



CLIENT **SUCCESS STORY**

The challenge, solution and results we successfully delivered along with feedback directly from the client.



ORIGIN

VICE PRESIDENT OF ENGINEERING

ORIGIN

CLIENT

ORIGIN MATERIALS

COMPANY OVERVIEW

- 40+ Employees
- Established 2008
- Headquartered in Sacramento, CA
- Demonstration scale plant online by 2022
- Strategic partner with and invested in by Nestle' Waters, Danone, and PepsiCo

Headquartered in West Sacramento, Origin Materials is the world's leading carbon negative materials company. Origin's mission is to enable the world's transition to sustainable materials. Over the past 10 years, Origin has developed a platform for turning the carbon found in nonfood biomass into useful materials, while capturing carbon in the process. Origin's patented drop-in core technology, economics and carbon impact have been validated by trusted third parties and are supported by a growing list of major global customers and investors. Origin's first plant is expected to be operational in 2022 with a second, full scale commercial plant expected to be operational by 2025 and plans for additional expansion over the next decade.

Origin's patented, breakthrough platform technology can disrupt and decarbonize the materials industry, which represents a ~\$1 trillion market opportunity to revolutionize the production of a wide range of end products, including clothing, textiles, plastics, packaging, car parts, tires, carpeting and toys. Derived from non-food sources (wood residue), Origin produces sustainable and recyclable carbon negative materials at a fraction of the cost of other bio-based technologies. Origin's technology can make "net zero" possible and support customers in meeting their ESG and decarbonization goals.



CLIENT FEEDBACK

*"We researched and interviewed several recruiting firms before deciding to engage Ropella for an executive search. Now that the process is complete, it's safe to say we have no regrets. We found their service to be incredibly responsive and thorough. The initial meeting to establish the process is extremely helpful and highly detailed. Ropella listened to our needs, provided candidates that fit both our job description and our company culture, and never rushed the process. **Communication and updates were always timely and professional, and we were never left wondering or uncertain. We're very happy with the process, applaud their efforts, and look forward to working with them again in the near future.**"*

AMANDA MEDINA | HUMAN RESOURCES MANAGER

THE CHALLENGE

With Origin Materials demonstration-scale plant projected to come online by 2022, they faced the challenge of driving the project through successful execution, production, and continued growth. Having already chosen a leading EPC partner for the plant and, having employed some of the brightest engineers and project managers in the world, their executive leadership team identified a need for a strong engineering leader who could mentor, develop and guide their engineering team through Origin's next phase. The right candidate also needed industry adjacent experience with a strong technical, project management, and third-party engineering management background. This individual would ultimately be responsible for engineering technology and operations used in production as Origin Materials scales their plant and manufacturing capabilities from pilot to demonstration, to commercial scale.

THE SOLUTION

Through the execution of Ropella's SMART Search System, a national search was conducted to uncover, engage, recruit, and assess a group of best-in-class Vice Presidents of Engineering. These candidates had a proven track record of leading engineering teams to proactively identify and organize around challenges related to commercializing and setting up manufacturing footprints for new chemical processes. Equally important, these executives were from leading manufacturers who possessed an intimate knowledge of organic materials and solids handling with a total mass flow of 20-50 thousand tons per year.

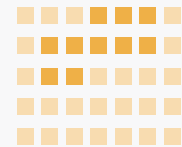


RESULTS DELIVERED

While not as cut and dry as a typical search, Ropella conducted a massive and thorough national search effort giving the leadership team an opportunity to zero in on their ideal leadership profile.

Ropella identified 114 target companies and engaged with more than 300+ prospects on behalf of Origin Materials. From there we submitted 26 candidates, 15 of which were interviewed.

With multiple A-player candidates interviewed through an in-depth interview and assessment process, the top three candidates were identified. Ultimately, Origin Materials utilized Ropella's Compensation Comparison Calculator and supporting Offer Recommendation Summaries to creatively bridge a gap and secure their ideal leadership candidate. Reporting directly to the Co-founder and CEO, this new Vice President of Engineering will play a fundamental role in helping Origin Materials bring carbon negative materials manufacturing to commercial scale.



10 BUSINESS DAYS

To Qualified Candidates

DELIVERABLES

PAGE

OPPORTUNITY MARKETING PIECE

05.

