Finance	San Luis Obispo, CA, USA	5	1	\$180,000	85	\$153,800	
16	Kyle	\$83,884	Accountant	Jacksonville, FL, USA	3	2	\$98,884	85	\$83,884	
17	Mandy	\$85,850	Executive Assistant	Nashville, TN, USA	3	1	\$101,000	85	\$85,850	
18	Kenya	\$83,584	People Ops Manager	Farmington Hills, MI, USA	2	4	\$98,345	85	\$83,584	
19										
20	Marketing									
21	Ahmed	\$83,279	Content Marketer	Singapore	2	2	\$97,975	85	\$83,279	
22	Annie	\$81,848	Community Strategist	Philadelphia, PA, USA	2	1	\$96,054	85	\$81,848	
23	Ash	\$90,196	Content Marketer	Bury St Edmunds, UK	3	1	\$106,113	85	\$90,196	
24	Burke	\$74,727	Social Media Manager	Nashville, TN, USA	1	3	\$87,814	85	\$74,727	
25	Halley	\$90,196	PR Specialist (Technical Publications Writer)	Colorado Springs, CO, USA	3	1	\$106,113	85	\$90,196	
26	Kevin	\$181,500	VP Marketing	Beaune, IL, USA	6	1	\$190,000	85	\$181,500	
27	Mike E	\$85,481	Product Marketer	Sydney, Australia	2	2	\$97,975	85	\$85,481	
28	Spencer	\$83,279	Full Stack Marketer	Aliso Viejo, CA, USA	2	2	\$97,975	85	\$83,279	
29	Ashley	\$157,433	Marketing Director	New York, NY, USA	6	1	\$157,433	100	\$157,433	\$157,433
30										
31	Engineering									
32	Adrian	\$92,260	Software Engineer (R) Systems	Low cost of living city	3	1	\$123,900	75	\$92,260	
33	Andy	\$170,704	Senior Engineer II Mobile iOS	San Francisco, CA, USA	5	1	\$158,250	100	\$170,704	
34	Barb	\$134,513	Senior Engineer (R) Web	Nantes/Lyon, France	5	1	\$158,250	85	\$134,513	
35	Colin	\$152,189	Staff Engineer, Happiness Eng Lead, Web	Cambridge, UK	6	1	\$179,046	85	\$152,189	
36	Dan	\$240,541	CTO	New York, NY, USA	7	1	\$240,541	100	\$240,541	

Your Move Forward Plan

1. It's an Employee Market - Know the True Costs of Your Talent Growth Plan
2. Your PayBrand Story & Comp Philosophy Has to Be Scalable
3. To Compete - "Comp" Education for Yourself & Employees
4. Train Your Managers to Have Comp Conversations
5. COMMUNICATE!
6. Find Your Unique PayBrand Story Angle

Employer Branding Playbook 2.0



- Assessment
- Creating a Employment Brand Budget
- Employer Branding Foundation
- Career Site Must Haves
- Recruiting Campaign
- Metrics

Q&A

Let's Connect!



Kathy@redcaffeine.com



@Kathysteele



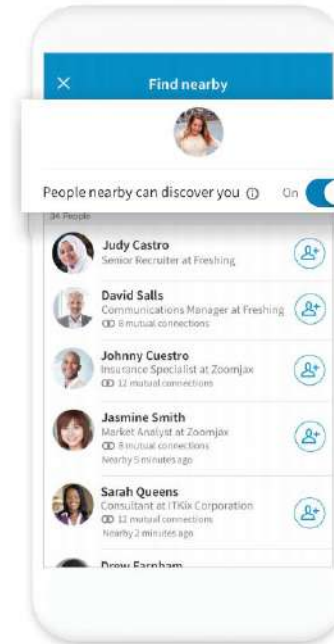
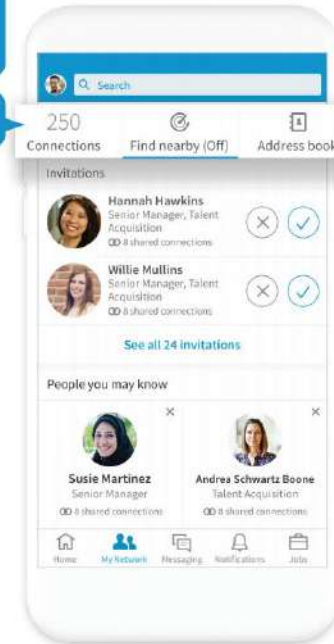
redcaffeine.com



linkedin.com/in/kathleenmsteele

Open the LinkedIn app,
and go to My Network
in the menu.

Tap on Find Nearby.



Turn Find Nearby toggle
to ON (Note: Find Nearby
will run in background mode
until you switch it off).

Boom, see people nearby.