CONTRACT No. GS-10F-0217X

CONTRACTOR
The Segal Group
1800 M Street NW, Suite 900S
Washington, DC 20036
Web site: www.segalco.com
Telephone Number: (202) 833-6400

CONTRACT ADMINISTRATOR
The Segal Group
Kevin J. Carrington
Senior Vice President, Senior Consultant and
Federal Practice Leader
1800 M Street NW, Suite 900S
Washington, DC 20036
Telephone Number: (202) 833-6427
Email: kcarrington@segalco.com

MARKETING AND TECHNICAL POC
The Segal Group
Kevin J. Carrington
Senior Vice President, Senior Consultant and
Federal Practice Leader
1800 M Street NW, Suite 900S
Washington, DC 20036
Telephone Number: (202) 833-6427
Email: kcarrington@segalco.com

Business Size: Large

Date: Price list current as of Modification #PS-0025 effective April 29, 2021

Prices shown herein are NET (discount deducted).

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov. Online access to contract ordering information, terms and conditions, up-to-date pricing and the option to create an electronic delivery order are available through GSA-Advantage™, a menu-driven database system. The INTERNET address for GSA-Advantage™ is: http://www.gsaadvantage.gov.
General Contract Information

1.a Table of Awarded Special Item Number 541611, OLM

Per refer to pages 5-12 and page 17 for a more detailed description of services.

1. b Lowest-Priced Model Number and Lowest Price

$68.51, Support Staff

1. c Labor Category Descriptions

Per refer to pages 18-19.

2. Maximum Order

SIN 541611: $1,000,000; OLM: $250,000

3. Minimum Order

$100.00

4. Geographic Coverage

48 contiguous States, the District of Columbia, Alaska, Hawaii & Puerto Rico

5. Point(s) of Production

The Segal Group, 1800 M Street NW, Suite 900S Washington, DC 20036

6. Discount from List Price

All prices herein are net

7. Quantity/Volume Discounts

None

8. Prompt Payment Terms

Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions, 0%, Net 30 days;

9. Foreign Items

None

10a. Time of Delivery

To be determined at the task order level

10b. Expedited Delivery. Items available for expedited delivery are noted in this price list.

To be determined at the task order level

10c. Overnight and 2-day delivery

To be determined at the task order level

10d. Urgent Requirements

To be determined at the task order level

11. F.O.B. Point(s)

Destination

12a. Ordering Address

The Segal Group, 1800 M Street NW, Suite 900S Washington, DC 20036
Web site: www.segalco.com
Telephone Number: (202) 833-6427
kcarrington@segalco.com

12b. For supplies and services, the ordering procedures, information on blanket purchase agreements (BPA’s), are found in Federal Acquisition Regulation (FAR) 8.405-3.

13. Payment Address

The Segal Company
P.O. Box 4059
Church Street Station
New York, NY 10261-4059
<table>
<thead>
<tr>
<th></th>
<th>General Contract Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.</td>
<td>Warranty Provision</td>
</tr>
<tr>
<td>15.</td>
<td>Export Packing Charges</td>
</tr>
<tr>
<td>16.</td>
<td>Terms and Conditions of Rental, Maintenance, and Repair</td>
</tr>
<tr>
<td>17.</td>
<td>Terms and Conditions of Installation (if applicable)</td>
</tr>
<tr>
<td>18a.</td>
<td>Terms and Conditions of Repair Parts Indicating Date of Parts Price Lists and any Discounts From List Prices</td>
</tr>
<tr>
<td>18b.</td>
<td>Terms and Conditions for any Other Services (if applicable)</td>
</tr>
<tr>
<td>19.</td>
<td>List of Service and Distribution Points (if applicable)</td>
</tr>
<tr>
<td>20.</td>
<td>List of Participating Dealers (if applicable)</td>
</tr>
<tr>
<td>21.</td>
<td>Preventative Maintenance (if applicable)</td>
</tr>
<tr>
<td>22a.</td>
<td>Special Attributes Such as Environmental Attributes (e.g., recycled content, energy efficiency and/or reduced pollutants)</td>
</tr>
<tr>
<td>22b.</td>
<td>Section 508 compliance information is available on electronic and information technology (EIT) supplies and services and show where full details can be found (e.g. contractor’s website or other location). The EIT standards can be found at: <a href="http://www.Section508.gov/">www.Section508.gov/</a></td>
</tr>
<tr>
<td>23.</td>
<td>Data Universal Number System (DUNS) Number</td>
</tr>
<tr>
<td>24.</td>
<td>The Segal Group, is registered in the System for Award Management (SAM) database. Contractor registered and active in SAM.</td>
</tr>
</tbody>
</table>