Custom created for Origin Materials, the Opportunity Marketing Piece was used to attract passive (employed and not looking) candidates from a select group of highly targeted companies. The Opportunity Marketing Piece enabled Ropella's Executive Search Consultants to present a world class overview of Origin Materials, the unique challenges facing the new Vice President of Engineering, and the incredible opportunity to join a rapidly growing carbon negative materials innovator.

SKILL SURVEY

13.

Custom created, the Skill Survey equipped our Executive Search Consultants to effectively gather information from a large pool of candidates. This step was critical to identifying and selecting for submission only the most qualified 'A' players.

SCORE CARD

15.

Ropella thoughtfully scored all candidates as we moved through the screening and interview process using a custom created Score Card. The Score Card took into account each candidate's skills and experience, cultural dynamic, management style, compensation, relocation fit, and other attributes.

COMPENSATION COMPARISON CALCULATOR

18.

Our proprietary Compensation Comparison Calculator merges the variety of complex compensation factors into one report. This allows for easy comparison of current and competing offers, to ensure our client didn't lose the perfect candidate to any counter offers or competitors.

ORIGIN

Opportunity Marketing Piece

Vice President of Engineering

Location

Sacramento, CA



8100 Opportunity Drive
Milton, Florida 32583
850.983.4777
ropella.com

For more information, contact:

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850.564.2853
eric@ropella.com

ABOUT ORIGIN MATERIALS

Origin Materials is a technology company based in California and Ontario. Through chemistry and engineering, they replace petroleum with cheap, renewable sources of carbon (like pine, spruce, wood waste, waste paper, and agricultural waste) to create building-block chemicals used in everyday things. Origin's vision is to industrialize a new material basis for the chemical industry — one built on technology that's not just sustainable, but restorative.

Origin's technology represents a scientific breakthrough in the production of renewable and recyclable packaging used in the food and beverage industry. In 2017, Origin Materials launched the NaturaALL Bottle Alliance research consortium. This alliance has brought together large multinationals Nestlé Waters, Danone and PepsiCo as both strategic partners and investors.

The Alliance seeks to make a fully renewable and recyclable polyethylene terephthalate (PET) bottle available to the food and beverage industry using biomass feedstocks like used cardboard and sawdust to avoid diverting resources or land from food production for human or animal consumption. They are using the scraps left over from the process of turning logs into lumber and converting them into the building blocks used to make recyclable plastic bottles.

In 2018, KSH Solutions was selected as an engineering partner for the construction of a new demonstration-scale production plant to turn biomass into bio-based chemicals used in plastics and other materials. KSH is providing detailed engineering, procurement, and field engineering services for the project. The demonstration-scale plant, located in Sarnia, Ontario, is expected to have a capacity of 18,000 tons of biomass and be fully operational by 2022.

QUICK FACTS

40+

EMPLOYEES

JOHN BISSELL

CEO

2008

ESTABLISHED

SACRAMENTO, CA

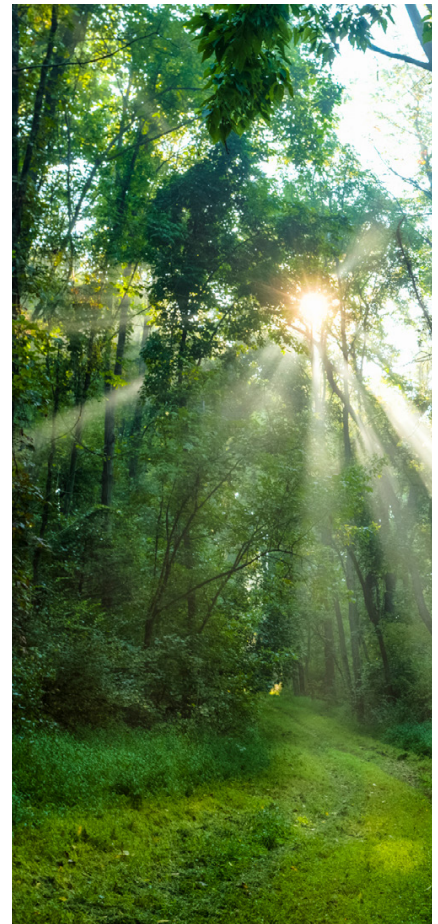
HEADQUARTERS

ORIGINMATERIALS.COM

"Our technology aims for **100% bio-based bottles** at a commercial scale.

