



RESPONSE TO REQUEST FOR PROPOSAL

to provide EMPLOYEE BENEFITS BROKERAGE & CONSULTING SERVICES

NOVEMBER 4, 2022



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**“PROTECTING ASSETS IS WHAT WE DO,
MAKING A DIFFERENCE IS WHO WE ARE.”**

ROB COHEN, *Chairman & CEO, IMA Financial Group*

Cover Letter



Astrix Team,

Thank you for the opportunity to respond to Astrix's RFP for brokerage services. We value the confidence you place in IMA as your potential benefits and risk management consultant, and we feel strongly that IMA is uniquely qualified to serve as Astrix's broker.

It has been a pleasure to learn more about Astrix and the strategic objectives that drive the organization over the past year. At IMA, we are unwavering in our mission to **"Protect Assets and Make a Difference."** We believe this mission is aligned with Astrix's pursuit to transform the ways in which you help your clients succeed.

IMA provides more than just insurance. We offer our clients a unique blend of data-driven insights and world class capabilities that combine to produce solutions that go well beyond the basics.

We are committed to further understanding Astrix's business objectives in order to build holistic benefits and risk management program that best supports your goals.

As a provider of specialized services, Astrix faces a variety of unique risks. IMA focuses in providing best-in-class solutions tailored to meet your needs. Combined with our expertise in the life sciences, biotech, and laboratory services fields, we feel we are distinctively fit to serve Astrix.

Our response to follow highlights our capabilities and solutions specific to Astrix, and we believe you will find our approach to be of immense value as you look to match a benefits and insurance program with your objective goals.

We look forward to discussing our thoughts with you as you move through your decision-making process, and we are confident that we can drive significant value by combining IMA's resources, expertise, and services to help Astrix achieve its strategic goals.

Thank you,

A handwritten signature in black ink that reads "Rachel Nixon".

Rachel Nixon
Vice President

A handwritten signature in black ink that reads "Cooper Cohen".

Cooper Cohen
Risk Management Advisor



+ VISIT YOUR MICROSITE:
imacorp.com/business/astrix-technology



1705

1. Firm History and Experience



- a. Provide a brief history of your firm including size, volume of business, locations, number of years in business and business philosophy.

IMA HISTORY

Insurance Management Associates, Inc. (IMA) was formed in 1974 when three agencies joined together, forming the basis for the present company. Our goal, then and now, is to be an innovative leader in the commercial insurance, risk management, surety and employee benefits brokerage and consulting industry.

Our over 1,800 associates are located across the U.S. and Canada.

REGIONAL HUB OFFICES

- + Alaska – Anchorage
- + California – Los Angeles
- + Colorado – Denver
- + Hawaii – Honolulu
- + Kansas – Kansas City, Wichita
- + Michigan – Mount Pleasant
- + New York – New York City
- + Oregon – Portland, Springfield
- + Pennsylvania – Pittsburgh
- + Texas – Dallas, Houston
- + Utah – Salt Lake City
- + Washington – Seattle, Spokane



IMA FAST FACTS

- + Incorporated in 1974
- + 20th largest broker in the United States
- + Employee-owned
- + More than 1,800 employees
- + National in reach, local in service
- + Premium placements of over \$8 billion annually
- + Revenues in excess of \$450 million
- + Client retention leads the industry at 97%
- + 8% Revenues invested in value-added client services – twice the industry average of 3.8%
- + IMA has clients with physical operations, exposures and/or employees in every state in the U.S. as well as in over 100 countries around the world

IMA
REINVESTS
2X
NATIONAL AVERAGE
IN CLIENT SERVICES

EMPLOYEE OWNED
FOR OVER
45 YEARS

WHY EMPLOYEE OWNERSHIP MATTERS?

IMA is one of the fastest growing and largest brokers/consultants in the U.S. and our ownership structure is the cornerstone of our success. Employee ownership is a crucial difference between IMA and other private or public insurance brokers. Our ownership structure has enabled us to maintain a model focused on service and value rather than simply sales.

The following results from our ownership structure are critical for Astrix Technology to understand:

+ Reinvestment in Our Company

IMA has always maintained the belief that reinvesting profits into talent, services or resources will ensure stronger client relationships and help retain clients on a long-term basis. We are not constrained to deliver excessive profits on a quarterly basis to ensure viability. **IMA invests more than 2 times the national average into value added services and resources for its clients.** This fact is due to our ownership structure and service philosophy.

+ Attracting & Retaining Talent

Our business is essentially the delivery of intellectual capital, and the competition for attracting and retaining talented individuals is fierce. Offering employees ownership is a key advantage in this competition and is a major selling point for employment at IMA. From your perspective, each IMA employee that works with you will have a vested interest in working with you, and we believe this translates into better service. **Our culture naturally attracts talented people who are enabled to be innovators.**

+ Perpetuation Planning

The founders of IMA had the foresight and vision to create this ownership structure as a plan for continuation that avoids becoming a public company or being sold to another broker. When either of these scenarios occurs, it usually causes the sellers to reduce staff or services in order to improve profitability for the impending sale. These changes impact all clients.

IMA's ownership structure has allowed us to perpetuate internally through an organic system without making structural changes. It has enabled us to remain independent and continue to reinvest in staff and resources for our clients as opposed to potentially selling and causing major service disruption to our clients.

+ Ownership Culture

Ultimately, owners think differently about the services and products they deliver to clients. As an employee-owned organization, IMA associates have a personal stake in maintaining successful partnerships with our clients. **This fosters a positive culture that our clients feel through superior service.**

COMPANY MISSION, VISION AND VALUES

IMA's ownership structure serves as the foundation to our mission, vision and core values. As an employee-owned organization, IMA is unique in the insurance brokerage marketplace. Ultimately, owners think differently about the services and products they deliver to their clients. Each IMA associate has a personal stake in maintaining successful partnerships with our clients. We have an entrepreneurial, non-bureaucratic, creative approach to assist our clients in meeting the objectives of their employee benefits and risk management programs.

One of our guiding principles as an organization is to share generously within the communities in which we are doing business. That is why we created the IMA Community Action Committee and IMA Foundation, to ensure that we are giving back in a meaningful way.

CORE VALUES

Professionalism

We set the standard with an unwavering commitment to excellence.

Relationships

We nurture relationships built on trust, integrity, honesty, humility and mutual respect.

Expertise

We are knowledgeable hands-on, collaborative and innovative and passionate about service.

Balance

Our environment encourages a balance of work, family and community.

Results

We constantly strive for profitable growth.

Equity

We embrace diversity, equity and inclusion and are uncompromising in our support and encouragement of all voices.

IMA'S COMMITMENT

- + Be a trusted advisor to our clients
- + Build and perpetuate a great company
- + Benefit our employees and their families
- + Remain independent



IMA COMMUNITY INVOLVEMENT

One of our guiding principles as an organization is to support and share generously within the communities in which we do business. IMA team members tutor students, deliver meals to the elderly, fund raise for cultural institutions, support the United Way, build homes, work to improve early childhood education, adopt schools, donate to reduce homelessness and volunteer at dozens of local organizations. This is demonstrated through the examples of our leadership, as well as the financial contributions of our corporation and the time dedicated by our employees. Of course, we do these things not for acclaim, but because we live, work, learn and play in our communities.

I Make a Difference Day

IMA's mission to make substantial change for the cities it supports was on display during I Make a Difference Day when our IMA communities came together at once to make lasting improvements. Associates rolled up their sleeves and flew the IMA flag to show that corporate responsibility is everyone's responsibility.

IMA employees, families and friends donated approximately 1,500 hours across the country. It was the annual event's largest showing. Most importantly, IMA showed kids we care, beautified cultural icons and supported the disadvantaged.



**IMA'S BUSINESS MODEL REVOLVES AROUND PEOPLE.
WE KNOW OUR GREATEST ACHIEVEMENTS OCCUR
WHEN WE WORK TOGETHER.**



b. What percentage of your current clients have operations in greater than 30 states.

3.5% of our multi-state clients operate in greater than 30 states, and your consulting team was chosen specifically due to their experience with geographically diverse employers in multiple states.

c. Describe the visibility and influence of your firm in the employee benefits field.

EMPLOYEE BENEFITS MARKET CLOUT

Market Clout – “Preferred” Broker/Consultant

Our prominent position in the marketplace can provide our clients with advantages on many levels, including rate negotiations, benefit exceptions and performance guarantees. IMA places more than \$8 billion in premiums with its carrier partners each year. In addition, IMA’s reputation as industry experts, innovators and honorable partners of integrity results in our firm being placed in the top national echelon among brokers with our carrier partners.

IMA is in the top 20 largest overall brokerage firms in the country.

As a result, we have achieved “Preferred Broker” status with nearly all major TPAs, PBMs, PPOs, and HMOs as well as all Life, Vision, LTD, STD, Dental and other ancillary insurance companies across the country. We are considered a “Platinum” or “Premier” broker by all of the major medical carriers, TPAs and service vendors. Our prominent position in the marketplace provides our clients with advantages on many levels, including rate negotiations, benefit exceptions and performance guarantees. IMA is completely independent and has no direct affiliation with any single carrier or provider allowing us to represent Astrix in evaluating all market options that exist for national and local network options.

Although we have a dominant position locally and nationally in terms of premium volume, market clout and market position, we believe that positive results in negotiating employee benefits results are based entirely on the targeted strategy. Employee benefits programs are still underwritten individually so a broker/consultant’s size, clout or premium volume have little impact solely on costs. Ultimately it comes down to the individual consulting team’s expertise, pre-underwriting and actuarial services and the strategy on plan design and funding mechanisms.

MORE THAN
\$8 BILLION
— IN ANNUAL —
PREMIUMS

20TH LARGEST
BROKER OF BUSINESS
IN THE UNITED STATES



Employee Benefits Industry Advocacy

IMA has long been recognized as a leader and an innovator within the insurance and employee benefits space. IMA routinely participates in lobbying action at the federal level with members of Congress to protect employers' ability to continue to offer competitive employee benefits which serve employees best; we are routinely one of the largest collective supporters of CouncilPAC, the most influential insurance and employee benefits lobby.

In addition, our reputation as industry experts, innovators and independent consultants places us in the top national echelon among brokers with our carrier partners. Both our Chairman & CEO, **Rob Cohen**, as well as our California Market President, **Steve Brockmeyer**, have served as Chairman of the Council of Insurance Agents and Brokers and many of our Benefits leaders have sat on the board of that organization's Employee Benefits Leadership Council.

Kristi Gjellum, our National Client Experience and Partnership Leader, recently finished her three-year term on the organization's National Broker Advisory Panel, which is a very select group of trusted brokers across the nation who serve as advisors to UnitedHealthcare's national leadership.



ROB COHEN
Chairman & CEO



STEVE BROCKMEYER
California Market President



KRISTI GJELLUM
National Client Experience & Partnership Leader





2. Account Team Qualifications



a. Describe how your company typically staffs its teams for clients.

Astrix will be assigned a core service team with access to various subject-matter experts. The core service team is a cohesive unit limited to a manageable book of business, allowing them to meet the needs of their clients. The purpose of this structure is to provide Astrix with a team that is already working together exclusively for the benefit of their assigned clients. Astrix will be assigned a dedicated and intentional team led by an account executive, with an account manager supporting day-to-day functions and an analyst providing financial consulting support. This model is in contrast with firms who assemble a service team from a pool of available personnel. This can create workflow and prioritization issues when team members are assigned to multiple team leaders, who compete for the time and resources of shared personnel.

A differentiating factor in the marketplace is that IMA service teams do not have any sales requirements, allowing them to focus specifically on your goals and strategies. Your service team's only responsibility is for the strategic direction and day-to-day servicing of your account. In addition, IMA's teams' books of business typically have fewer clients, allowing our consultants and staff to spend more time and attention to each client.

Astrix will also be assigned an IMA leadership contact with accountability from the highest levels of the IMA organization.

“IMA’s management is empowered to direct the resources of the company to **serve its customers first** rather than to meet the quarterly earnings expectation of Wall Street.”

KEVIN M. STIPE, CPCU, REAGAN CONSULTING

- b. Provide an overview of the account team that would be assigned to Astrix. For each member of the team, provide highlights outlining qualifications and experience. Provide a summary of roles and distribution of responsibilities.

TEAM BIOGRAPHIES



RACHEL NIXON | *Vice President*

Prior to joining IMA, Rachel worked at ADP in business development, helping companies outsource payroll and tax liability, HR, benefits, retirement, etc. At IMA, Rachel is responsible for business development and overall client satisfaction, her expertise lies in employee benefits and risk management. Rachel enjoys finding creative solutions to drive a strong employee value proposition. Rachel finds success by focusing on solving client problems and challenging the status quo within both the employee benefits industry as well as risk management. She is ultimately responsible for ensuring you receive world class strategy and service from IMA.

She is a Colorado native who graduated from LaSalle University School of Business in Philadelphia while playing four years of Division I volleyball. Rachel enjoys the outdoors, sports, time with family and friends, and traveling. She also enjoys giving back to the community and serves on the board of Warren Village.



COOPER COHEN | *Risk Management Advisor*

Cooper is a Risk Management & Insurance Advisor for IMA with over six years of insurance experience. Utilizing IMA's vast resources, Cooper is concentrated on risk reduction strategies, program development, and service delivery for clients. Working to help clients alleviate pain, reduce cost, and improve their overall position as it relates to risk management and employee benefits. Prior to joining IMA, Cooper worked as an International Insurance Underwriter helping U.S.-based clients manage risk associated with their global operations. During that period, Cooper spent time working at Lloyds of London as well as working with clients throughout Europe.

