

Supplemental Executive Retirement Plan

A supplemental executive retirement plan (SERP) is a nonqualified deferred compensation plan between an employer and a key employee that provides supplemental retirement income to the employee. With an employer-funded SERP, the employer makes contributions to the plan and, with some plans, the employee may also be able to contribute to the plan. At the distribution date as specified in the agreement, the employee will receive the benefit promised under the plan.

An employer may consider implementing a SERP if the employer wishes to:

- Attract, retain and reward key employees who are important to the company's success;
- Provide an incentive for key employees to remain with the company;
- Create "golden handcuffs" for key employees, making it costly for them to leave or become a competitor of the company; or
- Provide employees with supplemental retirement benefits in addition to other retirement plans currently in place.

Supplemental Executive Retirement Plan Design

Defined Benefit SERP

A defined benefit SERP mirrors a traditional pension plan where the employer provides a specified benefit to the employee based on a specific formula, such as percentage of the employee's income. Defined benefit SERPs are generally funded only with employer contributions. The plan design can be customized to the specific needs of the employer and employee; however, distributions are usually designed to align with the employee's retirement.

Defined Contribution SERP

A defined contribution SERP is designed to operate like a 401(k) plan where the employer makes predetermined contributions to the plan and the benefit the employee receives will vary depending on the accumulated value of the employee's account at the designated distribution date. The amount of contributions could be based on company profits or the employee's achievement of certain performance goals. Defined contribution SERPs are usually funded only with employer contributions, but with some plans the employee may also be able to contribute to his/her account. As with a defined benefit SERP, a defined contribution SERP can be customized to the specific needs of the employer and employee; however, distributions are usually designed to align with the employee's retirement.

Implementing a SERP

To implement a SERP, the employer and the key employee enter into a written SERP agreement, drafted to comply with Internal Revenue Code (IRC) §409A (Section 409A). The agreement defines the duties and obligations of the employer and the employee, including benefit amounts and when benefits will be paid. Usually the agreement provides that the employee must remain with the company for a certain term of years or until his/her retirement; however, the agreement may allow the employee to vest in certain percentages of the benefit at stated time intervals. At the distribution date as stated in the plan (such as the employee's retirement), the plan would pay income to the key employee for a period of years, as defined in the agreement. The plan can be structured such that the employee will forfeit all or part of the benefit if he/she leaves employment prior to the date specified in the agreement. The plan can also provide a survivor benefit to the employee's family in the event the employee dies prior to the time benefits under the plan are paid in full.

Some Observations On Executive Retirement

Karin Nielsen-Saines



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