With the NaturAll Alliance, we will be able to scale up our **proven technology.**"

-John Bissel, CEO



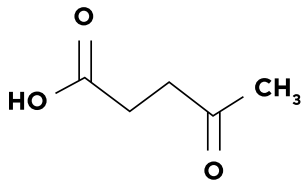
THE POWER OF CHEMISTRY

Origin Materials has developed a way to convert ligno-cellulosic biomass, such as wood chips, into isolated chemical intermediate building blocks. These can be used to economically produce specialty and commodity chemicals such as para-xylene — a hydrocarbon usually derived from oil and used to manufacture PET plastics.

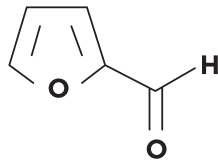
It begins with air, not petroleum. Traditional carbon for plastics is extracted from petroleum below the earth's surface. The biggest untapped source of carbon, atmospheric CO₂, is just waiting to be used.

Since trees and plants naturally capture CO₂ through photosynthesis, using sustainably sourced sawdust and wood chips as feedstock creates carbon negative intermediates, substantially reducing the carbon footprint of derivative materials.

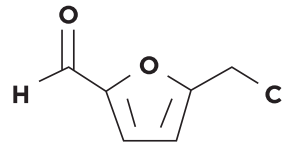
Origin Material's focus is sustainably harvested wood and old cardboard, and agriculture residues. Since non-food plant-based feedstocks don't compete with food production, it's a win for companies, people, and the environment.



Levulinic Acid



Furfural



Chloromethyl Furfural (CMF)



Hydrothermal Carbon (HTC)

MARKET INFORMATION

Origin Materials customers, Nestlé Waters, Danone, PepsiCo and others have agreed to purchase recyclable, 100% plant-based PET, made possible by converting Origin CMF into para-xylene. HTC is also being developed for applications in several markets including tire filler, carbon black, agriculture, and activated carbon.



"Our technology aims for 100% bio-based bottles at a commercial scale. With the NaturAll Alliance, we will be able to scale up our proven technology."

-John Bissel, CEO

CLIMATE CHANGE AND SUSTAINABILITY

Plastics have two major problems. The first is a beginning of life problem, where the production of plastics releases carbon emissions into the air, causing petroleum-based pollution and contributing to climate change. The second, is an end of life problem of where the plastics do not decompose and accumulate if not recycled or treated. Origin Materials is addressing the first of these problems and taking carbon-negative materials mainstream.

While the end of life of plastics will continue to be a priority, the plastic industry has become too important for global commerce to work on only one front to improve sustainability, especially considering soaring demand in emerging markets.

“Consumers are caring about plastic in a way that they haven’t in a long time, maybe ever. Everyday things

like bottles and clothing can now become carbon negative, but remain otherwise functionally identical.” says CEO John Bissell.

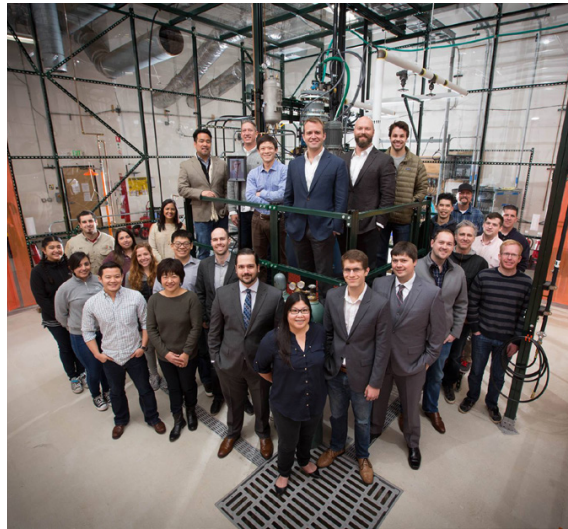
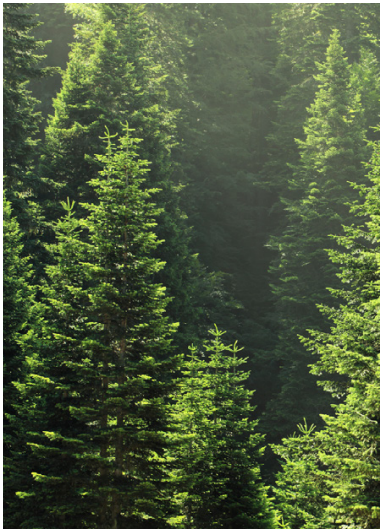
Consumers are caring about plastic in a way that they haven’t in a long time, maybe ever. Everyday things like bottles and clothing can now become carbon negative, but remain otherwise functionally identical.”
- John Bissell, CEO

