

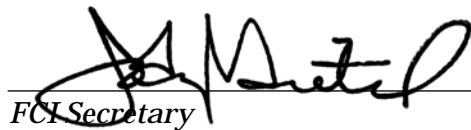
The Flexible Compensation Institute, LLC
a wholly owned subsidiary of
The Employers Council On Flexible Compensation
hereby confers upon

Manvita Nielson

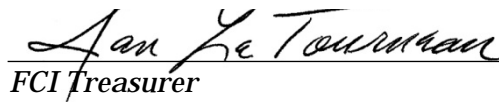
the designation of

Flexible Compensation Specialist

In acknowledgement of your successful completion of the ECFC Certification Examination and
continuing education services.



FCI Secretary



FCI Treasurer

August 30, 2023

Issue Date

August 30, 2026

Expiration Date