

Solve One More Guidelines

PROGRAM OVERVIEW

Our vision at ABM is “**to be the clear choice in the industries we serve through engaged people**”. One way to achieve this vision is to become the single-source provider of all types of facility solutions for our clients. However, a majority of our clients are not aware of the incredible breadth of services we can deliver in the industries we serve. To overcome this lack of awareness and to focus on “**Making a difference, every person, every day**” for clients, employees will have the simple goal of trying to “Solve One More” problem for our clients by leveraging the services and solutions that ABM provides within their current Industry Group or across to another Industry Group through **Cross Selling** efforts. To encourage participation, we developed an incentive program, which rewards employees who have a conversation with a client about a facility problem that ultimately results in additional business with ABM.

CROSS SELLING DEFINITION

Adding an additional contracted service to a current client in the same Industry Group or across to another Industry Group. (Ex: Adding Engineering to a Janitorial client, adding Lighting to a Parking client.)

Effective April 6, 2020, leads for services provided by another Industry Group for a prospect will be accepted if they are properly qualified per the eligibility requirements below. (Ex: ATS MSR provides lead for a prospect interested in Janitorial services, B&I BDM provides lead for EV charging station for a Commercial Real Estate prospect).

STEPS OF THE PROCESS

- STEP 1: *Employee identifies potential service(s) ABM can provide, and talks with client to determine their interest*
- STEP 2: *Employee enters the opportunity at abm.com/sellabm, or calls 1-855-SolveABM.*
- STEP 3: *Inside Sales qualifies opportunity and assigns it to the appropriate sales asset.*
- STEP 4: *Sales follows up and client signs agreement to have ABM provide additional service*
- STEP 5: *Employee that provided the Opportunity receives \$\$\$.*

KEY ELIGIBILITY REQUIREMENTS FOR INCENTIVE PAY (additional detail follows)

- Opportunity is for an existing client or prospective client
- Opportunity meets the definition of Cross Selling (above)
- Opportunity meets the qualifications of the IG for a Sales Accepted Lead (SAL)
- Opportunity was identified through **proactive action** by employee
- Opportunity was submitted through abm.com/sellabm OR 1-855-SolveABM
- **Lead/Opportunity must be qualified and created by the Inside Sales Team. Only the Inside Sales Team has the ability to create a Solve One More opportunity.**
- Opportunity was submitted prior to contract being awarded
- NO EXCEPTIONS TO THE ABOVE

KEY FUNCTIONS OF PROGRAM

- Provide program participants with prompt reward for their role in expanding the business by providing opportunities for other Industry Groups and additional services within their own Industry Group.
- Maintain a detailed policy that ensures consistent, long-term success through a diverse Program Review Board made up of delegates from all Industry Groups and business functions.
- Measure program performance and report performance to ABM Leaders on a quarterly basis.

PROGRAM GUIDELINES

• Participation in Program

- All ABM employees can participate in the program and most employees below VP/Officer level in an operational role are eligible for monetary award.

The Program Review Board members and Executive Leadership of each Industry Group will make all final decisions regarding participation for Branch Managers, General Managers, etc.

- i. Monetary award will not apply in cases where an ABM employee works in a capacity to award services to other ABM business units independently without the consent of the client, (e.g. within a fixed price contract structure or an Integrated Facility Solutions account).
- ii. Participation in this program can in no way interfere with an ABM employee's primary operational role. The intent of this program is for participants to identify opportunities at **existing and prospective clients**, but not play a significant role in approving, developing, creating the proposed solution, or "selling" the job.
- iii. This program is designed to reward employees for being proactive in promoting other services to our **existing and prospective clients**. It is not designed to compensate employees for reactive Opportunities (e.g. call-in's, RFPs, or Opportunities coming to us in any form outside the company without any proactive effort on the part of the employee). Any Opportunities determined by the Program Review Board to have been generated in a reactive manner are subject to exclusion from the program.
- iv. All company Officers, Executive Vice Presidents, Senior Vice Presidents, Vice Presidents, and business unit Leaders eligible for management bonuses and/or other forms of executive compensation may not participate in the monetary award portion of this program.
- v. It is not allowed for an ineligible member of the program (executives) to provide an Opportunity to one of their subordinates in order for the subordinate to get the rewards benefit of the program.