Cooper has a bachelor's degree in Finance and Entrepreneurship from the University of Notre Dame. Cooper holds designations as a Chartered Property Casualty Underwriter (CPCU), Associate in Risk Management (ARM), Associate in Insurance Services (AIS), and as a Commercial Lines Coverage Specialist (CLCS).



ALLI BOYD | *Account Executive*

With IMA since 2013, Alli is responsible for leading the Astrix service team. This includes responsibility for client relationships, benefits consulting and detailed project management. Alli is responsible for creating and managing multi-year benefits strategies including annual planning, project management, trend analysis, market review and consultation on best practices within Employee Benefits. Alli is the team lead and quarterback for her client's needs, and she facilitates access to all of IMA's Benefits resources.

In addition, Alli manages complex client situations, manages the renewal and supports projects that align with corporate strategic initiatives for each individual client. Alli leads a skilled dedicated service team with a strong focus on relationship building, responsiveness and valuable resources. Alli has sat in the role of Analyst and Account Manager, giving her a broad understanding of the full picture of benefits consulting. Alli prides herself on a client service approach that leads with responsiveness, collaboration, efficiency, and personalized support. She thrives in working with fast paced, thoughtful and creative thinkers who value collaboration and the growth of a mutual relationship. Alli likes to see her team as an extension of Astrix HR team, partnering on solutions while also valuing personal ties with her clients.

Alli is a Denver area native and obtained a Bachelor of Science, in Finance and Marketing, from Marquette University in Milwaukee, Wisconsin. She holds a Life, Health, and Accident Producers License (CO) as well as a Group Benefits Associate (GBA). On the weekends you can find her spending time with her husband, three-year-old daughter, four-month-old son and two dogs; usually exploring the mountains or hanging out outside enjoying sunshine and country music.



JARED COX | *Account Manager*

Since starting out in the industry in early 2020, Jared has worked with a wide range of clients focusing primarily on mid-large level groups across all industries. Jared is responsible for day-to-day client relationships, enrollment materials, marketing efforts and all daily needs. In addition, Jared manages strides to provide excellent service, while building a personal relationship with each of his clients. He looks to push himself outside of his comfort zone and work to problem solve to obtain the best solution for the client and their employees. Jared looks to obtain trust and feel like a member of your team and a contact that is available for any issue.

Jared is born and raised in Overland Park, Kansas and looks to take on a new adventure moving to Denver in March of 2023. He obtained a Bachelor of Communications with a minor in Business in 2020 from the University of Kansas. Jared loves being active and outdoors although, his passion lies with anything around the water.



PETER HEIN | *Analyst*

Peter has been with IMA since 2018 and has worked as a benefits and insurance consultant for over 12 years. His main role is in supporting a range of strategic solutions for clients using technical and financial analyses of clients' benefit plans and programs. Peter's expertise includes fully insured vs self-funded cost analysis, underwriting of self-funded arrangements, stop loss and risk mitigation, budgeting and network analysis. Peter draws experience from working with clients in several different industries and of varying sizes with experience in M&A due diligence and merging of benefit programs.

Peter holds a bachelor's degree in Economics with a minor in Mathematics from the University of Vermont.



GALEN YOUNG | *Analyst*

Galen is a Vice President and Director of Employee Benefits and has been with IMA since 2015. He has worked as a benefits and insurance consultant for 15 years, and prior to his current role leading Consulting and Service Teams based in Denver, he spent over seven years directing client service teams as well as leading the account management practice at a third-party administrator specializing in state and county-level government account-based plans. Galen's expertise is in pre-tax account administration, compliance, program structure, and risk mitigation.

Galen holds a bachelor's degree from the University of Missouri.



KRISTI GJELLUM | *Executive Sponsor, National Client Experience & Partnership Leader*

Kristi oversees the client experience and partnerships for IMA's Employee Benefits. She is well versed in all areas of employee benefit programs to include design, administration, funding, compliance and communication with deep expertise in the self-funded arena. In her tenure, she has developed a passion for influencing and supporting clients and teams.

Kristi is very active in the insurance industry serving on a variety of national advisory boards. She was awarded *Business Insurance's* Power Broker in 2015. She holds BS in Business Administration from Regis University. With over 15 years of experience at IMA and over 30 years of industry experience, Kristi is the National Client Experience and Partnership Leader. She has oversight of all facets of the client experience, including the strategic direction of employee benefits programs providing innovative solutions to benefits planning. She utilizes a wide variety of strategies to assist in clients managing their benefit programs, including funding and risk alternatives, health claim analysis, cost containment solutions and employee communications.

c. Describe your approach to the ongoing training of your staff.

All members of the team are experienced and licensed employee benefits professional with diverse backgrounds. Our consultative philosophy of being educational and informational begins with our own focus on growing our knowledge and experience.

We place a high priority on continuing education and development for our team so that we can improve our expertise in order to provide the best guidance to our clients. Internally, we have a Learning & Development department who partners with IMA leadership to develop a curriculum for each functional team. This continuing education focus ranges from participation in training provided by internal and external expert resources to professional designation programs, to a daily commitment to associate mentorship.

IMA also has frequent and periodic collaborative meetings among various role categories (e.g., Account Executives, Strategic Consultants, Account Managers, Analysts, Technical Consultants, Market & Unit Leaders, etc.) across our national footprint with the intention of idea sharing, problem solving, skill sharpening and discussing emerging trends and topics. The goal is for associates to constantly learn from each other for the benefit of our clients. These meetings are memorialized and necessary action is taken to ensure we are constantly improving our Benefits practice. Periodic deep dives into technical areas (underwriting, financial analysis, strategic support, emerging solutions, etc.) are provided and are led by recognized internal and external subject-matter experts.

Additionally, IMA also supports and encourages the pursuit of formalized additional training, learning, and credentialing of its staff members through time off to pursue affiliated learning opportunities and incentivizing the completion of training programs.





3. Clients



a. Describe at least two innovative strategic solutions you have implemented for clients similar to Astrix that highlight your benefits consulting expertise.

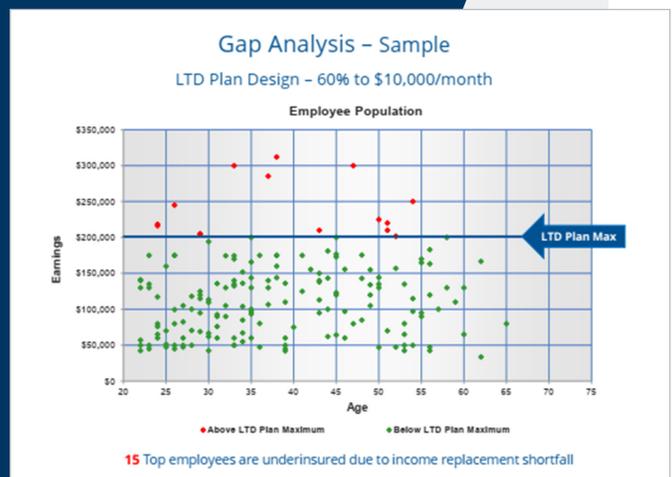
Our approach to developing strategy for our clients is rooted in two foundational components: being **educational and informative** so clients can make well-founded decisions and following a **strategic and active approach** to plan management. We understand that one size does not fit all, and it is our goal to collaborate with our clients to create a customized multi-year strategy.

INNOVATIVE SOLUTION #1 | Executive Disability Program

One of the most important benefits employers can offer is income protection through long-term disability insurance. Long-term disability insurance (LTD) helps protect an employee's most valuable asset – their ability to earn an income. Employees rely on their income to fund their livelihood and contribute to their retirement planning. Group coverage can be a great foundation to fully protect many of your employees. However, as earnings increase, and the way income is paid continues to trend toward variable compensation, the gaps in coverage for your most key employees will continue to grow. Our evaluation starts with the current group LTD policy by reviewing eligibility, plan design and earnings definitions to make sure these items align with the current employee population and compensation structure. Commonly this evaluation will identify a need to modernize the plan design to better meet the needs of current employees. Examples include high benefit maximums offered to the entire population that are only needed for a defined class or segment of the population, earnings definitions that do not capture current pay structures, taxability of benefits and additional value-added benefits that bring day one value to all employees (EAP offerings, Travel Assistance). Next, we identify any gaps in coverage created by benefit maximums on the group LTD plan. These benefits caps leave highly compensated employees with the lowest income replacement protection.

We provide solutions for gaps in coverage a few different ways:

1. **Equalization of Coverage for All:** this plan will bring all employees to the same percentage of income replacement such as 60% or 66.67%.
2. **Attract, Retain, Reward:** this plan defines a class of individual's commonly by job title such as an executive class and not only equalizes their coverage but commonly enhances their coverage to a higher percentage of income replacement.



By layering additional individual disability policies on top of group LTD plans the client removes risk from the group LTD plan and equitably protects all employees' earnings.

INNOVATIVE SOLUTION #2 | Self-Funding Health and Welfare Program (Medical, Dental, Vision, Short-Term Disability)

Alli Boyd and her team are experts in the mechanics of utilizing self-funding as a method of funding employee benefit plans. Further, IMA has a seat on the Board of Directors of the Self-Insurance Institute of America (siii.org) held by **Kristi Gjellum** (IMA Denver). Alli has experience transitioning clients' programs from fully insured to self-insured, as well as experience in regional and multiple administrator plans for clients with a wide geographic footprint.

IMA's capabilities and experience are wide-ranging in all aspects of funding mechanisms for health plans. Alli's team manages clients with different types of self-funded plans, and we can support nearly unlimited benefit plan arrangements, provider network configurations, and a full suite of medical management services that can yield significant savings to a self-funded employer. As health care cost increases continue to outpace inflation and member earnings, employers are increasingly demanding greater transparency and control from self-funded health plans. IMA provides broad experience and consulting in both Administrative Services Only (ASO) and "unbundled" self-insured plans.

As part of her strategic review, Alli will evaluate Astrix's risk appetite and claims experience; as a result of its budget impact, a large focus will be on the major medical program. However, your consulting team will also evaluate all of the lines of coverage in Astrix's health and welfare program to determine the appropriateness of self-insurance. IMA provides all of the tools and resources to manage self-insurance administration and risk so that Astrix can operate to the most efficient budget possible.

Self-funded employers can save between 4% and 12% or more depending on premium taxes, retention and risk loads, lower administrative fees, and other charges and fees.



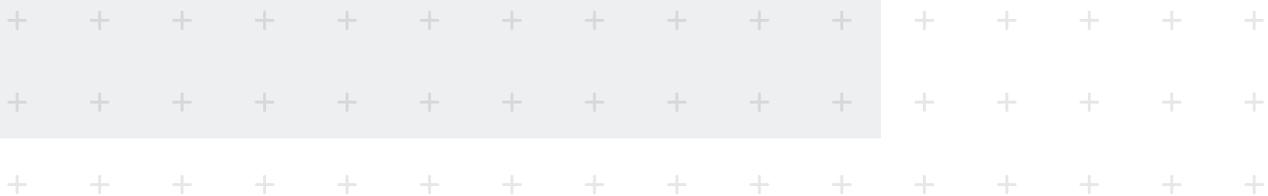
ALLI BOYD

Account Executive



KRISTI GJELLUM

National Client Experience & Partnership Leader



IMA has the ability to lead Astrix to a spectrum of self-insurance and risk appetites that exist in the employee benefits space.

As we consult and review Astrix's program, we'll discuss two broad categories of self-insurance:

- + **Administrative Services Only (ASO):** IMA supports many clients who choose to work with large national carriers (BCBS, Cigna, United Healthcare, etc.) on an Administrative Services Only (ASO) self-funded platform or seek to slice best-in-region carriers if the overall population size is appropriate.
- + **Unbundled:** IMA also supports many clients who opt to “unbundle” all of the key components of self-funding (third-party administrator, provider network, pharmacy benefit manager, disease management) seeking interchangeable, best practices.

IMA's deep history in self-insurance began more than 25 years ago, following our company's roots in risk management and our clients' desire to retain more risk. Some of our extensive work in self-insurance includes designing, building and managing national self-insured medical stop-loss captives, regional and state self-insured workers' compensation pools and single stand-alone self-insured plans with custom Plan Documents.

Our philosophy, then and now, is to guide organizations to understand risk factors that translate into employee benefits cost, specifically healthcare, and not simply negotiating cost factors and premiums. In recognition of IMA's benefits self-insurance expertise, key members of the IMA team hold national board positions at the Self-Insurance Institute of America. All members of the team are adept at communication of risk transfer thresholds (i.e., stop-loss specific claim limits), design, trends, and innovation.

Further, the following information is integrated in the delivery of service for self-insured clients:

- + Monthly and/or Quarterly Health/Rx Claims Reports
- + Large Claim Tracking
- + Actual vs. Expected Budget Projections
- + Employee Contribution Modeling
- + Incurred but Not Reported (IBNR) Claim Calculations

IMA's benefits consultants are constantly preparing RFP responses on behalf of our clients. We are also well versed in developing succinct reports based on all available information for our client's management teams, in writing, or for in-person presentations.



b. Describe your internal mechanism for ensuring customer satisfaction with your services.

