



401(K) Plan Design

A PLAN-SPONSOR'S GUIDE
RETIREMENT PLAN DESIGN



Welcome Message

Dear Plan-Sponsor,

At Cognis Retirement Group, we recognize the dedication and sacrifices healthcare professionals make to care for others. Our mission is to provide the same level of care and attention to your employees' financial well-being.

This guide is designed to help you and your investment committee build a strong fiduciary governance foundation for your retirement plan, manage your plan assets with confidence, and create a legacy for your employees that reflects your values. Whether you are setting up a new plan or improving an existing plan, we are here to walk alongside you every step of the way.

We hope that this 2nd guide, in our *Best-Practices* series, serves as both a resource and a roadmap — enabling you to make informed decisions, stay compliant, and empower your employees to achieve lasting financial security.

With gratitude and commitment,



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Item 1

Introduction

A well-designed 401(k) plan serves as the cornerstone of retirement security for many American workers. As employers shift away from traditional pensions to defined contribution plans, the responsibility for retirement planning has largely transferred to employees. **Creating a thoughtfully structured 401(k) plan with automatic enrollment, appropriate investment options, and clear communication can significantly increase participation rates and improve retirement outcomes for your workforce.**

The number of retirement plan options has grown dramatically over the years, but more choices don't always lead to better results. Research shows that [too many investment options can overwhelm employees](#), potentially discouraging participation. The most effective plan designs balance choice with simplicity, incorporating [behavioral finance insights](#) to help employees save adequately for retirement.

Key Takeaways

- Automatic enrollment and escalation features significantly increase employee participation and savings rates in 401(K) plans.
- A well-curated selection of investment options with low fees provides better outcomes than overwhelming employees with too many choices.
- Clear communication materials and financial education resources help employees make informed decisions about their retirement savings.

Item 2

Understanding 401K Plans

401(K) plans serve as a cornerstone of retirement planning for many Americans, offering tax advantages and investment options that help individuals save for their future. These employer-sponsored retirement accounts have transformed how workers prepare for retirement.

History and Purpose of 401Ks

The 401(K)-plan emerged in 1978 when Congress added section 401(K) to the Internal Revenue Code. Initially created as a way for employees to receive cash bonuses tax-free, it evolved into a primary retirement savings vehicle following IRS regulations in 1981.

The purpose of 401(K) plans is to shift retirement responsibility from employers to employees. Unlike traditional pension plans, 401(K)s allow you to control your investments while receiving potential employer matching contributions.



These plans were designed to supplement Social Security benefits, recognizing that government benefits alone typically aren't sufficient for retirement. By [offering tax advantages](#), 401(K)s incentivize saving.

Fundamentals of 401K Plan Operation

401(K) plans operate through payroll deductions, where you contribute a percentage of your salary before taxes are applied. These contributions can be invested in various options selected by your employer, including mutual funds, stocks, bonds, and sometimes company stock.

Your employer may offer matching contributions—typically 3-6% of your salary—essentially providing free money for your retirement. Vesting schedules determine when these employer contributions become fully yours.

Annual contribution limits exist (\$23,000 in 2025 for those under 50), with catch-up provisions allowing additional contributions for those 50+. Early withdrawals before age 59½ generally incur a 10% penalty, though exceptions exist for hardships.

[Plan design features](#) like automatic enrollment and escalation help overcome behavioral barriers to saving appropriately for retirement.

Different Types of 401K Plans

Traditional 401(K): Contributions are made pre-tax, reducing your current taxable income. You'll pay taxes on both contributions and earnings when you withdraw in retirement.

Roth 401(K): You contribute after-tax dollars, but qualified withdrawals in retirement are completely tax-free, including all earnings growth.

Safe Harbor 401(K): These plans automatically pass non-discrimination testing by providing specific employer contributions that vest immediately.

SIMPLE 401(K): Designed for small businesses with fewer than 100 employees, these offer simpler administration but lower contribution limits.