PET plastic is one of the most usable polymer grades finding widespread use for packaging and textiles. It is by far the most commonly recycled, but still contributes heavily

to greenhouse gas emissions. Production and incineration of plastics release emissions — as much as 189 coal power plants in 2019, according to the Center for International Environmental Law. Opting to use wood waste, instead of oil to manufacture bio-PET resin, absorbs CO₂ from the atmosphere.

Origin Materials has spent 10 years working to develop alternative plastics that are both economic and don’t contribute negatively to the climate. Right now, petroleum based plastics is a \$500 billion market and is responsible for 5% of greenhouse gas emissions. Some projections see that ratio tripling in the next 30 years.

Though it may not be a complete solution, Origin’s technology has the potential to make a substantial impact on global CO₂ levels.





JOHN BISSELL

Co-Founder and Chief Executive Officer



John's expertise is organizing and managing R&D, engineering, and business development in the chemical industry; as well as technical expertise in chemical engineering, chemical process development, process economic modeling, and technological due diligence related to chemicals and materials. Prior to founding Origin in 2008, John was an R&D engineer at AmpacFine Chemicals, and a researcher at UC Davis. John holds a B.S. in Chemical Engineering from UC Davis.



MAKOTO MASUNO

Head of Research and Development



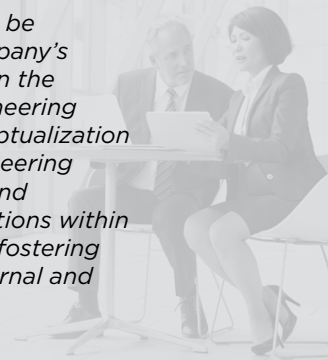
Mako has expertise in pathway development and optimization, and structure/property relationships. Prior to joining Origin in 2011, Mako was an Assistant Adjunct Professor at Sacramento City College from 2010-2016 and a Professor at Westmont College from 2006-2009. Mako holds a Ph.D in Organic Chemistry from UC Davis and a B.S. in Chemistry from Westmont College.

POSITION PROFILE

VICE PRESIDENT OF ENGINEERING

ORIGIN MATERIALS

The Vice President of Engineering will be responsible for all aspects of the company's engineering activities and will focus on the structuring and operation of the engineering function as a cohesive unit; the conceptualization and day-to-day management of engineering projects; delivering product designs and engineering plans to agreed specifications within time and budget constraints, and the fostering of innovative solutions to cater to internal and external customer needs.



JOB RESPONSIBILITIES

- Lead and implement engineering design, production and projects to support the long term goals and strategy of the company
- Drive strategic approach for launches and production startup in alignment with the company's existing process technology and new technology developments as they arise
- Drive and augment the engineering process with primary goals of predictability, stability, and visibility
- Ensure strong cross-functional integration with the R&D team (interaction, communication, and two-way flow of information)
- Take ownership for new process developments and their translation into engineering plans in a start-up environment
- Develop and lead process for creation of a technical package, drawing on R&D activities, that can be provided to an engineering firm
- Develop programs and key objectives for the successful scaling of production from pilot to commercial launch
- Discern and prioritize the scope of engineering work on multi-disciplinary projects
- Proactively manage and communicate relevant engineering scope changes
- Motivate, mentor and develop a strong engineering team. Retain existing engineering staff and attract new top-tier engineering talent
- Empower engineers to innovate while providing technical expertise/targeted questions to make a decision that is best for the business
- Ensure engineers understand business direction and how individual work contributes to end goals
- Develop and communicate team goals in support of the company's mission by setting clear targets and expectations, tracking progress against the targets, ensuring feedback, and addressing performance problems and issues promptly
- Take responsibility for existing engineering designs and engineering contractor relationships
- Assess, select and manage existing and future relationships with third party engineering firms
- Responsibility for assistance with downstream toll manufacturers as needed to deliver technical packages and support
- Possess an understanding of the market and the technical implementation so as to be able to speak to feasibility versus opportunity of company direction and pivots
- Occasional interaction and exposure to executive level clients, investors and partners

