

TOTAL COMPENSATION PHILOSOPHY

Herndon has defined workforce organizational values of **Respect, Leadership, Teamwork, Accountability,** and **Commitment to Serve.** These values guide employees' work each day and have become part of the foundation upon which we build a high-performance organization, creating an environment in which employees can flourish.

Accordingly, Herndon provides meaningful total compensation that includes pay and benefits, aligns with our strategic plan and values, and is affordable, sustainable, and understood by employees. The compensation philosophy is to attract, develop, and retain engaged employees committed to serve.

Herndon is committed to maintaining market competitiveness with comparable jurisdictions that are most likely to affect recruitment and retention of employees.

