

# 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

**Gregory Wood**



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men confronted age discrimination at work mandatory retirement and fixed incomes as recipients of Social Security and  
workplace pensions They struggled to somehow sustain manliness in retirement a new phase of life supposedly defined by  
the absence of labor Ironically retiring men pursued ways to stay productive retirees created new daily routines of golf and  
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excursions and threw themselves into yard work Others looked for new jobs or business ventures Only unending activity  
could help to ensure that the golden years would be good years for older men of the twentieth century      **Preparing for**  
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## **Table of Contents Some Observations On Executive Retirement**

1. Understanding the eBook Some Observations On Executive Retirement
  - The Rise of Digital Reading Some Observations On Executive Retirement
  - Advantages of eBooks Over Traditional Books
2. Identifying Some Observations On Executive Retirement
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Some Observations On Executive Retirement
  - User-Friendly Interface
4. Exploring eBook Recommendations from Some Observations On Executive Retirement
  - Personalized Recommendations
  - Some Observations On Executive Retirement User Reviews and Ratings
  - Some Observations On Executive Retirement and Bestseller Lists

5. Accessing Some Observations On Executive Retirement Free and Paid eBooks
  - Some Observations On Executive Retirement Public Domain eBooks
  - Some Observations On Executive Retirement eBook Subscription Services
  - Some Observations On Executive Retirement Budget-Friendly Options
6. Navigating Some Observations On Executive Retirement eBook Formats
  - ePub, PDF, MOBI, and More
  - Some Observations On Executive Retirement Compatibility with Devices
  - Some Observations On Executive Retirement Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Some Observations On Executive Retirement
  - Highlighting and Note-Taking Some Observations On Executive Retirement
  - Interactive Elements Some Observations On Executive Retirement
8. Staying Engaged with Some Observations On Executive Retirement
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Some Observations On Executive Retirement
9. Balancing eBooks and Physical Books Some Observations On Executive Retirement
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Some Observations On Executive Retirement
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Some Observations On Executive Retirement
  - Setting Reading Goals Some Observations On Executive Retirement
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Some Observations On Executive Retirement
  - Fact-Checking eBook Content of Some Observations On Executive Retirement
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

#### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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