THE SEGAL GROUP 3

Segal
The Segal Company (www.segalco.com) is a leading, independent firm of benefit, compensation and human resources consultants since its founding in 1939. Segal is headquartered in New York and has more than 990 employees throughout the U.S. and in Canada. Clients include corporations, non-profit organizations, professional service firms, state and local governments and joint boards of trustees administering pension and health and welfare plans under the Taft-Hartley Act. Visit us at www.segalco.com.

Our culture is a direct outgrowth of our mission. We are a client-focused organization. As such, our organizational structure is relatively flat. The purpose of our structure is to drive decision making to the teams that serve our clients. We feel it is important that client teams have as much flexibility as possible to deliver the most appropriate, high quality service to our clients and to make decisions about investing in our client relationships. Our client relationship managers and lead consultants are available 24/7 for our clients.

Our Market Value Proposition

Our mission statement comes to life through our Market Value Proposition. Our Market Value Proposition summarizes the ways in which we impact our clients, the solutions we deliver, and the approach we take in serving our clients.

<table>
<thead>
<tr>
<th>Impact</th>
<th>We help our clients:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increase the performance and productivity of their people</td>
</tr>
<tr>
<td></td>
<td>Improve the return on investments in compensation, benefits, and total rewards</td>
</tr>
<tr>
<td></td>
<td>Better manage cost and financial risk</td>
</tr>
<tr>
<td></td>
<td>Improve strategy execution</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Solutions</th>
<th>We serve our clients through:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Performance and talent management solutions that build workforce capability</td>
</tr>
<tr>
<td></td>
<td>Total reward solutions that drive workforce retention, engagement, and performance</td>
</tr>
<tr>
<td></td>
<td>Organization solutions that build a high performance culture</td>
</tr>
<tr>
<td></td>
<td>Leadership solutions that increase organization alignment, agility, and speed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Approach</th>
<th>In serving our clients, we are committed to:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Partnering with our clients in a strategic and collaborative manner</td>
</tr>
<tr>
<td></td>
<td>Application of deep industry expertise and organizational knowledge</td>
</tr>
<tr>
<td></td>
<td>Customized, practical, and enduring solutions</td>
</tr>
<tr>
<td></td>
<td>An emphasis on impact and long term return on investment</td>
</tr>
<tr>
<td></td>
<td>A commitment to effective implementation and change management</td>
</tr>
</tbody>
</table>

Our approach is collaborative and flexible so that it can be tailored to meet your needs. We realize that the scope of our services needs to be aligned with the work style, priorities, and financial resources of our clients. As always, we encourage and look forward to your feedback and input to finalize a plan of work for you.
Summary of Segal Services

Our comprehensive array of results-driven consulting and actuarial services includes strategic planning and program designs that align human resources strategies with organizational goals and mission requirements. Segal serves three distinct markets—Public Sector, Corporate and Multiemployer—with services, staff and expertise available to consult on the full range of human capital, communications, health, retirement, and compensation issues in each of these markets.

Organization and Talent Services

The Organization and Talent practice helps clients solve problems in executing their business strategy, increasing their organizational effectiveness and performance, and ensuring the right human capabilities. We use a collaborative yet analytic approach to make sure that the best solutions are developed and implemented in a way that creates impact. Our service areas include:

Organization Effectiveness

- **Organization Design and Assessment**
  An effective design allows your organization to develop and leverage its strategic capabilities. It is a source of competitive advantage.
- **Operating Models and Work Systems**
  Segal can help design new organizations and make them more effective with a "100 day plan" that will guide your organization in designing and implementing a new operating model.
- **Strategy Execution**
  We assist clients in executing their business strategy.
- **Human Resource Functional Effectiveness**
  Segal can evaluate your organization’s Human Resources function to determine how it can help your organization achieve its strategic objectives.