QUALIFICATIONS

- Minimum 5 years' experience leading and mentoring a team of engineers
- Minimum 10 years' engineering experience in a project engineers capacity
- Direct chemical industry experience in chemical or specialty chemical manufacturing
- Bachelor's degree in engineering or a related technical discipline; graduate degree is a plus
- Experience leading the scale up of new process technology from design to execution on a commercial scale
- Strong understanding of manufacturing processes to lead the debugging and de-bottle necking efforts when bringing a new production facility on line
- Prior project management experience
- Experience with solid handling is preferred
- Experience in organic chemistry production is preferred
- Highly motivated, high energy, "can do" attitude, self-starter with a strong sense of urgency
- Ability to travel 15-20%

SACRAMENTO, CA

Sacramento is California's Capital City, an urban oasis surrounded by 1.5 million acres of farmland. The region offers a slice of everything that defines California, from farm-fresh cuisine and award-winning wine to countless entertainment options and outdoor adventures to explore. Located 90 miles northeast of San Francisco, 383 miles north of Los Angeles, Sacramento and its 1.5 million residents love to explore all of what California.

The city's history began in 1839 when Johann Augustus Sutter settled at the confluence of the American and Sacramento Rivers. Gold was discovered in 1848 just 30 miles east of Sacramento. The news of the discovery spread like wildfire around the globe, and fortune hunters came

by the thousands from all corners of the world to Sacramento. California became an official state in 1850 and Sacramento became its capital four years later. Visitors can explore Old Sacramento and the city's past. As you enter the 28-acre town of historic buildings constructed in the mid-1800s, you'll step back in time to the California Gold Rush era. Wooden sidewalks, horse-drawn carriages, old-fashioned candy shops, and a Mississippi-style riverboat offer a hands-on introduction to early Golden State history. The City is also home to the historic Sacramento Valley train station that is currently in restoration.

If you're looking for events to fill your schedule, try the Sacramento Convention Center, Cal Expo, historic

Memorial Auditorium, Golden1Center, and many full-service hotels that offer meeting spaces and full schedules of fun. The Sacramento Convention Center is currently under renovation and set to open in fall 2020. The new SAFE Credit Union Performing Art Convention & Performing Arts District will feature 240,000 square feet of programmable space, a 40,000 square-foot ballroom and a 15,300 square-foot outdoor plaza. Sacramento International Airport (SMF) opened its \$1 billion expansion in October 2011 and is served by all major airlines with direct flights from Europe and Asia offered by several airlines. Nonstop service from Sacramento to the east coast is available on several carriers.

SACRAMENTO QUICK FACTS

1.5 MILLION
CENSUS POPULATION

SACRAMENTO INTERNATIONAL
CLOSEST AIRPORT

SAN FRANCISCO
CLOSEST MAJOR CITY

Sacramento was proclaimed 'America's Farm-to-Fork Capital' in 2012, paying tribute to the region's 1.5 million acres of surrounding farmland and 365-day growing season. While the idea of farm-to-fork may be nothing more than a slogan in some cities, for Sacramento, fresh food is a way of life. Home to more than 40 farmers markets, including one of the largest in the state, Sacramento is rapidly attracting world-class chefs who are eager to work with the

region's bounty of fresh ingredients. The region's food scene is exploding as well, with exciting restaurant options around every corner. For wine lovers, the Sacramento region is home to more than 200 wineries, vineyards and tasting rooms.

Public art seems to be everywhere you turn in Sacramento — even the sides of buildings. Wide Open Walls, Sacramento's mural festival, has added works of art to buildings throughout the city over the years.



ABOUT SACRAMENTO, CA

Visitors can tour the murals and get a sense of the city at the same time with an excursion through the Sacramento Tour Company.

Visitors looking to explore Sacramento's music scene can take in all genres of music at venues like Ace of Spades, Harlow's, or enjoy larger concerts at the famed Memorial Auditorium and Crest Theatre. Museum buffs can get their fill by stepping into the Aerospace Museum of California or checking out the massive 'garage' at the California Automobile Museum. If you've got a young train-enthusiast in your family, then Sacramento's California State

Railroad Museum should definitely be on your itinerary. You'll also find Sacramento History Museum, where kids are invited to try their luck at panning for gold.