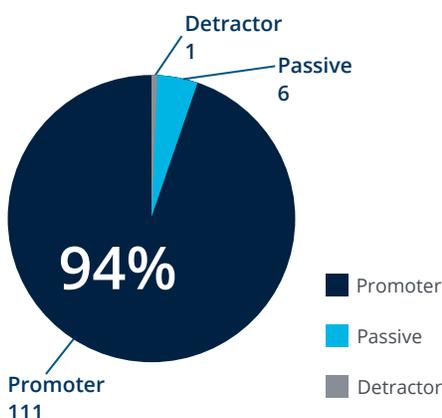
Maintaining a **customer first mentality** is core to our corporate strategic plan and our culture and is reinforced by our employee-ownership structure. To ensure that we are providing the best service that we can, we reach out to our clients through targeted surveys and focused interviews at key touchpoints in our service cycle to better understand how well we're meeting their expectations. To maintain confidentiality, the responses are collected and analyzed by our internal Business Consulting team, and they report on the key themes they uncover to service teams and senior leaders.

On a broader scale, we're also committed to listening and responding to the **voice of our customer** in an ongoing effort to improve our internal processes, service model and deliverables. Within both our Employee Benefits Division, we've conducted large customer experience exploration projects in order to understand what matters most to our clients. We seize on those insights to raise our game and deliver even more value.

After conducting extensive customer surveys and interviews, we've been able to:

- + Improve internal efficiencies to increase our strategic focus with each client.
- + Optimize our team assignments to match the right service team with each client.
- + Identify our best-in-class, most highly rated deliverables and replicate those best practices across our offices.
- + Develop comprehensive submissions that improve our carrier relationships and negotiating clout.
- + Continuously innovate and invest in new technologies to better serve our clients.

With a **world-class Net Promoter Score (NPS) of 93** across our business, we're proud to say our continuous effort to stay attuned to our clients' experiences has paid off to the point where we retain 97% of our clients. Primarily, clients only leave IMA following company mergers or acquisitions.



Net Promoter Score (NPS) indicates a person's likelihood to recommend IMA.

"On a scale of 0-10, how likely are you to recommend IMA?"

(0= not likely at all to 10=very likely)

0-6 = Detractor | 7-8 Passive | 9-10 Promoter

NPS = % of Promoters - % of Detractors

Per *Harvard Business Review*, scores

>0 = Good >50 = Excellent >70 = World Class

WORLD CLASS COMPANIES:

Apple: 70

Nordstrom: 75

Costco: 78

c. What was the average medical benefits for fully insured increase you saw for 2020, 2021 and 2022 across all your clients? Please specify for each individual year.

Below are the 2020, 2021 and 2022 statistics for the increase in average medical benefits for fully insured programs across all of our clients.

- + **2020** – 4.73%
- + **2021** – 4.14%
- + **2022** – 4.58%

d. What was the average medical benefits for fully insured increase you saw for 2020, 2021 and 2022 across professional services clients? Please specify for each individual year.

Below are the 2020, 2021 and 2022 statistics for the increase in average medical benefits for fully insured programs across our professional service clients.

- + **2020** – 5.22%
- + **2021** – 4.18%
- + **2022** – 5.35%

e. What was the average medical benefits for fully insured increase you saw for 2020, 2021 and 2022 all your clients in our size range? Please specify for each individual year.

Below are the 2020, 2021 and 2022 statistics for the increase in average medical benefits for fully insured programs across all of our clients in Astrix's size range.

- + **2020** – 6.63%
- + **2021** – 1.55%
- + **2022** – 3.23%



f. Provide contact names and phone numbers of three references.

+ + +

SWCA Environmental Consultants

+ + +

Angie Tizzano, SHRM-SCP, PMQ

+ + +

Sr. Total Rewards Manager

+ + +

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4. Strategic Partner



a. Describe attributes that make you a valuable strategic partner to Astrix.

We are truly different than other brokers, and our associates and clients come to IMA because of this difference, not in spite of it. IMA relies on industry leading expertise and resources/services as well as a passion for protecting assets and making a difference for our clients, our associates, and our communities. We do not simply rely on our name or a “list” of clients from around the country to validate our capabilities, but rather our specialty niche expertise coupled with our employee ownership model which drives the ability to deploy our resources and experts to Astrix's benefit.

Many of our national peers will brag of their global presence, and many will rave about their service capabilities and their people. While jumbo national brokerages have the same resources and expertise as IMA, those services are typically reserved for Fortune 500 clients and are difficult and costly to access for organizations similar in size to Astrix. At the same time, small local and regional brokers will highlight their local customer service and clients of Astrix's size being treated as a “marquee account;” in reality, many smaller brokers have service representatives wearing multiple hats and serving multiple industries who may not have the expertise or bandwidth to find solutions in approaching risk and employee benefits for the specialized staffing industry. With IMA, Astrix will receive the best of both worlds as we are big enough to exceed your needs and small enough for you to matter as a client.



KEY ORGANIZATIONAL STRUCTURE, SIZE & EXPERTISE DIFFERENTIATORS

One IMA/One Profit Center

We are unique because IMA does not operate under a charge-back model. Clients get access to enterprise-wide resources to find the best intellectual capital within the organization. Our associates are unencumbered by profit center barriers in delivery services to our clients. IMA’s model is a perfect fit for conglomerates with diverse businesses and operating units.

The IMA Difference

We reinvest 2x the national average back into our client services, and we are able to take a long-term view of client success unshackled by quarterly earnings calls and analysts. We will continue to combine our expertise in your industry with the right questions and committed dialogue to craft a custom service plan for Astrix to guide our path for the following months and years.





IMA IS THE RIGHT SIZE



Regional Brokers

Global Brokers

Revenues Under \$100M
Ownership Structure Public, Private, Bank Owned
Sample Firms M3 Insurance Solutions, Frost Insurance Agency
Client Focus Small to Middle Market
Marketing Approach Wholesale Brokers + Marketing Departments
Value Added Services Limited Risk Control, Claims Reporting
Profit Goals/Reinvest Seek 25% Profit Margin Reinvest Less Than 5%

Revenues \$450M+
Ownership Structure Independently Owned
Sample Firms IMA
Client Focus Clients who need advanced resources but want personalized and customized service
Marketing Approach Direct Access to Global Markets through IMA Service Teams
Value Added Services Enterprise Risk Management, Contract Review, Risk Control, Legal Risk Management, Carrier Access, Actuarial Modeling + More
Profit Goals/Reinvest Seek 15% Profit Margin Reinvest 10%

Revenues Over \$1B
Ownership Structure Publicly Traded, Private Equity Owned + Closely Held
Sample Firms Willis, AON, Lockton, USI, Marsh, HUB + Alliant
Client Focus Fortune 500
Marketing Approach Indirect National Marketing Depts., Wholly-owned Intermediary + London Brokers
Value Added Services Specialty Profit Centers Claims, Loss Control, Actuarial, Contract Review, Specialty Lines Expertise
Profit Goals/Reinvest Seek 30%+ Profit Margin Reinvest Less Than 2%

b. Provide an overview of your approach to strategic planning.

Our approach to engaging with clients is to provide full-service consulting which includes in-depth engagement and expertise in the areas of **Strategic Consulting, Technical Consulting, Compliance and Service Support.**

The following provides a high-level summary of the services included in each of these components:

BENEFITS CONSULTING CORE SERVICES

STRATEGIC CONSULTING

FORWARD LOOKING, ACTIVE MANAGEMENT

Protection Provided:

Control Rising Benefit Costs | Fiduciary Compliance

- + Determine client goals/philosophy for benefit strategy
- + Full benefit plan consultation/design
- + Cost containment solutions
- + Strategic audit and analysis
- + Industry trends/solution evaluation/strategy benchmarking
- + Multi-year strategies – active management
- + Funding strategy and analysis:
 - Fully insured, level-funding and self-funding

COMPLIANCE

PROTECTING YOUR PLAN

Protection Provided:

Avoid Litigation + Penalties | Fiduciary Compliance

- + Annual compliance review/meeting
- + Compliance assistance
 - ERISA, COBRA, HIPAA, ADA, FMLA
 - ACA and Federal Laws
 - Applicable State and Local Laws
- + Plan document and contract reviews (non-legal)
- + Notification requirement reminders
- + Periodic newsletters/updates
- + Compliance webinars
- + Mineral (ThinkHR) access

TECHNICAL CONSULTING

INFORMED, DATA-DRIVEN DECISION MAKING

Protection Provided:

Accurate Budgeting | Manage Reserves | Cost Control

- + Customized financial reports
- + Benchmarking
 - Plan cost and design
- + Monthly claims report and analysis
- + Funding, reserves and contribution strategy
- + Stop loss deductible and budget analysis
- + Renewal marketing/negotiations
- + Predictive analytics

SERVICE/SUPPORT/COMMUNICATIONS

EXTENSION OF YOUR TEAM

Protection Provided:

Member Satisfaction | Vendor Accountability

- + Carrier/vendor liaison
- + Assistance with escalated claims issues
- + Assistance with billing issues
- + Routine touch-base calls
- + Project management (implementations, etc.)
- + Communication support
- + Member engagement strategy

IMA's teams will collaborate with Astrix to establish a highly personalized benefits programs that represents the individual values and objectives of Astrix. The goal is for Astrix to feel empowered by setting a deliberate benefits strategy employing active plan management rather than be driven to make reactive benefit plan decisions that may adversely impact employees. The combination of our consultative philosophy, continued training and development of the team, and the ongoing collaboration with Astrix will ensure an alignment of a multi-year strategic plan with the specific needs of Astrix.

The plan will be augmented by the ongoing evaluation of Astrix's goals and objectives, benefit plan utilization patterns, demographic changes, compliance concerns and market trends. It is imperative that a part of that evaluation is ongoing measurement of the effectiveness of past and future solutions and plan programs, so that efficient use of Astrix's budget can be freed for better or new benefits.

Our consultative approach is an ongoing, year-over-year process that includes data and strategy review, compliance review, pre-renewal and renewal work, and implementation/year end support. This cycle never ends, rather it is continually building upon itself, forming into a well-developed multi-year strategic plan.

The following illustrates a sample three-year strategic plan:

SAMPLE 3-YEAR STRATEGIC PLAN

2023*

OVERALL

- + Maximize current offerings – Vendor Summit
- + Re-promote programs
- + Find efficiencies
- + Identify collaboration opportunities
- + Astrix/IMA Wellness review
- + Explore Mental Wellbeing solutions
- + Focus on place of service

MEDICAL/RX PLAN

- + Renew TPA/PBM
- + Renew Carrier
- + Price out Silver Sneakers
- + Market Stop-Loss
- + Review Clinical
- + Recommendations – PBM

ANCILLARY

- + Market – Life/DI
- + Market Vision – leverage renewal

2024*

OVERALL

- + Continued development of Mental Wellbeing strategy and programs
- + Continued focus on place of service

MEDICAL/RX PLAN

- + Ongoing Med/Rx performance review, plan updates
- + Renew TPA
- + Review PBM for 1/1/2025 Effective Date
- + Renew Retiree solution
- + Market Stop-Loss
- + Review network options
- + Measure performance of on-site clinic

ANCILLARY

- + Market Dental
- + Review/market Fusion Health for effective date

2025*

OVERALL

- + Measure performance of Wellbeing Strategy
- + Measure performance of place of service solutions implemented

MEDICAL/RX PLAN

- + Ongoing Med/Rx performance review, plan updates
- + Review plan design set-up
- + Explore new industry strategies

ANCILLARY

- + Negotiate Renewals

** Indicates year of project rather than implementation*

The following chart illustrates the reality that one size does not fit all. Built initially as an internal review to measure the effectiveness of both the strategies in play and our general innovative, consultative philosophy, it illustrates that targeting solutions to individual client wants/needs is the most effective way to control plan spend. While no two clients have the same strategies in place, they all realize better-than-trend plan performance year after year.

ONE SIZE DOESN'T FIT ALL

	CLIENT A	CLIENT B	CLIENT C	CLIENT D	CLIENT E	CLIENT F	CLIENT G	CLIENT H	CLIENT I	CLIENT J	CLIENT K
Structural Plan Management											
Evaluate Rx Contract Terms	X	X	X	X	X	X	X	X	X	X	X
Evaluate Stop Loss Contract Terms	X	X	X	X	X	X	X	X	X	X	X
Review Network	X	X	X	X	X	X	X	X	X	X	X
Budget and Reserve Strategies	X	X	X	X	X	X	X	X	X	X	X
Annual Marketing/ Price Negotiations	X	X	X	X	X	X	X	X	X	X	X
Plan Set-Up, Ongoing Management											
Telemedicine (member share)	X	X					X	X		X	X
Telemedicine (\$0 member share)			X	X	X	X			X		
HDHP Option	X	X	X	X	X	X	X	X		X	
HDHP Only											
On-site/Near-site Clinic								X			
ACO						X					
Reference-Based Pricing									X		
Value-Based Plan Design	X		X	X		X		X	X	X	X
Narrow Networks			X								
Centers of Excellence (incented)	X			X		X					
Rx Strategies	X	X	X		X	X	X	X	X	X	X
Advocacy Tools				X		X		X			
Utilize Data Warehouse Solution	X	X	X	X	X	X	X	X	X	X	X
Spousal Surcharge or Exclusion			X	X							
Year-Over-Year Trend	2.40%	-0.30%	4.10%	3.00%	3.20%	5.00%	4.70%	0.90%	-11.00%	3.40%	2.80%

This strategic approach is multi-faceted. We partner with our clients to combine this philosophy with each client's specific goals and wants, benchmarking, and a significant amount of client-specific data.