Talent Management

- **Strategic Workforce Planning**
  Segal's Strategic Workforce Planning (SWP) solution provides a highly effective and business-based approach to strategic workforce planning that provides business leaders with the insights and information they need to ensure they have the right number, type and quality of talent needed to execute their business strategy.
- **Employee Value Proposition**
  Segal can help your organization adopt a more strategic, comprehensive, and integrated approach to total rewards that includes both financial and non-financial rewards.
- **Talent Standards, Development and Succession**
  Organizations need the right talent in order to be effective, and finding the right talent requires a set of integrated talent management standards and processes.
Summary of Segal Services

- **Retention Management**
  An organization's ability to retain its key employees is a critical competitive advantage in today's economy.

- **Effective Performance Management**
  Segal can help your organization align performance with institutional strategy, enhance skills and encourage development, send a message about what your organization values, and increase attraction and engagement of high performers.

**Special Focus Areas**

- **New Organization Effectiveness**
  Segal can help design new organizations and make them more effective with a "100 day plan" that will guide your organization in designing and implementing a new operating model.

- **Talent Calibration**
  Cross-manager calibration of talent assessment, development planning, succession and rewards is a proven way of improving the effectiveness of talent management processes and outcomes. Segal helps its clients design and execute talent calibration processes.
Summary of Segal Services

Performance and Rewards

The Performance & Rewards practice helps clients develop effective pay and performance programs that address the specific needs of organizations and their employees.

Rather than coming in with a pre-established solution, we partner with our clients to create customized pay and performance programs that align with their strategic objectives and help manage the performance and productivity of their employees.

We have over fifty years of experience designing client-tested programs that employees find easy to understand and both HR and managers find easy to administer.

Compensation Structure

Job Structure and Evaluation System

Developing or revising the job description process: Segal helps organizations either develop a new job description framework or revise an existing one to accurately reflect a job family or position's primary job responsibilities and the necessary skills, experience and competencies needed for an individual to perform the basic duties and functions of his or her position.

Revising titling guidelines and conventions: Having a consistent set of definitions and titling conventions for common job titles makes it easier for employers to make comparisons against similar jobs in the marketplace. It also aligns titles across the organization and establishes a clear progression in determining reporting relationships.

Developing criteria for key job levels/families: A clear grouping of jobs, in which the work performed is of similar nature, is necessary from both an internal and external perspective. Externally, job families ensure that appropriate comparison markets are identified, that an organization's pay position is responsive to market pressures and that roles and titles are reflective of market practices, which facilitates the recruitment and retention of qualified staff. Internally, identifying roles that perform similar work across all areas of the organization helps ensure consistency of pay and titling for these positions and clarifies career opportunities for staff.
Summary of Segal Services

Pay Equity – Improving Pay Equity and Other Compensation Outcomes

Signs of process flaws that could have a harmful effect on pay equity and other compensation outcomes include:

- Managers "gaming the system" or using favoritism
- Decisions being made in "silos"
- No visibility on what others are doing
- No market or internal data for guidance
- Lack of differentiation
- Perpetuating or compounding old mistakes
- Too many guidelines, no real discretion

Pay Equity Diagnostics

Segal uses several methods to evaluate pay equity and determine what the appropriate remedy may be to address the inequity. These methods include:

- **Descriptive statistics:** These statistics evaluate pay levels across demographic variables to highlight areas where there are potential differences in pay — note that these analyses alone are insufficient to rule out inequities.

- **Forensic pay analysis:** This analysis traces the accumulation of compensation throughout an employee's tenure with a company and compares this accumulation with a gender opposite peer or group of individuals (i.e., a "look-backward" analysis). This method is appropriate for organizations that have a small number of employees, which makes statistical methods such as analysis of variance and regression an unreliable tool.