Solo 401(K): Created for self-employed individuals with no employees, allowing potentially larger contribution amounts as both employer and employee.

Each plan type has distinct [administration requirements](#) and benefits, making it important to understand your specific plan's features.

Item 3

Key Features of an Effective 401(K) Plan

A well-designed 401(k) plan includes specific features that maximize employee participation while helping them build retirement security. These elements balance employer costs with participant benefits through thoughtfully structured contribution mechanisms and withdrawal options.



Matching Contributions

Employer matching contributions serve as powerful incentives for employee participation in 401(k) plans. The most common matching formula is 50% of employee contributions up to 6% of salary, though [many plan designs vary](#).

Common Matching Structures:

- Dollar-for-dollar match up to a certain percentage
- Partial match (50 cents per dollar) up to a higher percentage
- Tiered matching (varying percentages at different contribution levels)

Matching contributions should be competitive within your industry to attract and retain talent. Research shows that generous matching programs significantly boost participation rates, often by 15-20%.

Consider implementing an automatic enrollment feature with your matching program. This combination has proven especially effective, with [participation rates increasing dramatically](#) when these features work together.

Vesting Schedules

Vesting schedules determine when employees gain ownership of employer contributions in their 401(k) accounts. You can choose between immediate vesting, cliff vesting, or graded vesting approaches.

Vesting Schedule Types:

- **Immediate:** 100% ownership of employer contributions from day one
- **Cliff:** Full vesting after a specific period (typically 3 years)
- **Graded:** Gradual vesting over time (e.g., 20% per year for 5 years)

While longer vesting periods can improve employee retention, shorter schedules often boost morale and participation. The [best practice approach](#) typically balances these competing interests.

Your vesting schedule must comply with ERISA requirements, which mandate full vesting within 3 years for cliff schedules or 6 years for graded schedules. Many employers now offer more accelerated vesting to remain competitive in tight labor markets.

Loan Provisions

Loan provisions allow participants to borrow from their 401(k) balances while continuing to work. These features can increase plan participation by providing access to funds for major expenses without permanent withdrawals.

Key Loan Parameters:

- Maximum loan amount (typically lesser of \$50,000 or 50% of vested balance)
- Repayment terms (usually 5 years, longer for primary residence)



- Interest rates (prime rate plus 1-2%)
- Number of loans permitted simultaneously

While loans provide flexibility, they carry risks including potential default if employment ends. Default results in taxation and possible penalties on the outstanding balance.

Design your loan provisions carefully to balance accessibility with retirement security. Consider limiting loans to hardship situations or implementing waiting periods between loans to discourage excessive borrowing against retirement savings.

Hardship Withdrawals

Hardship withdrawals permit participants to access 401(k) funds for specific financial emergencies. These provisions serve as important safety valves while preserving the primary retirement purpose of the plan.

The IRS defines qualifying hardships as immediate and heavy financial needs including:

- Medical expenses
- Home purchase (primary residence)
- Prevention of eviction or foreclosure
- Tuition and education fees
- Funeral expenses
- Certain disaster recovery costs

Unlike loans, hardship withdrawals cannot be repaid to the plan. Withdrawals are subject to income tax and potentially a 10% early withdrawal penalty if taken before age 59½.

To strengthen your plan design, consider requiring [documentation of hardship](#) and ensuring participants have exhausted other financial resources first. Many plans also implement a six-month suspension of contributions following a hardship withdrawal.

Item 4

Best Practices in 401(K) Plan Design

Effective 401K plan design balances employee needs with company objectives while maintaining legal compliance. A well-designed plan encourages participation, helps employees save adequately for retirement, and serves as a powerful recruitment and retention tool.



Setting Clear Goals and Objectives

Start by defining what you want your 401(k) plan to accomplish. Your goals might include [attracting and retaining talent](#), maximizing tax benefits, or helping employees prepare for retirement.