5. Services



a. Provide an overview of your account support and administration services.

CLIENT ACCOUNT SUPPORT

IMA consulting teams support clients in a variety of ways related to account administration and vendor advocacy whether it's your account manager working with a carrier and HR team to resolve questions or issues related to an escalated employee claim or the analyst managing high-cost claims reimbursements with the medical carrier and stop loss carrier. The team leverages relationships with carrier/vendor partners to achieve quick resolution while looking at each and every issue strategically to determine if it is a larger macro issue or simply an isolated event. Claims issues that are sent to IMA for assistance are logged in our action items to make sure that we document cause and resolution.

With the growing number of point solutions and carriers that provide elements of a benefit program, we actively partner with our clients to help quickly resolve issues related to administration such as eligibility file issues, billing issues and general technology failures. Your account manager will take lead in providing expertise around assistance assessing the issue and then following through with vendor partners to ensure a quick resolution, as we understand that these failings can have great impact to employees and their perception of Astrix's benefit programs.

MEMBER SUPPORT

The IMA Call Center eliminates frustration and encourages proper use of your benefit plans by giving you a dedicated, single source contact for insurance-related matters.

Advantages for Employees

The IMA Call Center will provide your employees with skilled assistance from an IMA licensed benefits professional via phone or email who will assist with common issues that employees may face when utilizing their insurance plans. All assistance is provided in a confidential, professional and supportive manner.

Advantages for Employers

In addition to the many benefits that employees experience, there are several administrative benefits as well:

- + Employee confidentiality/HIPAA compliance
- + Trend identification in order to troubleshoot benefit trouble areas
- + Frees up HR to focus on strategic planning

The IMA Call Center is a special service that helps employees and HR managers head off small insurance problems – before they become big ones. This can result in greater employee satisfaction and ultimately a savings in time and potentially costs.

b. Describe how you approach open enrollment.

We customize our open enrollment solutions for each client, including:

- + Assists with the preparation, printing, and delivery of benefit guides for the employees.
- + Prepares PowerPoint presentations and other materials for open enrollment, new-hire education, or other meetings as requested.
- + Conducts open enrollment meetings at locations and compensation agreed upon by your company and IMA.
- + Coordinates design and use of educational content in multi-media formats.
- + Provides multilingual translation of all materials (may incur additional fees, depending on how many different language translations are requested).
- + Reviews digital and technology benefits vendors (video open enrollment, mobile application options, etc.) as open enrollment options.
- + Coordinates insurance companies and service providers at meetings, as needed.

We collaborate with your team to share the plan information and educate your employees on how to best navigate the insurance system. We can provide support for these meetings in English and Spanish.

We can assist our clients with their Open Enrollment events at whatever level is necessary. For example, our team can coordinate meetings with the carrier representatives, attend the meetings to act as an additional resource or even conduct the employee Open Enrollment meetings.

We'll also ensure that all materials with respect to benefits, eligibility requirements, rates, etc. are coordinated with the selected vendors.

Much of our Open Enrollment event support is in the area of communication planning, as we provide or coordinate:

- + Travel
- + Vendor Participation
- + Carriers and flu shot providers
- + Employee giveaways and swag
- + Marketing materials and flyers
- + Presentations of Open Enrollment topics during member meetings

Out of necessity, many recent Open Enrollment functions for our clients have been held virtually so we've created a comprehensive electronic Open Enrollment strategy. IMA can support in-person open enrollment meetings, dependent upon a mutually agreed-upon pass-through cost for travel and time expenses.

Knowing that each of our clients has unique needs with respect to open enrollment, we work with each client to identify key goals and objectives around their open enrollment process and assist with designing a customized communications and engagement strategy to best execute this important process and highlight the key benefit initiatives that our clients wish to market to their employees.

- c. Provide an overview of ongoing support that is directly available for Astrix employees and detail whether such service is included in base fees or only available as an add-on paid service.

Your dedicated Client Manager, **Jared Cox**, will serve as an advocate for your employees with complex plan utilization needs and will be available to support them on care navigation according to plan benefits as well as major claims issues and appeals processes. The IMA team has developed strong relationships with our carrier partners, and Jared is experienced in navigating provider and carrier communication with language that drives results.



JARED COX
Account Manager

In addition to advocacy, we believe education and communication is important to deliver to all members on a regular basis to support their day-to-day understanding and navigation of benefits. IMA's team will consult on and provide educational resources and support intended for members on an ongoing basis. Just like program design, education is not a one-size-fits-all approach. Therefore, a collaborative approach between IMA and Astrix will be utilized to create a "just-right" strategy for member communication and education.

Additionally, Astrix employees will have access to the IMA Call Center. This will provide employees with an additional dedicated contact for all of their insurance-related questions.

These services are included in the IMA service offering at no additional cost.

- d. Describe your capabilities in ongoing plan performance monitoring, plan performance forecasting, claims experience analysis, benchmarking and reporting.

IMA employs an in-house actuary. **Jordan Paulus**, Vice President and Director of Strategy and Analytics, is a Fellow of the Society of Actuaries (FSA) and Member of the American Academy of Actuaries (MAAA) with both credentials obtained in 2012. Jordan's career includes ten years of experience as a consulting actuary, focusing on population health management, rate development, reserving, and other actuarial functions for employer-sponsored health plans, insurers, hospitals and provider groups.



JORDAN PAULUS,
FSA, MAAA
*VP, Director of
Strategy and Analytics*

Jordan leads IMA's analytics efforts including population health management and people analytics, as well as leading our analyst teams during the development of risk management strategies, plan design and funding strategies, claims projections and reserving.

These actuarial functions are included within IMA's standard scope of services at no additional cost.

POPULATION HEALTH DATA ANALYTICS

IMA utilizes an in-house claims analytics system, **IMA People Analytics**, powered by Cedar Gate to guide clients in interpreting health and prescription drug data to understand the true cost drivers and risks of their health benefits plan, helping them make informed decisions about self-funded strategies.

IMA People Analytics utilizes a partnership with Cedar Gate Technologies, which integrates insights from Cedar Gate's clinical team with best-in-class analytics tools from Milliman, Clear Health, Truven (IBM Watson), and others to assess care quality and clinical appropriateness, as well as project future costs. Using these insights, IMA utilizes partnerships with population health management and care management solutions to align problems with impactful cost saving solutions, and track outcomes to evaluate ROI.



DATA MANAGEMENT & REPORTING CAPABILITIES

IMA believes in utilizing data to drive decisions and recommendations for our clients. Specifically, medical and pharmacy claims should be analyzed bilaterally from both a clinical and financial basis. Analyzing data on a clinical basis allows us to help the Astrix understand risks inherent in your population and how long specific large claims might persist and impact stop-loss underwriting. Analyzing claims on a financial basis allows IMA to help the Astrix understand trends and develop strategy and allows the Astrix to adjust the benefit plan to stay in front of risk and cost trends.



Listed below are sample key data sets of IMA's reporting packages available to Astrix. Due to the extreme length of the sample reports, we will be happy to provide them upon request.

Executive Summary

The Executive Summary provides an overview of plan activity and utilization. This robust solution can be easily configured to present a fixed number of standard reports detailing health plan utilization, trends, benchmarks and costs. The Executive Summary can present an overview for a brief period or annual plan information in one reporting function.

Claim Analysis Overview

Graphic summary of claim expenditures, network discounts and employee responsibility.

Normative Comparison Summary

Summary-level view of enrollment, cost and utilization information.

Utilization Benchmark Summary

Comparison of utilization patterns between plan and selected national normative values.

Shock Claim Summary

Review high-claims members and the costs incurred.

Monthly Cost Summary

Per-month summary of claim expenditures, network discounts and employee responsibility.

Detailed Analysis Applications

Allow drill-down from plan level to individual EOBs.

- + **Payee** – Analyze and drill-down to specific claim information for payees used by members of your plan during a time specific timeframe.
- + **Provider** – Analyze and drill-down to specific claim information for healthcare providers used by members of your plan during a time specific timeframe.
- + **Diagnosis** – Analyze and drill-down to specified claim information for diagnoses of conditions experienced by members of your plan during a specific timeframe.
- + **Procedure** – Analyze and drill-down to specified claim information for procedures performed for members of your plan during a time specific timeframe.
- + **Prescription** – Analyze and drill-down to specified claim information related to prescription drug costs for members of your plan during a time specific timeframe.
- + **Payment** – Analyze and drill-down to create a list of individual claim payment details for a specified timeframe.

Dental Summary

View service categories associated with your dental costs.

Cost Distribution Summary

Number of members incurring 10%, 20%, 50% and 80% of the plan's claims.

Type of Service Overview

Overview of utilization costs by major types of service.

Plan Experience Summary

Eligibility and plan cost summary on a per-month basis.

Rank Order Analysis

Create a summary of top Payees, Providers, Diagnoses, Procedures, Drugs, PPO or Benefit Code sorted by services and/or amounts.

Health Service Analysis

Review cost and utilization information associated with groups of services performed for plan members during a specific timeframe.

Lag Matrix Generator

Create a paid versus incurred lag matrix for specific time periods.

Turn Around Time

Display claim counts, charges and payments associated with different payment turnaround periods.

Large Claim Trend Analysis

- + Trend analysis of large claimants comparing two timeframes.
- + Trend analysis of benefits utilization across major diagnostic categories.

Medical Cost Dist (Diagnosis)

Trend analysis of benefits utilization across individual diagnoses.

IBNR Estimate

Create an estimate of claims dollars incurred but not yet received based on a weighted average of historical experience.

Provider Cost Comparison

Compare charges and payments for specified procedures and/or providers.

Prescription Drug Summary

Prescription costs and dispensing information.

Key Utilization Indicators

Summary-level trend analysis of employee census and benefits utilization.

Stop-Loss Trigger Report (One Line per Member)

Abbreviated trigger diagnosis listing containing one line per applicable member during a specific timeframe.

Cost by Age Group

Review which age groups are incurring costs Cost Summary by Employee Per-employee/member breakdown of claim costs.

Shock Claim Detail

Detailed cost and procedure information for high-claims members and the costs incurred.

Preventable Conditions

Displays conditions that might be prevented by behavior changes, and the group's cost associated with those conditions.

Stop-Loss Trigger Report

Provide diagnosis and procedure information for select key diagnoses.

Eligibility Overview

Provides a concise view of eligibility information.

Eligibility by Tier

Eligibility counts based on enrollment tier.

Flexible and Eligibility Claim Data Query

Review plan's healthcare experience database for information related to costs or utilization. Specify a time period along with other data filtering criteria when using the query.

Prescription Utilization Summary

Review prescription types, top 10 drugs by class and name for a specific timeframe.

Prescription Analysis

Analyze and drill-down to specified claim information related to prescription drug costs.

PREDICTIVE MODELING

IMA also utilizes predictive modeling tools to develop, assess and quantify plan design changes and population impacts. The power of IMA Analytics lies within its integration of information from Cedar Gate and the Johns Hopkins Adjusted Clinical Groups® (ACG®) data and Healthcare Effectiveness Data and Information Set (HEDIS®) quality care measures. The IMA Analytics system can store multiple years of historic data which allows IMA and Astrix to analyze any timeframe in addition to providing multi-year comparative analysis capabilities to assess risk and predict future plan and individual health costs.



BENCHMARKING

Anyone that has ever researched normative data knows that it can be difficult finding statistical benchmarks that adequately match the population of your group. IMA provides custom benchmarking for employer groups that will provide consistent year-to-year data, reporting formats and comparative benchmarks. This highly meaningful yet understandable information enables us to work together with your data in a continuous, interactive manner as plan management issues arise. IMA will make available to Astrix benchmark data from all leading consulting organizations and resources available locally and nationally.

The following are our most common sources, but we can modify our benchmarking to use any sources that Astrix would require:

Mercer Benchmarking Data

Segal Benchmarking Data

MSEC Benchmarking Data

Bureau of Labor and Statistics

Kaiser Benchmarking Data

MedStat

Access to this statistical information assists IMA in forwarding quantifiable data to you about local and national trends as they may relate to overall health care information.

We've listed a few of these studies below:

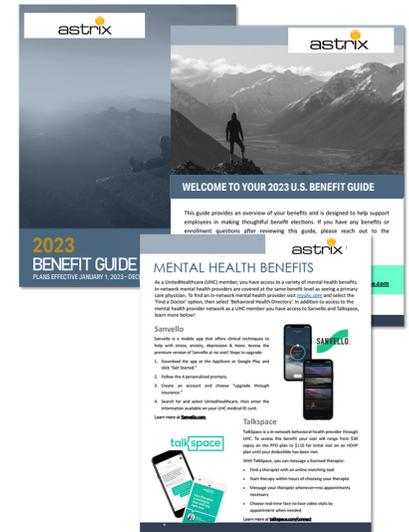
- + Health Insurance Premium Increases – Overall Employee Contribution for Individual Medical Coverage
- + Employee Plan Enrollment by Region
- + Medical Plan Average Premium by Industry
- + Benefit Cost as a Percent of Compensation
- + Benefit Cost as a Percent of Payroll
- + Health Coverage Variations by Industry and Size
- + Hospital and Surgical Coverage by Industry
- + Length of Hospital Stay by Plan Type
- + Percentage of Firms Offering HMO – by Region

- e. Describe your capabilities in employee communications. E.g., Both in open enrollment and outside of open enrollment, what communications do you target to Astrix employees?