- **Univariate Analysis of Variance (ANOVA):** These can determine whether there are statistically significant differences in employee salaries between categorical independent variables such as gender and ethnicity; post-hoc tests can also indicate where differences within the variables are most pronounced.

- **Multiple Regression Analysis and Hierarchical Multiple Regression:** These analyses can determine if there are significant differences in salary across demographic groups while controlling for the effects of other variables. For example, it can highlight whether there are differences in salaries across gender after controlling for the effects of title and tenure.

Hierarchical Multiple Regression is an advanced form of regression that is particularly useful for estimating the incremental variance a target variable (e.g., gender) accounts for in the dependent variable (e.g., salary) after controlling for the variance accounted for by other independent variables in the regression model.
Summary of Segal Services

Pay, Performance and HR Process Audits

Segal can provide an objective and independent audit of the practices and programs that will receive the majority of scrutiny under this new legislation:

<table>
<thead>
<tr>
<th>Programs</th>
<th>Evaluation Action Steps</th>
</tr>
</thead>
</table>
| • **Compensation Structure** can be evaluated to determine if:                               | ➢ Compensation levels are based on a thorough job analysis and job evaluation  
    ➢ Compensation structure (e.g., bands, levels) is defined and closely governed by compensation personnel  
    ➢ Comparable pay levels exist for comparable jobs  
    ➢ Equitable pay levels exist for similarly situated employees  
    ➢ Clear ownership and governance has been defined for compensation adjustments  
    ➢ There is appropriate visibility on pay across units  
    ➢ There is calibration of performance assessment and pay actions across peer managers  
    ➢ Impact analysis is conducted before implementation                                                                                           |
| • **Performance Appraisals and Performance Management** can be evaluated to determine if:     | ➢ Performance feedback mechanisms enable the collection of valid job-related performance information  
    ➢ Performance ratings are behaviorally-anchored (e.g., differences between ratings are clearly distinguishable)  
    ➢ Performance management systems enable the collection of multiple data points on job performance  
    ➢ Performance calibration validates performance ratings within and between divisions, departments or functions  
    ➢ Clearly documented criteria on the relationship between pay and performance exist  
    ➢ Managers and supervisors have the skills and capabilities to deliver effective feedback, evaluate performance and make appropriate pay decisions                                                                                                               |
| • **HR Policies** can be evaluated to determine if:                                           | ➢ Compensation and performance management policies, procedures and forms are documented, clear and easily accessible by employees  
    ➢ A governance structure that manages policy changes to ensure alignment and compliance is in place  
    ➢ Clear ownership and decision rights for managing compensation and performance management decisions exist                                                                                                               |
Summary of Segal Services

Effective Performance Management

Through more effective:

- Program Design
- Leadership Mindset
- Execution
- Metrics

Leveraging Performance Management

Performance management is a critical business process, yet in many companies, it is an ineffective management tool. By striking a balance between committed leadership, effective program design and planned execution, companies can leverage performance management to help drive company results. Our experience indicates that top-performing companies execute performance management effectively and use it to achieve their strategic objectives and improve operational results.

Effective Performance Management helps organizations…

- Execute strategy by prioritizing and aligning goals and objectives
- Improve group and individual performance
- Make pay decisions based upon performance and desired results
- Identify top performers to inform succession planning
- Target critical talent for development and retention

Symptoms of an ineffective process may include:

- Irrelevance – does not reflect "how we operate"
- Narrow focus – only affects pay decisions
- Resistance – managers hate doing it; employees resist it
- High effort for low return – a lot of time spent filling out forms
- An event vs. a process – only happens once or twice a year
- Separation from, or conflict with, other talent management processes
Summary of Segal Services

Elements of Effective Performance Management

The key to success is to improve and integrate the role of leadership, alignment of goals, simplified processes and clear communications.

Segal works with clients to implement the critical success factors that ensure effective performance management. The top four are:

1. Executives model a high performance culture and use the process at the top.
2. Individual expectations are aligned with the goals and objectives of the division and the organization.
3. The process is clear, and responsibilities are understood by leaders, managers and employees.
4. Communication occurs regularly, and feedback is aligned with rewards and consequences.