Consider these key design elements:

- **Automatic enrollment** at 6% or higher with automatic escalation
- **Employer matching contributions** (common formulas: 100% match on first 3-6% or 50% match on first 6%)
- **Vesting schedules** that balance retention goals with employee benefits

Your investment menu should be diverse but not overwhelming. Research shows that [too many choices can paralyze decision-making](#). Include target-date funds, index funds, and a mix of asset classes.

Re-evaluate your plan design annually. Compare your participation rates, average deferral percentages, and investment choices against industry benchmarks.

Participant Communication and Education

Clear communication is crucial for plan success. Many employees don't fully understand how 401(k) plans work or why they should participate.

Develop a year-round communication strategy:

Communication Type	Purpose	Frequency
Plan Introduction	Explain benefits and features	New hire onboarding
Investment Education	Help with fund selection	Quarterly
Retirement Readiness	Track progress toward goals	Semi-annually

Use multiple channels including email, video, in-person sessions, and mobile apps. [Behavioral finance research](#) suggests that simple, personalized messages are most effective.

Provide calculators and tools that show the impact of different contribution rates. Consider offering one-on-one financial counseling for employees nearing retirement.

Plan Compliance and Fiduciary Responsibilities

As a plan sponsor, you have significant legal responsibilities. The Department of Labor requires you to act solely in the interest of plan participants.



Your fiduciary duties include:

- **Regular plan review** (at least annually)
- **Fee monitoring** to ensure reasonableness
- **Investment oversight** including fund performance evaluation
- **Documentation** of all decisions and processes

Create an investment policy statement (IPS) that outlines your selection criteria and monitoring procedures. [A well-designed plan](#) must consider whether the investment menu is "reasonably designed to further the purposes of the plan."

Conduct non-discrimination testing annually. Failure can result in penalties or disqualification of the plan. Consider safe harbor provisions to avoid testing requirements.

Work with experienced advisors who specialize in ERISA compliance to stay current with changing regulations.

Item 5

Evaluating and Improving Your 401(K) Plan

Regular assessment and strategic enhancements to your 401K plan can significantly boost employee participation and retirement readiness. The right combination of systematic reviews, technology adoption, and employee feedback creates a foundation for plan excellence.

Regular Plan Reviews and Benchmarks

Conducting quarterly and annual reviews of your 401K plan is essential for maintaining effectiveness. During these reviews, you should assess key metrics including:

- Participation rates across demographics
- Average contribution percentages
- Investment performance against benchmarks
- Fee structures compared to industry standards
- Overall plan compliance with regulations

Compare your plan against industry [best practice stewardship models](#) to identify improvement opportunities.

Watch for [dominated funds](#) in your investment lineup—these are funds with higher fees but no better performance than lower-cost alternatives. Replacing these can immediately improve outcomes.



Consider engaging an independent fiduciary advisor to evaluate your plan objectively every 2-3 years. Their outside perspective often reveals improvement areas internal reviews might miss.

Adopting Technology for Efficiency

Modern tech solutions can transform 401K plan administration and participant experience. Mobile-friendly platforms allow employees to manage contributions and investments from anywhere.

Automated enrollment systems can dramatically increase participation rates—research shows [automatic enrollment can boost participation to nearly 98%](#) from much lower rates.

Consider implementing:

- Digital reporting dashboards for real-time plan monitoring
- Personalized retirement readiness calculators
- One-click contribution increases during annual reviews
- Automated age-based investment adjustments

These technologies reduce administrative burden while making the plan more accessible to employees. They also provide valuable data for ongoing plan improvements and help identify trends in participant behavior.

Feedback and Plan Participant Surveys

Regular surveys provide crucial insights into employee satisfaction and understanding of your 401(K) plan. Short, focused questionnaires yield the best response rates.

Ask participants about:

- Satisfaction with investment options
- Understanding of plan features
- Quality of educational resources
- Barriers to increased participation
- Desired plan enhancements

When employees face [options that are difficult to evaluate, they tend to disengage](#) from decisions. Your surveys can identify these pain points.