EMPLOYEE COMMUNICATIONS

Our service includes the development and implementation of a customized strategy and provides customizable communication pieces. This includes an annual Communications Strategy Meeting, development of benefit guides, one-page summary sheets, assistance with materials for employee meetings, coordination with vendors to provide additional information, and regulatory notice requirements. Printing, translation, and technology platform fees (if applicable) would be a pass-through cost.

IMA approaches benefits communication by partnering with our clients to first understand specific goals and needs and then work to develop customized marketing and communication strategies. Our unique marketing approach to employee communications helps us to better define the audience and identify communication mediums that will be engaging to the employee. We utilize strategies that consider the various demographics, generational and language differences, geographic or work environment concentration, plan design or pricing changes and utilize omni-channel, year-round communication to optimize the effectiveness of the benefits messaging. A strategy that employs straight-forward messaging, promotes the overall leadership tone, and incorporates the organization's external brand while including the right amount and type of information is essential to a successful marketing and communication campaign.



We provide full-service communication support throughout the year. Our customized communications and engagement strategy are driven based on Astrix's goals to help attract and retain top talent.

We provide:

- + Developing an ongoing communication strategy and brand for employee benefit-related communications.
- + Drafting, designing and producing high-impact print pieces.
- + Providing customized communications and education for partners/dependents.
- + Drafting and bookmarking compliance communications, including Summary Plan Documents, Employee Handbooks and requirement plan notifications.
- + Preparing graphic design elements that incorporate the client's brand in their HR and Benefit communications.
- + Scripting and producing video communications for Open Enrollments sessions, new hire orientations and recruiting events.
- + Preparing digital productions that can be used for weekly webinars that's hosted on the company's Intranet/ Internet and duplicated and distributed to all employees and their partners.
- + Developing and implementing a web-based communication, enrollment and benefit administration platform.
- + Embedding all communications into the enrollment platform.

f. Describe your educational services:

i. Please provide an overview of those services.

We email financial and compliance bulletins, alerts and legislative briefs to our clients one to two times per month, and more frequently as critical issues arise. We take very seriously our role in keeping our clients informed of new developments related to employee benefits and compliance.

EMPLOYER EDUCATION SERVICES



IMA WEBINARS

Post Roe v Wade Employer Considerations
FRIDAY, JULY 8 | 11AM MST

Roe v Wade Employer Considerations Webinar

Date: July 8, 2022
Time: 11am MT - 11:30am MT
Presenters: KC Rippstein - Craig Truitt

Topics to be Covered:

- State laws may impact benefits and add risks to the company and its officers
- Can ERISA preemption help employers with self-funded plans
- Impact to an employer's COB position
- National employers are adding broad travel reimbursements, which add risk, compliance, and tax considerations

Webinar Background

On Friday, June 24, 2022, the Supreme Court of the United States (SCOTUS) issued a decision in Dobbs v Jackson Women's Health Organization that overturns the high court's previous decisions on Roe v. Wade (1973) and Planned Parenthood v. Casey (1992). Learn about the implications this court ruling has on the Employee Benefits offered by your company.

+ RSVP

CRISIS RESPONSE ESSENTIALS PREPARING FOR THE FIRST 24 HOURS

NOV 28 9:30 TO 9:45 A.M. REGISTER TODAY

The scenario is disaster struck, more questions than answers emerge, and your response within the first 24 hours could ultimately impact your bottom line and brand. Who do you call? What do you tell your clients? How do you respond to the media?

Join IMA to its next IMA University, "Crisis Response Essentials: Preparing for the First 24 Hours" on Nov. 28 to have your questions answered by two of the industry's leading experts. Guest speakers from Grant/Thayer, Armstrong/Truitt and IMA will give you real world leads to respond if your company faces a catastrophic loss, major crisis or significant threat to your company's reputation. Topics will include:

- How your BSA team can help
- Typical coverage without after subrogation losses
- Insurable needs response strategies
- Client advisory privilege issues
- When to file outside counsel
- The role of brokers in crisis control

IMA 2022 SUMMIT
THE EMERGENCE OF A Redefined WORKFORCE

MAY 11, 2022
EMPPOWER FIELD AT MILE HIGH

IMA EB SUMMIT RECAP BY THE NUMBERS

PAST SUMMIT ATTENDEES SCORED THE SUMMIT AT AN AVERAGE NPS

140 CLIENTS/PROSPECTS
7 SPEAKERS
21 PARTNERS/SPONSORS

INDUSTRIES IN ATTENDANCE
Construction, Consulting, Domestic & Global Employers, Education, Energy, Public Service/Governmental, Finance/Banking, Health Care, Technology

IMA UPDATES

Benefits UPDATES + ALERTS

AT THE TOP OF THE NEWS

Great News! Regulated Employer "Waived" Title from Health Coverage

While we worry in May how members of the Dept. of Labor might roll back the rule by which a new court decision that a religious employer is exempt from health coverage.

Read: Federal Transparency Efforts: Preempting the

Oregon's New Paid Leave Law

Read Leave Oregon (PDL) laws begin in January 2023. Here we discuss the new regulations and private leave plans to opt out of the state program.

Read: Oregon's New Paid Leave Law Requirements

Colorado Issues Guidance for Private Plans to Employers

The DOL and COC have granted an EOP for the PDL from 6 months of age. Non-qualified plans had to be without and during the plan participant.

Read: Plans Must Cover COVID-19 Vaccines

Register for the Webinar: Regulatory Review
Thursday, August 10th, 2022 | 1:00 p.m. - 3:00 p.m. MST

Missed the July Webinar on Possible Effects of Dobbs Decision? Review the materials below:

Watch the recording
View the presentation slides
Printed to view in more detail on the job that better you when completing your employer's website.

Further Reading

Plans Must Cover COVID-19 Vaccines Down to 6 Months of Age
Read Now

Healthcare Benefits for Military Carers
Read Now

SCOTUS Revisits Dobbs Challenge: Did We Include MSP?
Read Now

Stay up to date on our latest Benefits News!
+ BENEFITS NEWS

We would use a variety of resources and forums to support the important work of Astrix's Benefits and HR teams, including compliance updates and webinars from leading subject-matter experts.

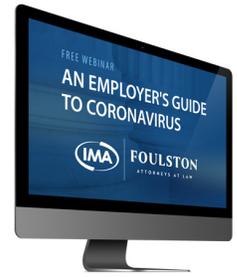
IMA UNIVERSITY

IMA hosts in-person educational events, called IMA Universities, in each of our markets annually. These events provide our clients with the opportunity to learn about a variety of topics relating to insurance and employee benefits. Each session is facilitated by an expert in the field. Recent topics have focused on data privacy/cyber risk exposure, health care reform, annual economic forecast, employee integrity testing, people-powered safety leadership and crisis preparation.



WEBINARS

IMA webinars are held periodically and are accessible to IMA clients only. Recent topics have focused on IRS Final HCR Reporting Overview, Revisiting the Fundamentals of Employer Shared Responsibility, W-2 Reporting, Determining Full-time Employee Status, Individual and Employer Mandate and Penalties, 2022 Provisions & Preparations, and COVID-19.



ALERTS AND BULLETINS

IMA bulletins, alerts and legislative briefs are delivered to clients via email, typically one or two times per quarter, or as necessary. The objective of these communications is to keep our clients informed in a timely manner of any new developments or tools related to employee benefits and compliance news.



HUMAN RESOURCES

It's not always practical to expect our clients to consider benefits apart from broader HR issues. That's why we also provide them with on-demand access to an extensive scope of HR compliance resources through Mineral™ (previously known as ThinkHR).

The Mineral HR compliance platform includes:

- + Access to HR and legal experts in a Help Desk arrangement
- + An employee handbook builder
- + A job description creator
- + An HR compliance library
- + Employee training modules on important workplace issues like harassment and safety

Mineral®

If you are looking to offer educational opportunities to Astrix's employees, Mineral™ has a Training Center module with over 300 regularly updated individual and group trainings. You can create training tracks to monitor progress and conveniently pull reporting at any time. Trainings include, but not limited to, Compliance & IT, Professional Development (presentation skills, time management, etc.), Workplace Safety, Anti-Harassment and more.

ii. How often do you have webinars and who is the intended audience?

IMA webinars are held periodically on an as-needed basis and are accessible to IMA clients. In our issued webinars, we engage the services of compliance and other experts to present critical benefits information.

iii. Do you have in person events? If so, where, about what, and with what frequency?

BENEFITS INNOVATION & INSIGHTS SUMMIT

Our Annual Benefits & Innovation Summit is a full-day event focused on learning, collaboration and sharing ideas with your peers on a variety of themes. We bring in industry experts to address an assortment of benefits, HR and total rewards related topics.

After a two-year hiatus due to COVID-19, IMA's 2022 Innovations Summit was held in May at Mile High Stadium in Denver, Colorado. This year's focus was on the Emergence of a Redefined Workspace.



[+ LEARN MORE](#)



iv. What topics do you cover in webinars in 2021 and 2022?

Many societal and legislative changes impacted health and welfare programs in 2021 and 2022, and IMA ensured that our clients were well-informed and educated on the affects to their benefits programs.

Deliverables included:

NOTICES AND ALERTS

- + *Reminder to Send ARPA COBRA Subsidy Expiration Notices*
- + *IRS Guidance on ERC for Last Half of 2021*
- + *Long COVID May Qualify for Disability Protections*
- + 2021 and 2022 Provisions & Preparations
- + W-2 Reporting

WEBINARS

- + *FSA & Cafeteria Plan Flexibilities*
- + *COVID-19 Vaccines – Information for Employers*
- + *Benefits Update: American Rescue Plan Act of 2021*
- + IRS Final HCR Reporting Overview
- + Revisiting the Fundamentals of Employer Shared Responsibility
- + Determining Full-time Employee Status
- + Individual and Employer Mandate and Penalties
- + State-specific leave rules
- + VOE webinars

v. Is there a cost for your in-person events or webinars?

Our in-person events and webinars are included at **no additional cost.**



g. Describe your services in the area of legal compliance:

i. Please provide an overview of those services.

ONGOING COMPLIANCE AND REGULATORY (FEDERAL/STATE) MONITORING

IMA's Governance & Compliance practice is structured as a dedicated resource working in partnership with you and your IMA Consulting Team. IMA's regulatory resources provide timely/urgent information on recent legislation, answer common questions and provide forms for COBRA, ADAAA, HIPAA, HIPAA Privacy, USERRA, FMLA, Medicare Part D and Section 125 plan administration. As a dedicated business partner, IMA takes significant pride in helping educate our clients about topics inside and outside of insurance.

Our Governance & Compliance Practice consists of licensed legal practitioners along with contract specialists. Attorney, **Craig Truitt**, and Compliance Practice Lead, **KC Rippstein**, handle employee benefits compliance needs for our clients. As an IMA client, Astrix will have access to our Mineral consulting platform as an additional compliance resource.

KC is also available for ongoing one-on-one conference calls or meetings with our clients on an as-needed basis, coordinated by your Consulting Team.

As part of the Astrix's onboarding, time will be scheduled to perform a full compliance review to identify short and long-term needs and objectives around compliance. IMA will prepare legislative updates that outline new benefit regulations and/ or clarify regulations that have been previously passed. In addition to a description of new laws or changes, IMA advises clients on how to modify administrative procedures to ensure compliance.

IMA maintains memberships in both local and national chapters of industry associations keeping us apprised of state and federal updates. To meet regulatory and legislative demands, IMA provides a full suite of compliance advisory services, including performing compliance reviews with each client and providing general and targeted communications, educational bulletins, webinar sessions and analytics tools.



CRAIG TRUITT

*Employee Benefits
Compliance Attorney*



KC RIPPSTEIN

*Employee Benefits
Compliance Practice
Lead*



**+ WATCH VIDEO:
COMPLIANCE**

To meet regulatory and legislative demands, IMA provides a suite of compliance advisory services:



ACA Reporting

Basic support and resources provided through IMA specific to employer situation. Preferred partner vendors are available for actual reporting. Cost is negotiated and paid directly by employer.



Compliance Checklist

IMA's "Health & Welfare Benefits Compliance Checklist" is structured to provide a detailed narrative identifying the specific requirement, what action(s) is needed, timing requirements, penalties for non-compliance and practical comments.



Plan Document Review

IMA will conduct an annual plan document review to ensure that your plans are meeting the requirements delineated by COBRA, HIPAA, ADA and other statutes where applicable. As part of the annual renewal process, IMA will review all SPDs for accuracy alongside your legal counsel.



Disclosure Notices Compliance Guide

Our Disclosure Notices Compliance Guide is designed to provide HR staff members a checklist of notice requirements with interactive functionality. By simply clicking on a specific notice requirement, the user can access an in-depth outline of the purpose of the notice, responsible party, where the notice belongs, intended recipient, delivery rules, record keeping requirements, penalties for noncompliance and a link to the specific regulatory department's model language.



Alerts + Bulletins

IMA bulletins, alerts and legislative briefs are delivered to clients via email, typically one or two times per quarter, or as necessary. The objective of these communications is to keep our clients informed in a timely manner of any new developments or tools related to employee benefits and compliance news.



IMA University

IMA hosts at least three in-person educational events, called IMA Universities, in each of our markets annually. These events provide our clients with the opportunity to learn about a variety of topics relating to insurance and employee benefits. Each session is facilitated by an expert in the field. Recent topics have focused on Data Privacy/Cyber Risk Exposure, Health Care Reform, Annual Economic Forecast, Employee Integrity Testing, People-Powered Safety Leadership and Crisis Preparation.