Segal (formerly Sibson Consulting) (a Division of The Segal Group) and WorldatWork completed a study of more than 500 organizations on the state of performance management. This study found that top performing companies (based on total return to shareholders) have much more effective performance management. (Please contact Kevin Carrington for a copy of this report – kcarrington@segalco.com)

Total Rewards Strategies

An integrated total rewards strategy offers advantages for both employers and employees. It can:

- Drive organizational success through greater talent attraction, engagement and retention
- Guide investment decisions for the employer while enabling informed choices for the employee
- Clarify the employer-employee relationship
- Build a distinctive employment brand
- Increase the return on rewards and create value for the enterprise

Segal can help your organization adopt a more strategic, comprehensive and integrated approach to total rewards that includes both financial and non-financial rewards. Under this approach, we prioritize your rewards investments according to the needs and preferences of key talent segments in your organization.
Summary of Segal Services

Other Segal Consulting Services Include:

- Compensation and Collective Bargaining Consulting
- Communications Consulting
- Health and Welfare Plan Consulting
- Retirement Plan Consulting
- Compliance Consulting
- Claims Audit Consulting
- Administrative and Technology Selection Consulting

Having an objective consulting approach means we have no stake in providing answers tied to products or pre-packaged solutions. While we draw on the resources and knowledge of the entire firm in our consulting assignments, our advice and guidance is tailored to the particular needs and circumstances of each client. By investing our resources and developing our expertise based on the current and emerging needs of our clients, we have a long track record of creating durable, innovative and flexible solutions.
MULTIPLE AWARD SCHEDULE (MAS)

Professional Services

541611 Management and Financial Consulting, Acquisition and Grants Management Support and Business Program and Project Management Services, OLM – Contractors shall provide expert advice, assistance, guidance or counseling in support an agency's mission-oriented business and human capital functions. Services covered by these SINs are:

- Management or strategy consulting
- Program planning, audits, and evaluations
- Studies, analyses, scenarios, and reports relating to an agency's mission-oriented business programs or initiatives, such as defense studies, tabletop exercises or scenario simulations, educational studies, regulatory or policy studies, health care studies, economic studies, and preparedness studies
- Executive/management coaching services and talent development
- Customized business training as needed to successfully perform/completion a consulting engagement
- Policy and regulation development assistance
- Workforce Analytics and Employee Records
- Compensation and Benefits
- Employee Performance Management
- Employee Relations
- Agency Human Capital Strategy, Policy and Operations
- Labor Relations
- Expert Witness services in support of litigation, claims, or other formal cases
- Advisory and assistance services in accordance with FAR 37.203

The term "consulting" as defined herein does not include staff augmentation.
The Service Contract Labor Standards, formerly the Service Contract Act (SCA), apply to this contract and it includes SCLS applicable labor categories. Labor categories and fixed price services marked with a (***) in this pricelist are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLS/SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).

<table>
<thead>
<tr>
<th>SCA Eligible Contract Labor Category</th>
<th>SCA Equivalent Code Title</th>
<th>Wage Determination Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Staff</td>
<td>01313 Secretary III</td>
<td>2015-4281</td>
</tr>
</tbody>
</table>
# Labor Category Descriptions