- **Program Review Board, Program Leader and Area Leadership Program**
 - The Program Review Board's primary purpose is to manage the program including:
 - i. Review & implementation of employee recommendations
 - ii. Management of program budget
 - iii. Rewards & promotion of the program
 - iv. Resolution of disputes
 - v. Make changes as deemed necessary by the Program Board or Senior Leadership
 - The Program Review Board is comprised of employees directly involved in Sales Leadership and appointed by the Industry Group Leaders; as well as other members appointed by the ABM Executive Team.
 - The Program Leader is Carrie Konior, who is also a member of the Program Review Board. The Program Leader's primary role will be to organize Program Review Board meetings, Opportunity event planning, distribute performance reports, and Opportunity promotional efforts. For the next 12 months of the Program, the Program Review Board members will be:
 - i. Sean Mahoney (Executive Sponsor)
 - ii. Carrie Konior (Program Leader)
 - iii. Lance Graville (Business & Industry)
 - iv. Bill Narleski (Technical Solutions)
 - v. Dan Dowell (Education)
 - vi. Craig McClure (Technology & Manufacturing)
 - vii. Mike Seitz (Aviation)
 - viii. Cary Bainbridge (Marketing)
 - ix. Tom Gallo (COE/TMO)
 - Industry Group Leaders will be given quarterly reviews and will provide performance feedback and direction to the Program Leader.
- **Eligible/Qualified Opportunities**
 - Program participants will be recognized and compensated for registering qualified new Opportunities that result in additional contracted services in or outside their Industry Group for an **existing or prospective client**.
 - A qualified Opportunity is an Opportunity that has been submitted as an Opportunity in Salesforce.com, reviewed by Inside Sales, and assigned to a Sales Person.
 - All Opportunities must be entered at abm.com/sellabm, or called into 1-855-SolveABM (1-855-765-8322). The toll-free number is only to be used by field personnel that don't have access to a computer.
 - If the Opportunity is not entered in Salesforce.com, no payments will be made – no exceptions. The Opportunity must be entered prior to the job being awarded. Any Opportunity entered in Salesforce.com after the Opportunity is closed will not be compensated – no exceptions.
 - This program does not replace or change compensation policies for Industry Group sales staffs or employees already compensated or recognized for multi-service selling activities.
 - This program is additive and not meant to reduce the salesperson's incentive program currently in place for the Industry Group.

- All Opportunities are subject to review by the Program Review Board prior to funding and recognition under this program. The decision of the Program Review Board is final.
 - Once an Opportunity is successfully sold, the relationship is now with the receiving Industry Group and will not be compensated in the future for the receiving employee (unless authorized by the receiving Industry Group and/or the Program Review Board).
 - Opportunities open longer than one year with no logged activity in Salesforce.com or a change in sales stage must be re-submitted, re-qualified by Inside Sales and accepted by the Sales Person.
- **Non-Qualifying Opportunities**
 - Clients or prospects calling us with a problem, Opportunities generated by finding RFP's on the internet or any other reactive Opportunities. The program is intended to encourage employees to proactively solve issues with **existing clients**.
 - The program is not designed to reward referrals and Opportunities within a service line. For example, if an existing Janitorial client wants to add Janitorial services in the same property or within the same region at a different location, it does not qualify for the SOM program.
 - If a business unit has an Integrated Facility Solutions (multiple ABM services) agreement and needs to hire a local vendor to complete the work then that work does not qualify for the program. This program is designed to encourage our employees to help clients solve their facility issues using ABM solutions.
- **Workflow/Process**
 - **Opportunities must be initially qualified and verified by the Inside Sales Team.** The final Opportunity recipient will acknowledge receipt of the Opportunity to the Opportunity generator by updating the Opportunity with an activity or changing the Opportunity status in Salesforce.com.
 - Opportunities will be assigned, qualified, and run through the respective business unit's normal sales process and assignment protocol.
 - Sales and operations staff will be recognized in the same way and under the same compensation structure as established and in place by their respective business units' sales and compensation program.
 - If an Opportunity is received and disqualified, a notification will be sent to the Opportunity generator advising that the Opportunity was disqualified and provide the reason why it was not considered a qualified Opportunity. This information will also be recorded in Salesforce.com
- **Incentive Program for Opportunities Resulting in Sales**
 - This program is in addition to existing Industry Group's sales compensation and supersedes/replaces all other cross-selling sales incentive programs between Industry Groups.
 - All sales generated by this program and being paid as part of the incentive program must be priced in accordance with the receiving business unit's standard policies, processes and by the receiving business unit's sales or operations resources.

- The incentive award for Opportunities that result in sales will be 1.0% (.010) of the first year's contracted value or the Project value. The maximum value of any closed/won SOM Opportunity is \$5,000.
 - i. Example: \$190,000 Project = \$1,900 ($\$190,000 \times 1.0\%$)
 - ii. Example: \$1.5M Service Contract = \$5,000 Maximum. ($\$1.5M \times 1.0\% = \$15,000$)
 - The incentive award of 1.0% is paid by the Industry Group that receives the Opportunity and completes the resulting contract or agreement with the client.
 - Due to the size and length of sales cycle, Energy Project (BES) Cross Sell results will be awarded on separate incentive program which will be 10% of the eligible incentive pool. This incentive allocation will be made to the lead generating Industry Group Leadership to be distributed to lead generating individual or Team.
 - All incentives will be validated and authorized to be paid by a designated accounting resource and then applied to the receiving business unit's payroll.
 - Program participants must be employees of ABM at the time of the scheduled incentive distribution to be eligible to receive award.
 - All incentives will be paid from a monthly report generated in Salesforce.com, distributed to all Industry Group operations/sales and passively approved or actively disapproved by the Industry Group Leaders by providing a minimum of 10 business days to disapprove. No response will be considered automatic approval.
 - **All incentives will be paid by the last business day of the month following the start date of the contract.** (i.e., a start date of October 1 would be paid by November 30).
- **Promotion and Management**

Management of the program will be conducted by the Program Leader in coordination with the Program Review Board using SFDC as the automated platform to manage the program.

Any fraudulent activity or behavior will result in immediate action against employee or employees that participate in such behavior, up to and including termination.