Compliance Webinars

IMA Webinars are held on an as-needed basis. Recent topics have focused on IRS Final HCR Reporting Overview, Individual and Employer Mandate and Penalties, Wellness after EEOC v. AARP, HSAs, HIPAA and 2022 Provisions & Preparations.

ACA ANNUAL REPORTING

IMA's Compliance Practice publishes short educational videos on how to complete the annual ACA reporting with examples of what your forms should look like. Your IMA service team can help ensure that your payroll provider provides you the information necessary to populate Part III of your 1095-C forms. While our videos and examples should help you feel confident that you can audit your forms as completed by your third-party reporting vendor, IMA's Compliance Practice lead, KC Rippstein, will review forms to ensure compliance. IMA's regulatory resources provide timely/urgent information on recent legislation, answer common questions and provide forms for COBRA, ADA, HIPAA, HIPAA Privacy, USERRA, FMLA, Medicare Part D and Section 125 plan administration.

As a dedicated business partner, IMA takes significant pride in helping educate our clients about topics inside and outside of insurance. IMA will conduct an annual plan document review to ensure that your plans are meeting the requirements delineated by COBRA, HIPAA, ADA and other statutes where applicable. As part of the annual renewal process, IMA will review all SPDs for accuracy alongside your legal counsel. Regarding vendor-related services that IMA will oversee such as COBRA administration and flex spending/HRA, IMA will assist with the management and oversee the RFP, marketing and implementation of those products and integration into the benefits program. Third-party COBRA vendors typically offer the initial notification, COBRA tracking, premium billing and remittance, as well as termination tracking. The agreements and payment for those services will be invoiced directly to Astrix through the vendor.

IMA CLIENT EXPERIENCE

Throughout the COVID-19 pandemic IMA's compliance team has worked diligently to release informative legislative updates in a timely manner to ensure that clients and their consulting teams had, and continue to have, the ability to respond to the latest regulatory changes and communicate effectively the relevant details to employees. Early in the pandemic, IMA's consulting teams worked through a full benefit program coverage assessment and employee communication plan with each client to ensure there were no gaps in coverage while employees increasingly were unable to work and plan requirements were changing at both the federal and state/local level.

IMA Benefits

IMA COVID-19 RESPONSE EMPLOYEE BENEFITS APPROACH

As the known threat from the novel Coronavirus COVID-19 grows, so does the impact it is having on businesses both on a direct and indirect basis. IMA's commitment to our clients is to be your trusted advisor and partner as you seek to protect your employees and your business.

ASSESS	STREAMLINE	STABILIZE	COMMUNICATE
<ul style="list-style-type: none">Client COVID coverage assessment including mandated COVID-19 reserve plan designClaims impact assessment as it relates to COVID-19Plan document assessment including review of eligibility, leave of absence, furlough and lay-off plan language in all documents	<ul style="list-style-type: none">Due to the influx of information, IMA has consolidated all updates in a single client specific document which includes:<ul style="list-style-type: none">Federal, state & local requirementsAll carrier and vendor responses to COVID-19 situation	<ul style="list-style-type: none">Full benefit program opportunity analysis to identify cost reduction and efficiency opportunities as clients respond to the crisis	<ul style="list-style-type: none">Client branded on-demand employee communications that are ready for distribution related to COVID-19. Topics include COVID-19 plan changes, wellbeing reminders and benefits changes due to reduction in hours, leave of absence or furlough/layoff

For more information on IMA health and benefits consulting services, please contact us at www.ima.com/benefits

- ii. Are compliance attorneys available for questions, issues, and consultation as part of the basic fee or is there an additional cost for utilization of those services?

IMA has in-house attorneys as well as several outside counsel solutions. If needed, IMA maintains partnerships with outside counsel on specific ERISA and labor law issues that may arise in the management of benefit, health management, and retirement plans. These services are included in our fees and in the very rare occasion that there is a complex ERISA need, there may be an additional fee. This would be disclosed and discussed prior to taking action.

- iii. For new laws and legal decisions that can affect the benefits, plans or services offered, what actions do you take? (e.g., non-client specific email updates, individualized emails, calls to the Astrix key contact, etc.)

IMA's Governance & Compliance practice is structured as a dedicated resource working in partnership with you and your IMA consulting team. Astrix will be notified timely of relevant updates and alerts, with follow-up and change management by the consulting team. IMA's consultants are provided significant compliance training and education to ensure that clients' health and welfare programs are as compliant as possible. If IMA is chosen to consult on Astrix's life and disability program, we will drive your compliance in the ever-changing state and municipal leave area, including PFML, safe and sick time, and accrual processes.

In addition, IMA's regulatory resources produce timely/urgent information on impactful changes to less-recent legislation such as COBRA, ADA, HIPAA, HIPAA Privacy, USERRA, FMLA, Medicare Part D and Section 125 plan administration. As a dedicated business partner, IMA takes significant pride in helping educate our clients about topics inside and outside of insurance.

IMA's Compliance and Governance Practice Leader, **KC Rippstein**, is also available for ongoing one-on-one conference calls or meetings with our clients on an as-needed basis, coordinated by your consulting team.

As part of Astrix's onboarding, time will be scheduled to perform a full compliance review to identify short and long-term needs and objectives around compliance. IMA will prepare legislative updates that outline new benefit regulations and/ or clarify regulations that have been previously passed. In addition to a description of new laws or changes, we advise you on how to modify administrative procedures to ensure compliance.

IMA maintains memberships in both local and national chapters of industry associations keeping us apprised of state and federal updates. To meet regulatory and legislative demands, IMA provides a full suite of compliance advisory services, including performing compliance reviews with each client and providing general and targeted communications, educational bulletins, webinar sessions and analytics tools.

LEGAL SUPPORT

Our Governance & Compliance Practice consists of licensed legal practitioners along with contract specialists. As a further resource for Astrix, IMA maintains partnerships with several law firms, for counsel on specific ERISA and labor issues that may arise in the management of your employee benefit plans. As an IMA client, Astrix will have access to our Mineral consulting platform as an additional compliance resource.

Attorney, **Craig Truitt**, handles employee benefits compliance needs for our clients. Craig came to IMA after most recently practicing law at Traylor Law Group. Craig has extensive experience with employment law considerations, including but not limited to preparation and review of employment manuals and handbooks, compliance, wage and hour issues, discrimination/harassment, retaliation, wrongful termination, disability and leave issues, and various EEOC, OSHA, DOL, CCRD, and CDLE proceedings.



h. Describe your use of technology to support online employee services and education.

EMPLOYEE COMMUNICATION

IMA helps clients develop employee engagement and communication/education strategies that provide informative content in a variety of deliverables from app-based communication hubs to unique print material. IMA will coordinate vendors based on the technology solutions needed for Astrix.



**+ WATCH VIDEO:
BUSINESS CONSULTING**

HRIS & Benefits Administration System Support

For clients seeking assistance in supporting current HRIS & benefit administration systems or implementation of a new system, IMA's approach to benefits technology starts with understanding each client's needs and future goals. IMA is platform agnostic when trying to find the right fit for each client's unique situation. We have relationships with key platforms and providers based on our market experience and diverse client needs.

Internally, IMA is a wholesaler of Employee Navigator and PlanSource with a designated team supporting all aspects of the system. If a client requires a more robust benefits administration platform, IMA will leverage established relationships with other industry platform solutions. If other services outside of Benefits Administration are required (payroll, timekeeping, performance, etc.) IMA will refer to a preferred technology consultant or payroll partner.

IMA Mobile App

The IMA app (powered by Strive) provides employees and their enrolled family members with a myriad of resources available via phone, app, or website. This gives employees and their dependents the freedom of self-advocacy and educated decisions around healthcare.

- + Links to all benefits information and contacts
- + Integrated benefits such as telemedicine, advocacy and wellness
- + Plan details
- + Ability to store ID cards
- + Connections to savings apps such as GoodRx
- + Plan balances connected real-time (carrier data integration permitting)
- + Upload and access to Astrix's custom benefit guide
- + Find a provider feature
- + Push notifications



- i. An overview of those services including a list of all technology available to Astrix admin personnel and available to employees.

IMA constantly evaluates current technology tools and vetting additional resources to stay ahead of the curve. We have developed a team that specifically focuses on innovative resources and this team's only responsibility is to research, identify, and vet the latest leading-edge technology, carrier, and third-party resources.

Carriers are an additional source for technology tools; while some tools incur an additional fee, others are included as a value-add for clients or enrolled members. Your consulting team understands that discussing the needs of the organization is critical in identifying the right technology tools for Astrix and the most cost-effective way to access them.

TECHNOLOGY TOOLS

The following are technology resources included in our scope of services:

- + The Ease Benefits Administration platform can be built out and utilized to simplify the benefits enrollment process for employees and facilitate carrier feeds where possible.
- + IMA can conduct Open Enrollment meetings remotely through Teams, Zoom, GoToWebinar, or your preferred platform.
- + We provide our clients access to dozens of videos in English and Spanish on topics ranging from personal finance to good health. Our clients can make any or all of these available to their employees.
- + IMA maintains a digital magazine capability for our clients through Lucid Press that we utilize to deliver digital benefit guides.
- + QR codes can be provided for access to any web-based benefits resources.
- + Mineral (formerly ThinkHR) is provided to all IMA clients and includes 24/7 access to online HR forms and templates, an employee training library to provide and track online training courses for staff, and an HR Pro hotline for answers to your HR questions within 24 hours.



ADDITIONAL TECHNOLOGY RESOURCES & VENDORS

Because the scope and nature of a communication strategy can vary according to unique client needs, we have also listed .technology components below that your consulting team could engage on your behalf:

Brainshark

The Brainshark is one of our most popular communication tools. A Brainshark is a video presentation that can best be described as a “voiceover PowerPoint.”

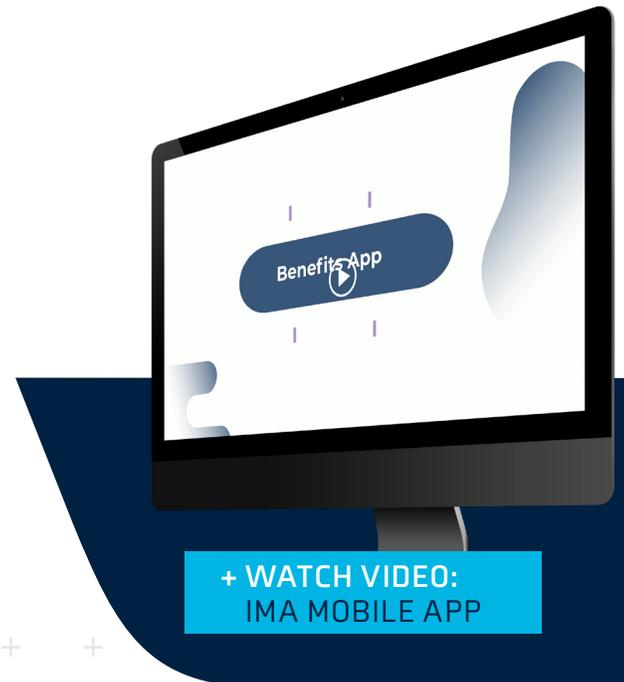


The Brainshark presents several unique advantages as a communications tool:

- + The content is entirely customizable
- + It ensures a consistent message to the entire population
- + An employee can watch the entire presentation, or portions of it, as many times as they would like
- + Spouses also have access to the presentation via the internet
- + Easy functionality – ability to skip to a specific benefit or part of the presentation with a click of the mouse
- + A link can be sent out via email or posted on your intranet so it can also be a resource for the employees throughout the year
- + It can be used as a recruiting tool to shine a professional image on the organization

IMA Mobile App

For geographically diverse populations, we ensure that messaging is tailored to each specific group (if applicable) and focus on more digital solutions. A tool that has been particularly effective for clients with multiple locations is our Your Benefits App – a one-stop-shop to access all things related to employee benefits. Not only is it a single sign-on document repository but it's also a communication hub where you can truly interact and engage with employees by sending push notifications of announcements, deadlines, and videos.



+ WATCH VIDEO:
IMA MOBILE APP

SmartDollar

SmartDollar is a digital/virtual financial wellness resource for companies looking to educate and develop a financially health workforce. Armed with the knowledge and tools found in a financial wellness program, employees are less stressed. This leads to increased productivity at work because they are no longer worried about money problems.



Your employees will learn to take control of their money with SmartDollar’s motivating content, and interactive tools designed to build lasting behavior change. When employees learn to control their money, companies using SmartDollar have reported increased retirement contributions, decreased retirement loans and increased retention and productivity within the first year.

Technologies for Communication and Enrollment

IMA clients recognize how online enrollment systems can help control their benefit costs. We support our clients by assisting them with system vetting and selection. We are a platinum/elite partner with many technology platforms, which allows us to support in contract negotiations and provides our clients with escalation support when needed.

IMA’s approach is significantly different from many of our competitors. Many brokers will partner with a single vendor and strive to get their clients to adopt this offering, but this approach assumes all clients want and need the same solution. IMA uses an agnostic approach with technology, supporting our clients based on their unique requirements. We have internal and external resources to help you assess, implement and select the right benefit administration platform for your needs. Any vendor utilized would generally be at client’s expense, though we aim to find ways to minimize or eliminate the cost to you, where possible. Our dedicated technology team can assist in exploring different interfaces.

Many of our clients are moving in the direction of AI-driven employee decision support tools such as Flimp, Alex by Jellyvision, and GuideSpark.