Use feedback to guide educational initiatives and plan improvements. For example, if surveys show confusion about investment options, simplify the lineup or enhance investment education materials.

Consider creating a plan advisory committee with representatives from different departments to provide ongoing feedback between formal surveys. This keeps improvement efforts connected to actual employee needs.



Item 6

Frequently Asked Questions

401(K) plan design involves many critical decisions that impact both employers and employees. These questions address common concerns about contribution strategies, participation rates, compliance features, and ongoing plan management.

How can employers optimize match contributions in 401(k) plans?

Employers can optimize match contributions by implementing a tiered or "stretch" matching formula. For example, matching 100% on the first 3% of employee contributions and 50% on the next 2% encourages higher participation rates.

This approach often costs less than a simple dollar-for-dollar match while incentivizing employees to save more. [Research shows](#) that thoughtfully designed matching formulas can significantly impact employee savings behavior.

Consider implementing an annual review process for your matching formula to ensure it remains competitive with industry standards. You might also explore making matching contributions on a per-payroll basis rather than annually to help employees benefit from dollar-cost averaging.

What strategies enhance employee participation in 401(k) plans?

Automatic enrollment has proven to be one of the most effective strategies for boosting participation. This feature can increase enrollment rates to over 90% compared to opt-in plans that typically achieve 70% or less.

Educational initiatives also drive participation when they focus on practical retirement readiness rather than investment theory. [Financial education programs](#) do lead to improved participation rates when properly implemented.

Consider implementing mobile-friendly enrollment platforms and simplified investment options to reduce barriers to entry. Providing personalized retirement income projections can also motivate employees by making future needs more tangible.

What features should be included in a 401(k) plan to ensure compliance and efficiency?

A well-designed 401(k) plan should include automatic non-discrimination testing to ensure compliance with IRS regulations. This feature helps prevent costly corrections and penalties associated with failed tests.

Include robust reporting tools that track key metrics like participation rates, average deferral percentages, and investment diversification. [Proper governance structures](#) are considered best practice for protecting fiduciaries.

Consider implementing a formalized Investment Policy Statement (IPS) and regular fiduciary training for plan committees. Having a qualified investment advisor dedicated to the retirement plan space is now viewed as best practice.



How can a 401(k) plan be structured to balance cost and benefit for both employers and employees?

Structure your plan with a tiered investment menu that includes low-cost index funds alongside actively managed options. This approach provides choice while keeping overall plan expenses in check.

Consider adopting a fee policy that clearly defines which costs are paid by the plan versus the employer. Many companies now choose to cover administrative fees while participants bear investment-related costs.

Review your provider relationships regularly to ensure you're receiving competitive pricing. As plan assets grow, you should negotiate lower fees based on economies of scale. Fee benchmarking studies can help determine if your costs are reasonable compared to similar plans.

What are the implications of automatic enrollment and auto-escalation in 401(k) plan design?

Automatic enrollment dramatically increases participation rates but may initially increase employer matching costs. The long-term benefits include better retirement outcomes and improved employee retention.

Auto-escalation features gradually increase employee contribution rates (typically by 1% annually) until reaching a predetermined cap. This feature helps overcome inertia and has been shown to significantly increase savings rates over time.

[Research indicates](#) that employees often follow the "path of least resistance" when making retirement decisions. Well-designed automatic features leverage this behavior to improve outcomes while still preserving individual choice through opt-out provisions.

How often should a 401(k) plan be reviewed and updated to reflect best practices?

Conduct a comprehensive plan design review every 2-3 years to assess alignment with organizational goals and industry benchmarks. This review should examine participation rates, contribution levels, and investment performance.

Implement more frequent (quarterly) investment reviews to monitor fund performance and ensure alignment with your Investment Policy Statement. These reviews should be documented to demonstrate proper fiduciary oversight.

Consider conducting an annual compliance review with your third-party administrator to address any regulatory changes. The retirement plan landscape evolves constantly, and [staying current with best practices](#) helps protect both the plan sponsor and participants.