Sacramento's unbeatable climate and gorgeous scenery provide the ideal spot for outdoor adventure. In a city bound by two rivers, water recreation tops the list for outdoor activities: river rafting, boating, fishing for Salmon and Steelhead and river rafting can be done on the 1,000 miles of waterways around Sacramento. Nearby Lakes also offer sailing and windsurfing. Sacramento municipal golf courses provide the

surrounding community with 540 acres of quality fairways and greens. The American River Parkway offers a 32-mile, 5,000-acre park for biking, jogging, golfing and even picnicking. Sports fans have reasons to cheer year-round in Sacramento. The Sacramento River Cats, have been playing to sold-out crowds at Sutter Health Park for more than 15 seasons. The Sacramento Republic FC soccer team sold out almost every match in its inaugural season. And not to be outdone, "the loudest fans in the NBA" are watching the Sacramento Kings take to the court in the heart of downtown.

CITY INFORMATION

cityofsacramento.org
visitSacramento.com

ARTS & ENTERTAINMENT

Aerospace Museum
aerospaceca.org

CA Auto Museum
calautomuseum.org

CA Railroad Museum
californiarailroad.museum

Wide Open Walls
wideopenwalls.com

SHOPPING

Sacramento Farmers Market
sacramento365.com

PROFESSIONAL SPORTS

NBA Kings
nba.com/kings

MLS Republic
sacrepublicfc.com

MILB River Cats
milb.com

EDUCATION

Sacramento State University
csus.edu

REAL ESTATE

Zillow
zillow.com/sacramento-ca

Visit
SACRAMENTO





SKILL SURVEY

VP of Engineering

NAME:

DATE:

1. Provide an overview of your engineering expertise, including years of experience, related to chemical manufacturing. Which chemicals/products have you had the most experience with? Has your production experience been primarily with solid or liquid handling?
2. What is the typical size of production facilities or capital projects you have managed in the past? What was the production volume (e.g. tons/year)? What was the project cost (\$M)?
3. Please provide an example of a project in which you were responsible for translating small-scale production processes into a demonstration or commercial scale facility. What were some of the challenges or roadblocks you faced? How did you overcome them? What were the final results and metrics used to determine success? [Please note: This question is an opportunity to demonstrate technical and problem-solving abilities. Proprietary information is neither requested nor desired.]
4. Describe any experience you have in the assessment, selection, and management of third-party engineering firms for a production operation. What is the best way you have found to manage these relationships and quickly determine if the partnership will be successful?
5. Outline your relevant personnel management expertise, including years of experience. What is the largest team you have managed/led and what were the functions and experience levels of those who reported to you?
6. Describe your leadership style. What are the most effective methods you have found to mentor, develop, and build into a cohesive team, those who report to you?

7. What is your comfort level with travel? Do you have a maximum % level of travel or # of days/weeks away from home that you could sustain?
8. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.
9. Are you a US Citizen? If no, what is your Visa status and provide the type of Visa that you are currently working under and any restrictions/issues our client will have to deal with.
10. If asked one of the following questions during an interview, how would you answer? Why are you considering this opportunity? (or) What motivated you to consider a job change at this time?
11. Have you ever applied, either directly or through a third party, for any role with Origin Materials? If so, what was the date of your most recent application (month/year)?

RELOCATION ACKNOWLEDGEMENT

As evidenced by my initials below, I _____ acknowledge the requirement to relocate to the Sacramento, California area for the specific opportunity with Origin Materials and am willing to do so if hired. I fully understand that this acknowledgment is a requirement for the interview process and states that I have already spoken with any necessary parties (i.e. spouse, significant other, children, parents, etc.) who may directly be impacted by my final decision to relocate.