<table>
<thead>
<tr>
<th>GSA Labor Category</th>
<th>GSA Minimum Years/General Experience</th>
<th>GSA Functional Responsibility</th>
<th>GSA Minimum Education</th>
<th>Req’d Licenses or Certifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Senior Vice President/Principal</td>
<td>Twenty (20)</td>
<td>Oversees the business unit or region. Overall accountability to ensure every client and project receives the appropriate support and resources required to deliver quality results. Provides thought leadership to clients on behalf of the line of business or project.</td>
<td>Master’s or equivalent</td>
<td>None</td>
</tr>
<tr>
<td>• Vice President/Senior Manager</td>
<td>Fifteen (15)</td>
<td>Provides primary interface with client senior leadership. Provides guidance and direction on strategic matters for all MOBIS projects. Responsible for overall client satisfaction. Responsible for contract management and minimizing costs while maximizing efficiency I achieving contract requirements. Ensures all MOBIS activities conform to terms and conditions of contract and task order procedures.</td>
<td>Master’s or equivalent</td>
<td>None</td>
</tr>
<tr>
<td>• Senior Consultant</td>
<td>Ten (10)</td>
<td>Interfaces with the client on a daily basis. Responsible for the design, development and technical execution of less complex MOBIS projects. Monitors execution of less complex project activities and provides technical direction to lower level project team members.</td>
<td>Bachelor’s or equivalent</td>
<td>None</td>
</tr>
<tr>
<td>• Consultant</td>
<td>Six (6)</td>
<td>Interfaces with the client on a daily basis. Performs as lead to MOBIS project task teams, providing task-specific technical direction and guidance to team members.</td>
<td>Bachelor’s or equivalent</td>
<td>None</td>
</tr>
</tbody>
</table>
# Labor Category Descriptions

<table>
<thead>
<tr>
<th>GSA Labor Category</th>
<th>GSA Minimum/ General Experience</th>
<th>GSA Functional Responsibility</th>
<th>GSA Minimum Education</th>
<th>Req’d Licenses or Certifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Associate</td>
<td>Four (4).</td>
<td>Interfaces with client on a daily basis. Leads small MOBIS project tasks ensuring completion within the estimated time frames.</td>
<td>Bachelor’s or equivalent</td>
<td>None</td>
</tr>
<tr>
<td>Associate</td>
<td>Three (3)</td>
<td>Provides assistance to project teams in specific business solution areas. Performs as an analyst and project team member supporting the completion of smaller project tasks within estimated time frames.</td>
<td>Bachelor’s or equivalent</td>
<td>None</td>
</tr>
<tr>
<td>Project Support Analyst</td>
<td>Two (2).</td>
<td>Provides assistance in data collection and materials development.</td>
<td>Bachelor’s or equivalent</td>
<td>None</td>
</tr>
<tr>
<td>Desktop Publishing</td>
<td>Three (3)</td>
<td>Provides assistance in the areas of desktop publishing specialty to support project teams.</td>
<td>High School</td>
<td>Accredited/ certificate based technical training in graphics design training, digital publishing skills, or Associates degree in graphic design.</td>
</tr>
<tr>
<td>Support Staff</td>
<td>Two (2)</td>
<td>Performs administrative functions to support project teams</td>
<td>High School</td>
<td>None</td>
</tr>
</tbody>
</table>

Note:
- Education can be substituted with experience at two years of additional experience for one year of education.
- Experience can be substituted with education at one year of advanced education for one year of experience.
- Eight (8) years of experience plus a high school diploma can be substituted for a Bachelor's Degree.
- Bachelor's degree can be substituted for four (4) years of experience and a high school diploma.
- Four (4) years of experience and Bachelor's degree can be substituted for a Master's Degree.
- Master Degree can be substituted for six years of experience and a Bachelor's degree.
- PhD can be substituted for 10 years of experience and a Master degree.
### Rates for Services

<table>
<thead>
<tr>
<th>GSA LABOR CATEGORY</th>
<th>GOVERNMENT RATE/HR (includes IFF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Vice President/Principal</td>
<td>$539.55</td>
</tr>
<tr>
<td>Vice President/Senior Manager</td>
<td>$453.90</td>
</tr>
<tr>
<td>Senior Consultant</td>
<td>$351.13</td>
</tr>
<tr>
<td>Consultant</td>
<td>$312.59</td>
</tr>
<tr>
<td>Senior Associate</td>
<td>$218.39</td>
</tr>
<tr>
<td>Associate</td>
<td>$201.26</td>
</tr>
<tr>
<td>Project Support Analyst</td>
<td>$157.58</td>
</tr>
<tr>
<td>Desktop Publishing</td>
<td>$115.62</td>
</tr>
<tr>
<td>Support Staff</td>
<td>$68.51</td>
</tr>
</tbody>
</table>