These are only a few of the innovative and digital resources IMA offers our clients. Carrier allowances may be explored during negotiations to subsidize these potential costs.

- ii. Our current broker provides a password protected benefits site where employees can view the benefits booklet, review key benefits documents, access forms and much more. Is this a service you provide and, if so, please provide access to a sample site.

IMA is also able to build customized microsites for Astrix. These microsites can serve as the hub for your open enrollment campaign as well as new hire orientation throughout the year, offering easy access to benefit information, search functionality, ease of updating information, branding, and flexibility. Microsites may be used throughout the year for continual education or even as a recruiting tool. They may be designed to be password protected or for open access depending on the intent. The site features the ability for Astrix to store important centralized materials for benefits in a customized app-enabled site.

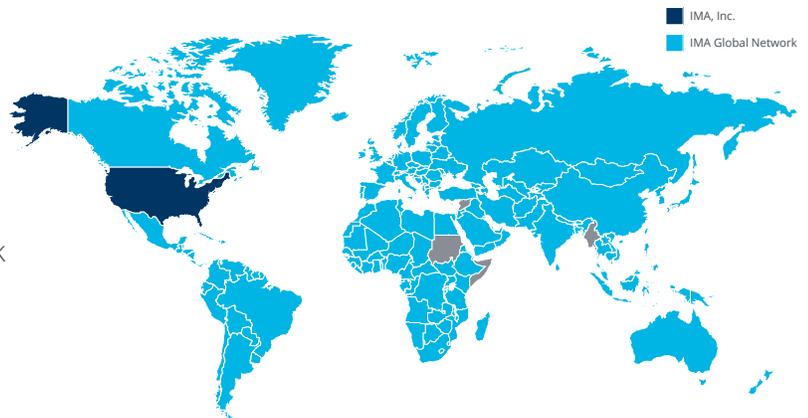
- i. We have a large footprint in Brazil and Costa Rica. We have recently hired our first Canadian employee. What services can you provide for these countries and in support of our international growth.

IMA's Global Risk & Benefits Practice specializes in providing in-depth expertise for placing, maintaining, and optimizing international Employee Benefits plans. Global Benefits utilizes a unique strategy to place and service our clients' employee benefits programs through the 180+ members of our IMA Global Network. Through this network, we coordinate and communicate international programs for some 400 U.S.-based clients who have operations around the world.

**CLIENTS IN
OVER 100
COUNTRIES**

IMA'S COLLABORATIVE GLOBAL NETWORK OF PARTNERS

- + 180+ partners through the IMA Global Network
- + 900+ offices over 6 continents
- + \$8.2B in combined annual revenue



In addition to strong relationships with international brokers across the globe, IMA has cultivated close ties with a multitude of internationally based carriers – ensuring clients have access to the most competitive rates and comprehensive coverages.

The IMA Global Benefits team for Astrix would be led by **Sean Jackson** and **Tanja Lumpp**, who together bring more than 40 years of international benefits experience.

Our international team takes the heavy lifting off of your HR department, as we perform international coordination efforts on your behalf. Additionally, we can collect Astrix's employee benefits details from around the world and make them available to you. IMA also has a cloud-based portal that we utilize to capture the local benefits information from around the world to which Astrix can be granted access.



SEAN JACKSON
Managing Director -
Global Risk & Benefits



TANJA LUMPP
Managing Director -
Global Risk & Benefits

C Swap Axis	COUNTRY		
INFORMATION (rollover cells for more options)	BRAZIL	CANADA	COSTA RICA
Medical Benefits - Benefits	<p>Medical benefit plan Medical benefit plans typically include:</p> <ul style="list-style-type: none"> daily hospital charges hospital expenses doctors' fees medication minor outpatient surgery general practitioner consultations laboratory tests, X-rays and other diagnostics physiotherapy childbirth. <p>The level of cover is typically dependent upon seniority, as follows:</p> <ul style="list-style-type: none"> basic - hospitalisation in wards or collective rooms and use of the basic accredited network; Brazilian Medical Association (AMB) base level of reimbursement may be offered intermediate - hospitalisation in private rooms and use of less restricted accredited networks; AMB intermediate level of reimbursement may be offered superior - hospitalisation in private rooms and use of large accredited networks; AMB superior levels of reimbursement may be offered 	<p>Health care plan A health care plan supplements the national health insurance programme and will typically provide (province variations apply) the following medical benefits:</p> <ul style="list-style-type: none"> upgraded hospital accommodation upgraded physician and surgical expenses private nursing medical equipment enhanced vision care hearing aids paramedical treatment (for example, psychologist, chiropractor or massage therapist) physiotherapy enhanced emergency travel assistance. <p>Most plans will include an annual deductible typically ranging from CAD 10 to CAD 50 (may be higher and sometimes expressed as a family deductible) and variable co-payments. A maximum overall annual benefit per employee will also typically apply</p> <p>Dental care insurance plan A typical dental care insurance plan includes:</p> <ul style="list-style-type: none"> diagnostic and preventative 	<p>Medical benefits under a group PMI plan typically include:</p> <ul style="list-style-type: none"> consultations with doctors outside hospitals - up to a prescribed limit medicines laboratory tests (except for pregnancies) hospitalisation charges surgery transportation pregnancy - a waiting period of up to 12 months will typically apply with a limit ranging from CRC 400,000 to CRC 700,000 home help dental. <p>PMI plans will typically be subject to an annual policy limit; in addition a range of deductibles and copayments will apply. Limits may vary according to seniority.</p>

GLOBAL COMPLIANCE

We design globally compliant insurance programs that take the following into consideration:

- + Compulsory coverages required by country
- + Non-admitted Insurance compliance
- + Local Premium Tax Payments and Regulation
- + Local Health and Safety Laws
- + Statutory Employee Benefits requirements
- + Adherence to Collective Bargaining Agreements
- + Benchmarking of local employee benefits

Global compliance is top of mind when working with IMA's international clients.

	+	+	+	+	+	+	+	+	+
	+	+	+	+	+	+	+	+	+
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	+	+	+	+	+	+	+	+	+

j. Describe any additional service options that may be of interest to Astrix.

DEDICATED M&A PRACTICE

Insurance and Benefits Due Diligence:

- | | |
|---|---|
| <ul style="list-style-type: none"> + Scope of Deal and Engagement + Data Room Access + Due Diligence Kickoff Call + Transaction Liability Considerations and Placements + Commercial Insurance Program Review of Coverage, Program Structure, Collateral and Pricing | <ul style="list-style-type: none"> + Health & Benefits Program Review and Analysis + Retirement Program Review and Analysis (IMA Wealth) + Legal, Claims, Contract & Risk Control Review and Recommendations + Pre- and Post-Close Budgeting + Due Diligence & Red Flag Report Delivery and Discussion |
|---|---|



VOICE OF THE EMPLOYEE (VOE)

We have developed a comprehensive feedback tool to help our clients capture important perspectives from their employees on a variety of topics, “Voice of the Employee” or “VOE”. This kind of information is critical as companies explore whether and how to move forward on any number of internal programs and directly impacts the strategic planning for the future of client’s benefits programming.

The carefully worded questions in our survey solution can provide important insights on these and other customized topics:

- + COVID-19 return to work
- + Safety
- + Net Promoter Scores (NPS and eNPS)
- + Diversity, Equity and Inclusion (DEI)
- + Benefits preferences
- + Perceived value of various benefits program
- + Total rewards preferences
- + Employee engagement

The VOE tool overcomes the challenge of not knowing what is truly important to employees. It gives us and our clients real information to ensure that decision makers are not making assumptions on what is of actual value and importance to their populations. It allows for insight into enhancing employee happiness, thinking creatively about benefits and creates an environment where employee voices are heard. Our VOE tool also includes employee communications to help ensure maximum response rates and candid feedback. It presents the feedback in dashboard formats that synthesize the data to clearly identify trends and priorities.

The process for launching VOE to your employees can be summarized in 3 easy steps:

- 1. Survey Development** – We’ll work with you to draft customized survey questions. From there, we’ll build your digital survey that can be launched via email and/or QR code.
- 2. Launch** – We’ll provide you with a communication toolkit that gives you messaging to use with your employees every step of the way.
- 3. Analysis** – Your survey responses will be populated into a dashboard that allows you to filter the results through a variety of lenses. You’ll have access to this data, and our team will review the results as well. In the event we asked questions directly related to the benefits strategy, we’ll make recommendations based on your survey data.

Over the years, we’ve launched VOE surveys for hundreds of our clients and regularly integrate feedback from our clients’ employees into our benefits consulting strategies. We also compile benchmarking data from aggregated survey results to analyze trends in the employee benefits landscape.

Through our thoughtful review of benchmark trends on VOE responses, we have identified critical and insightful data, including but not limited to:

- + Employee Preferences and Company Expenditures
- + Turnover Risk
- + Why Employees Come and Leave
- + Employee Engagement Drivers
- + Leadership Style



6. Compensation



a. Describe how you expect to be compensated for the services outlined in this proposal.

While we may be compensated by a variety of methods (flat fee, commission, per-employee-per-month), we propose a flat fee model to allow for the greatest transparency and to keep Astrix's best interests in mind. Please see the [Fee Agreement](#) in the [Appendix](#) for the services that would be included in our scope. IMA would request a conversation to review the scope and fee agreement to ensure mutual understanding of our services.

b. State your philosophy of compensation disclosure.

IMA is committed to 100% transparency regarding its compensation for insurance brokerage services provided to Astrix. IMA believes in compensation set for value provided and that is accomplished through disclosure and negotiation with the Insured. IMA formally discloses commissions or fees related to newly placed or renewed lines of coverage each year following a client's renewal.



- c. In our fee analysis, are there areas of hidden fees, silent overrides, or insurance offsets / agreements that brokers may use that we should keep an eye out for in this process that may appear to make another broker's fee less now but that we would end up paying for in the negotiated rates.

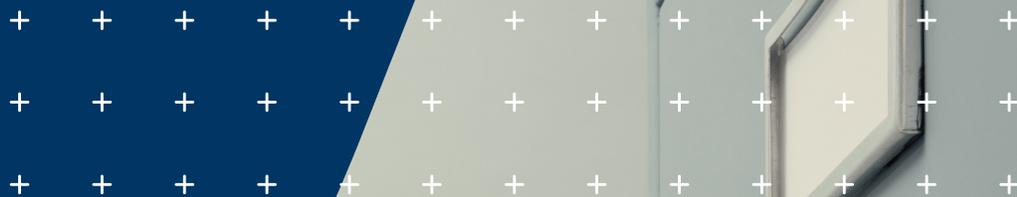
The compensation arrangements proposed by brokers during the proposal stage often do not reflect the full amount of compensation the broker is likely to receive for its services. While most brokers are subject to compensation disclosure requirements under both federal and state law, there are several types of fees or other compensation that brokers are not required to include in those disclosures. For example, the Consolidated Appropriations Act of 2021 (CAA) requires brokers and other service providers to describe the direct and indirect compensation they expect to receive related to their services for an employer's group health plans governed by ERISA. However, the CAA requirements do not extend to non-health benefits such as life, disability, or voluntary benefits. Additionally, while some state insurance laws require brokers to disclose standard commission rates for coverage placed on a client's behalf, those disclosures often do not encompass supplemental or contingent compensation arrangements paid by the carrier based on the broker's entire book of business.

Some brokers also charge clients additional service fees for engaging specialty resources within the broker's firm. These may include costs for compliance consulting, underwriting or actuarial services, marketing, or access to specialized consulting teams. In some cases, brokers claim these services are "paid for" by the insurance carriers as an incentive to obtain the client's business, but those costs are often passed back to the client in the form of higher premiums or service fees. Other brokers charge individual producers for use of these internal resources, effectively discouraging them from obtaining critical support for their clients.

IMA is committed to providing full transparency in its scope of services and compensation. We provide detailed compensation disclosures each year during the renewal process – well beyond what is required by law – describing the compensation we expect to receive for all lines of coverage, including information regarding supplemental, contingent and other non-monetary compensation. Our consultants are not incentivized to place business with particular carriers, ensuring that their recommendations are entirely based on the client's best interests. Any contingency payments we receive are purposefully put back into IMA's bottom line, so that we can continue to invest in tools and resources to better serve our clients. Most importantly, all of IMA's specialty resources and services described in this proposal are offered to our clients and their consulting teams at no additional cost.



Appendix



Agreement for Services

This Agreement for services is made and entered into as of the 2nd day of November, 2022 by and among Astrix Technology, having offices at 125 Half Mile Road, Suite 200, Red Bank, NJ 07701, for itself and its Named Insureds (hereinafter collectively referred to as “Client”), and IMA, Inc. and its subsidiaries (hereinafter referred to as “IMA”). Named Insureds shall be defined as those entities set forth on policies of insurance covered by this Agreement.

Client has requested IMA to perform certain services (the “Services”) described in Schedule A attached hereto. IMA has agreed to render such Services to Client on the terms and conditions set forth below, and IMA and Client agree it would be to their mutual advantage to execute this Agreement and thereby define the terms and conditions which shall control the rendering of Services to Client by IMA.

Now, therefore, in consideration of the premises and the covenants and agreements herein contained and other good and valuable consideration, receipt and sufficiency of which is hereby acknowledged, it is hereby agreed as follows:

1. **Confidentiality.** IMA and the Client agree that all such Proprietary Information exchanged during the performance of Services under this Agreement shall remain the sole and separate property of the party providing the same, subject to the terms and conditions set forth herein. Proprietary Information includes, without limitation, all information concerning the identities, needs, expirations, policies, or purchasing habits of the Client, all business systems, financial data, computer data or processes, forms appraisals, loss experience, other similar data and other business records; provided, however, such Proprietary Information shall not include information that is in the public domain or is readily available or accessible to the public.