Initials _____

<p>4. Experience translating small-scale production processes into a demonstration or commercial scale facility H = Specific example indicating significant experience translating small-scale production processes into a demonstration or commercial scale facility M = Broad response that indicates some experience translating small-scale production processes into a demonstration or commercial scale facility L = Answer does not indicate an ability to translate small-scale production processes into a demonstration or commercial scale facility</p>		
<p>5. Experience in the assessment, selection, and management of third-party engineering firms for a production operation H = Extensive experience in the assessment, selection, and management of third-party engineering firms for a production operation M = Moderate experience in the assessment, selection, and management of third-party engineering firms for a production operation L = Little to no experience in the assessment, selection, and management of third-party engineering firms for a production operation</p>		
<p>6. Relevant personnel management expertise, including years of experience H = 5+ years of leadership experience AND has managed large teams across multiple business units and functions M = 1-4 years of leadership experience over small teams within a single business unit or job function L = less than 1 year of experience leading small, localized teams</p>		
<p>7. Leadership style H = Answer outlines a well-thought-out system for maximizing the potential of a team M = Broad answer indicating some leadership capabilities L = Answer does not indicate true leadership abilities</p>		
<p>8. Travel H = Road warrior open to travel at 50% or greater M = Prefers 25% to 50% travel L = Prefers less than 25% travel</p>		
<p>9. Non-compete H = No relevant non-compete or non-disclosure in place M = Has a peripheral non-compete or non-disclosure in place - could limit some activities L = Has a strong relevant non-compete or limiting non-disclosure</p>		
<p>10. U.S Citizen H = U.S Citizen or Green Card Holder M = In process for a Green Card; will require company support L = Needs full sponsorship to work in the U.S</p>		
<p>Grading Point System: H's = 4 M's = 3 L's = 2 Bonus Points = .5 Now add up the numerical value of each grade and then divide by the total number of grades</p>		<p>Total Points: Divided by 10 grades = Avg. Grade:</p>



STAGE 3 |
SMART HIRING & ONBOARDING



Compensation, Benefits and Relocation Assessment

Jane Smith

CONFIDENTIAL SAMPLE

**Candidate for
Vice President of Engineering**

** To protect the confidentiality of both
the client and candidate - all data is for
sample purposes only **

For more information contact:

Eric Krause
Vice President
eric@ropella.com
850-564-2853

Congratulations on your successful search! It has been a real pleasure partnering with you.

One of the key services we provide our clients at this stage of our SMART Search System is a thorough compensation analysis and, where possible or logical, an offer recommendation.

Throughout the search process, Ropella has had extensive conversations regarding all factors of Jane's compensation and it is now appropriate for us to share the complete details of these discussions with you. We provide this analysis with the belief that the information below should be quite helpful as your company prepares a formal offer for Jane.

But first a disclaimer: This is not a mandate, but rather a position paper intended to start a dialogue about the offer and acceptance strategy. We understand that compensation discussions like these can sometimes get emotional and/or stressful for both sides (our client and the candidate - as well as their families, friends, and influencers). Please be aware that as your trusted partner, our loyalties are always 100% with you, our client.



8100 Opportunity Drive
Milton, Florida 32583
850-983-4777
ropella.com

Candidate Overview

What's in it for Your Company:

- Jane is passionate about making a positive impact and driving a culture of innovation. She would bring this same passion to your company in her new role as she has successfully done in the past.
- Jane provides the combination of remote lab leadership and technical expertise that is crucial to this position and the future growth of this role.
- Of nearly 200 prospects contacted, and several interviews, Jane has stood out as the top candidate to match the qualifications your company is looking for at a very high level.

What's in it for Jane:

- Jane was very impressed by the labs and technology that your company offers.
- Jane loved the energy, passion and the breadth of talent she will be working with at your company.
- She is also excited about her long-term career growth within your company and is eager to work closely with Wendy
- She is excited about the culture of collaboration and team success that she would be a major part of and feels she would fit into seamlessly.

Offer Acceptance Strategy	Salary Scenarios	Offer Recommendation Details
A. Salary that Ropella can accept on Jane's behalf	\$205,000	Your Company offers a base of \$205,000 as well as a \$60,000 sign-on bonus. We are highly confident that a package at this level would be accepted by Jane and we can go ahead and set a start date.
B. Salary that could still be considered viable	\$195,000	Your company offers a salary of \$195,000 as well as a \$60,000 sign-on bonus. A package at this level could still be attractive to Jane, but it's more of a roll of the dice and she will want time to compare it to her current package and any counter offers.
C. Salary that Jane will likely walk away from	\$185,000	Your company offers an absolute minimum salary of \$185,000 as well as a \$60,000 sign-on bonus. A package at this level will likely fail and result in Jane staying with her current employer, or continuing to look at other opportunities.

Note: These recommendations are based on detailed conversations we've just had with Jane, in which we tested a variety of hypothetical offer scenarios based on comparing all compensation details. Therefore, our advice would be to come in with an offer at Option A, or Option B at a minimum. Ultimately, we will follow any final decisions you make and you can count on us to actively support you as we move forward together with the delivery and acceptance of your offer.

Offer Delivery Best Practices

Open Communication: Please set aside some time to get on the phone with us ASAP. Let's strategize together on next steps and confirm how we're going to present the offer in order to obtain a prompt acceptance.

Creative Solutions: If needed, consider creativity in the form of offer incentives. If scenario A is not possible, what can we do to build a bridge? For example, an increased sign-on bonus, an increased car allowance or upgraded car, a salary increase during a 6-month review, a guaranteed year one bonus, etc.

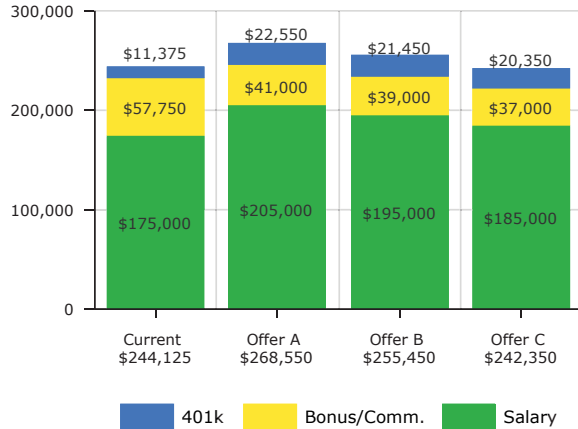
Sense of Urgency: Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

Written Offer: We need to make sure we get a written offer extended to the candidate as fast as possible. Be sure to include all relevant benefit details/costs and relocation package information with the offer.

Warm Welcome: Upon offer acceptance, it's important to promptly have a top executive and/or the hiring manager reach out to say congratulations and to welcome Jane aboard.

Key Visual Comparisons

Salary, Bonus/Comm., 401k



Insurance Cost



Note: Insurance costs include candidate's annual premium expenses for medical, dental, and vision when available.

Relocation Coverage

Candidate Relocation Expectations:

- Packing of household goods
- Cost of moving household goods
- Lump sum for incidentals
- Temporary living expenses
- House hunting trips
- Closing cost on home purchase
- Closing cost on home sale

Cost of Living

BestPlaces.net

Florence, Kentucky is 0.3% cheaper than Brunswick, Ohio
 The salary presented in the offer column represents what Jane's current salary would need to equal in Florence, KY to maintain their current standard of living.

Cost of Living	Brunswick, OH	Florence, KY
Overall	90.4	90.1
Food & Groceries	99.1	98.7
Housing	79.7	71.4
Median Home Cost	\$184,300	\$165,000
Utilities	92.1	93.5
Transportation	91.6	94.2
Health	83.7	102.1

Important Topics To Be Aware Of

- Jane is expecting her annual raise of 4.5%. Her salary increase to \$182,875 will need to be considered when extending an offer
- Should she leave current employer prior to the end of February, she will be forfeiting her earned bonus of \$57,750. We will need to strongly consider a sign-on bonus to offset this loss, if we plan to have Jane join your company before March.
- Jane's vacation time increases to 4 weeks. We should strongly consider offering 4 weeks' vacation to match.

WE'RE HERE TO HELP

YOU ARE OUR #1 PRIORITY

Through global discovery, assessment, and connection, Ropella's mission is to build lasting relationships that connect our corporate and private equity clients to high-potential A-player talent, backable CEOs, board members, subject-matter experts, and transformational leaders. Our primary goal is to provide ROI value towards growing the great companies we invest our time, talent, and treasure into.

SMARTER EXECUTIVE SEARCH

Building teams across the globe with the best possible talent, in all functional areas, and at all levels is one of the highest priorities for transformational leaders because we all know that *the team with the best talent wins*.



LET'S WORK TOGETHER

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THE RIGHT HIRE™ GUARANTEE

We guarantee your hire is The Right Hire, or we'll rerun your search at no charge.