IMA and the Client agree that all such Proprietary Information shall not be disclosed, communicated or otherwise transferred or made available to unrelated third parties without the prior written consent of the entity whose Proprietary Information is being shared, except for those employees, agents, representatives and permitted assigns with a reasonable need to know such Proprietary Information to facilitate the performance of services hereunder. Notwithstanding any term or condition herein to the contrary, each party understands and agrees that upon receipt by either party of an order from a court of competent jurisdiction, the restrictions set forth herein shall not prohibit the receiving party of such order from compliance with any such order. The confidentiality provisions set forth herein shall survive the termination of the Agreement.

2. **Term and Termination.** This Agreement will become effective 12:01 a.m., January 1st, 2023 and shall remain in effect unless canceled by either party upon thirty

(30) days prior written notice of said cancellation, except in the case of nonpayment. Upon cancellation or expiration of the term of this Agreement, no further Services will be provided by IMA to Client except those Services deemed necessary in the sole discretion of IMA to complete the existing Services provided to Client by IMA during the term of the Agreement.

3. Assignment. This Agreement may not be assigned by the Client without the prior written consent of IMA and shall be binding upon and shall inure to the benefit of the parties hereto and their successors and permitted assigns. Nothing in the Agreement is intended to nor shall confer upon any person or legal entity other than Client or IMA and their respective permitted successors and assigns, any rights or remedies under or by reason of this Agreement.

4. Compensation Disclosure. IMA Financial Group, Inc. is a national financial services company with numerous affiliates and subsidiaries, including IMA, Inc.; IMA Select; CORnerstone Risk Solutions, LLC; IMA Acumen, LLC; Towerstone, Inc.; IMA Wealth, Inc; Wreckmaster, Inc; Eydent Insurance Services, LLC; k.p.d. Insurance, LLC; Parker, Smith & Feek Insurance, LLC; and Bolton Insurance Services, LLC (collectively the “IMA Group”). These entities, excluding IMA Acumen, LLC, and Wreckmaster, Inc., are insurance producers licensed in accordance with respective state requirements. Insurance producers are authorized by their license to confer with insurance purchasers about the benefits, terms and conditions of insurance contracts; to offer advice concerning the substantive benefits of particular insurance contracts; to sell insurance; and to obtain insurance for purchasers.

The producer may have access to more than one insurance company to place the purchaser’s coverage. The producer may have authority to obligate the insurance company on the purchaser’s behalf and as a result may be required to act within the scope of contractual agreements with the insurer.

Compensation will be paid to the producer by the insurer or other third parties. Compensation may vary depending on a number of factors, including the insurer and the insurance contract the purchaser selects, the volume of business the producer places with the insurer, and the profitability of that business. In addition to the compensation received by the IMA Group, other parties, such as excess and surplus lines brokers, wholesalers, reinsurance intermediaries, underwriting managers and similar parties (some of which may be owned in whole or in part by the IMA Group), may earn and retain usual and customary commissions or other compensations for providing insurance products to a Client under separate contracts with insurers or reinsurers. Such payments will not be considered as compensation to IMA and will not offset any compensation payable to IMA. In addition, there may be referral compensation shared within the IMA Group. Further, the IMA Group may receive contingent or incentive payments or allowances from insurers or finance companies based on the size or performance

of an overall book of business produced with them by the IMA Group. Additionally, expense reimbursements for travel or technology enhancements, salary offsets or de minimus gifts may be provided. The IMA Group may also receive interest on premium being held prior to disbursement.

Upon written request, the IMA Group will provide to Client additional details and information about any and all compensation arrangements for insurance placed and/or quoted on behalf of the Client.

5. Limitation on Stop Loss Liability. IMA does not make any representations regarding an insurer's or Managing General Underwriter's (MGU) payment or claims denial practices. We do not warrant in any way that all claims submitted to the stop loss carrier will be approved and ultimately reimbursed. The terms and conditions of covered claims for the stop loss insurance policy may not fully correlate with the benefits covered under your benefits program. We will use all information and data supplied by the Client or on the Client's behalf without independently verifying the accuracy, completeness or timeliness of it. IMA will not be responsible for any delays or liability arising from missing, delayed, incomplete, inaccurate or outdated information and data except as provided in Section 6 below.

6. Business Responsibility. All Services hereunder shall be provided by IMA to Client in accordance with applicable industry standards and applicable laws and regulations. In turn, Client acknowledges that IMA has made no representation, warranty, or guaranty concerning either the performance of, or the results to be obtained from, the Services provided hereunder. Additionally, IMA has made no representation, warranty, or guaranty concerning the financial condition of any insurance carrier providing coverage to Client. The Client remains solely responsible for reporting and communicating changes in exposures, loss-related data, ownership and other material changes in writing to IMA; further, the Client remains solely responsible for the conduct and governance of its business operations. Client further agrees that any fines or penalties assessed against Client under any local, state, or federal occupational safety and health law, the Americans with Disabilities Act, any local, state, or federal order, rule or statute pertaining to the protection of the environment, or any other local, state, or federal laws, statutes, orders, or regulations shall be the Client's sole responsibility, and that IMA shall have no responsibility or liability for any portion of any such fines or penalties.

7. Final Agreement and Jurisdiction. This Agreement represents the entire understanding and agreement of the parties hereto with respect to the subject matter hereof, supersedes all prior negotiations between such parties, and cannot be amended, supplemented, or modified except by an agreement in writing signed by the party or parties against whom enforcement is sought and making specific reference to in this Agreement. In the event any one or more of the provisions contained in this Agreement or any application thereof shall be invalid, illegal, or unenforceable in any respect, the

validity, legality, or enforceability of the remaining provisions of the Agreement and any other application thereof shall not in any way be affected or impaired thereby. This Agreement shall be governed by and construed in accordance with the laws of the State of Colorado applicable to contracts made in that state.

8. Execution by Counterparts. This Agreement may be executed in any number of counterparts, each of which shall be deemed to be one and the same instrument.

9. Notice. Any notice by either party to the other party shall be deemed served effective (i) upon delivery, if personally delivered, (ii) upon delivery to Federal Express or other similar courier service, marked for next day delivery, addressed as set forth below, (iii) upon receipt if sent by registered or certified mail, return receipt requested, addressed as set forth below. The notice addresses of the parties are:

If to Client: Astrix Technology
 125 Half Mile Road
 Suite 200
 Red Bank, NJ 07701

If to IMA: Kristi Gjellum
 IMA, Inc.
 1705 17th Street
 Denver, CO 80202

The customary registered/certified receipt or Federal Express or other courier receipt shall be evidence of such notice. Either party hereto may change the name and address of the designee to whom their notice shall be sent by giving written notice of such change to the other party hereto in the manner above provided, at least ten (10) days prior to the effective date of such notice.

10. Engagement Confirmation. The parties agree that the Services provided herein contemplate services in addition to placement activity. No insurance product sale is required under this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives as of the date first above written.

“IMA”

“Client”

IMA, Inc.

Astrix Technology

By: _____

By: _____

Printed Name & Title:

Printed Name & Title:

Kristi Gjellum

Exec. Vice President, Employee Benefits

Date: _____

Date: _____

Schedule A – Description of Services
Benefit Risk Management

For the purposes of this Agreement, Services shall be defined as set forth below, provided, however, the delivery of all such Services is conditioned upon payment of all invoices, fees and premium associated therewith or due hereunder. Some services may be provided by an authorized services provider acting on behalf of IMA. For the purposes of this Agreement, the employee benefits risk management Services provided shall include the following insurance policies and coverages:

Medical and Dental

In some instances, risk placements made by IMA on behalf of the Client may require the payment of state surplus lines or other premium taxes, Federal excise taxes, and/or fees in addition to the premium itself. IMA will make every effort to identify any such tax and/or fee in advance, but in all instances the payment of these taxes and/or fees will remain the sole responsibility and liability of Client.

The Client will have the responsibility to report and communicate changes in exposures, loss-related data, ownership and other material changes in writing to IMA who shall communicate such information to the Clients’ insurance carrier(s).

Some services listed may be applicable only when third party data is available to your organization. Where the data is applicable and/or available, services defined within this agreement shall include, but are not limited to:

Fee Agreement Schedule A Scope of Services
Health & Welfare Benefit Plan Strategic Consulting
◆ Assist with development of a multi-year strategy for all benefits linking goals/objectives for overall plan performance to Client’s business goals
◆ Provide advisory services including, but not limited to: cost containment and funding approaches, plan and process change recommendations
◆ Health and Welfare benefit plan design analysis and recommendations
◆ Benchmark reporting
◆ Meetings with management and/or benefits personnel as requested and at agreed upon regular intervals.

Vendor-Related Services

- ◆ Assist with management of Request for Information (RFI)/Request for Proposal (RFP) process
- ◆ Carrier/vendor renewal negotiations
- ◆ Market health & welfare plans/contracts as needed
- ◆ Assistance with vendor evaluations
- ◆ Evaluation and review of plans and coverages
- ◆ Ensure implementation of policy changes with vendor(s)
- ◆ Provide support functions for employers/employees with carrier(s) and/or vendor(s) for such matters as billing, enrollment, and claims issues and appeals.

Underwriting and Financial Services

- ◆ Analysis of renewal information, including, but not limited to:
 - loss ratios
 - trend
 - pooling charges
 - maturation factors and administrative loads
 - validation of carriers underwriting assumptions
 - review and evaluation of stop loss levels and pricing
- ◆ Alternative funding review and modeling
- ◆ Provide funding information including premium equivalent rates, COBRA rates and IBNR
- ◆ Plan financial analysis, including but not limited to:
 - Network disruption analysis
 - program cost projections
 - employee contribution development
 - reserve setting
 - customized monthly financial recap
 - year-end expense projections and reconciliations

Regulatory Compliance Services
◆ Provide legislative and regulatory updates
◆ Health Care Reform general and client-specific analysis and guidance
◆ Resource for benefit program and compliance-related questions
◆ Assist with annual Form 5500 filings by collecting Schedule A's for all of Client's benefits plans.
Communications Services
◆ Development of communication strategy and assistance in drafting Plan related communications materials
◆ Support employee communication efforts
◆ IMA Call Center Support
◆ Open enrollment support
◆ Assessment and guidance for enrollment solutions
HR Technology Assessment and Resources
◆ Assess current technology needs and define goals
◆ Engage with subject matter experts
◆ Manage Request for Information (RFI)/Request for Proposal (RFP) process
Wellness
◆ Perform comprehensive assessment including, but not limited to claims and costs analysis
◆ Assist in development of employer goals and strategy
◆ Assist in development of communication and employee engagement strategy and implementation support
◆ Vendor management and HRM RFP preparation

Benefit Analytics

- ◆ Comprehensive reporting on data and predictive modeling related to multiple benefit plan components including:
 - Plan Design
 - Stoploss
 - Care Management
 - Population Management
 - Patient Compliance
 - Other Customized Reports
 - Year-over-year comparisons

HR Resources

- ◆ Access to Mineral Hotline
- ◆ Access to Mineral Training courses
- ◆ Access to Mineral Library
- ◆ Access to Mineral Benefits Compliance Suite including plan documents

IMA will receive and retain usual and customary policy specific commission payable by the carrier for the policies listed below.

None

Other services which are not listed above may be considered outside our scope of services and additional fees may apply. In the case that a service is outside the scope of services (i.e., excessive travel, meetings, printing costs, etc.) IMA will notify the client and negotiate additional fees prior to providing services.

Schedule B – Compensation of Services

1. Client shall pay to IMA as compensation for the Services provided by IMA to Client for each annual period the sum of \$. Such annual fee shall be due and payable Quarterly commencing January 1st, 2023 in equal installments of \$ each. Such fee shall remain at said rate for two annual periods at which time, the fee will be raised by 5%. Client and IMA agree to renegotiate fee during the term of the Agreement at the request of either party.

Said annual fee is deemed fully earned upon execution of this Agreement and Client agrees that such fee is for fees in lieu of commissions for the services described in Schedule A. Client further acknowledges and agrees that because such fee is in lieu of any commission Client will be paying a premium amount on the Schedule A insurance policies on a net of commission basis that takes into account that the insurance carrier is not paying a commission to IMA.

All efforts will be made to negotiate placements for the Schedule A insurance policies on a net of commission basis. If IMA is unable to negotiate placements on a net of commission basis, IMA will notify the Client and apply the amount of commission to the fee due hereunder to be set forth on the invoice statement.

2. Payment of all invoices submitted to the Client will be made pursuant to the invoice due date. In the event Client does not remit timely payment, IMA reserves the right to terminate this Agreement. Upon such termination, all further obligations of IMA are terminated automatically, and this Agreement is void and has no further force or effect.
3. It is understood that other benefit management or insurance services may be undertaken by IMA from time to time by mutual agreement of the parties. The parties agree to amend this Agreement as necessary to describe the additional services and compensation payable to IMA for such services.



About IMA Financial Group

Based in North America, IMA Financial Group, Inc. is an integrated financial services company focused on protecting the assets of its widely varied client base through insurance, risk management and wealth management solutions. As an employee-owned company, IMA's 1,800-plus associates are empowered to provide customized solutions for their clients' unique needs.

