



Total Rewards, Recognition & Appreciation

Purpose and Context

Humentum uses a Total Rewards approach that is applied to all employees, while respecting local laws, regulations, and customs for salary and benefits. Our Total Rewards approach incorporates Humentum's values and equity principles.

Total Rewards is a concept that describes all the tools available to an employer that may be used to attract, motivate, and retain employees in a transparent and equitable way. The strategy of offering employees a comprehensive total rewards package is one of the best ways to attract, engage and retain talent.

This document lays out the Total Rewards approach that is underpinned by our salary and benefits guiding principles. These key principles (set out below) are to be competitive, equitable, and transparent, and to recognize contributions from all employees.

Philosophy

Total Reward programs are not created to be equal; they are created to be equitable.

Humentum is committed to a Total Rewards philosophy that supports the organization's mission and values. We recognize that having the right people in the right seats at the right time is key to advancing our mission and work. Total Rewards is a management tool that, when aligned with an effective communication plan, is designed to support, reinforce, and align our values, our organizational strategy, and our operational and financial needs.

Humentum is committed to ensuring that every employee is treated equitably in terms of the compensation they receive, the benefits that protect them and the care they need for themselves and their families, regardless of their geographic location. Salary and benefits will be set in a way that is regionally appropriate, fair, and transparent; every effort will be made to ensure local market equity; conversely this means that there may be differences across geographies for the same or similar role(s).

Scope

This policy applies to all employees of Humentum; employees are defined as those with a contract of employment issued directly by Humentum, or by an organization who is Humentum's Employer of Record, as well as employees at-will. The compensation policy for volunteers, interns, vendors, suppliers, trustees, and consultants/associates is addressed separately through the finance and procurement policies.

This document shall not be construed to create a contractual obligation or contractual relationship between Humentum and its personnel.



Salary

Humentum's pay policy and procedures will be competitive with comparable organizations of similar size and scope to attract, keep and reward high-performing employees at all levels. Humentum's salary levels will be benchmarked against other comparable organizations of size and scope to provide equity, and the data will be used to inform management's decision-making. A full benchmarking review was completed in August 2022.

Employee compensation is just one part of the overall Total Rewards approach.

Humentum ensures the pay of employees is not affected by significant currency devaluation or inflation by denominating salaries payable in USD, GBP or EUR. Humentum will contract salary amounts in local currency when required by local law.

The overarching principle in relation to all salary proposals is that they are affordable now and into the future.

Please refer to the Salary and Pay policy in Appendix 1 for further details.

Organization-wide and Individual Recognition System

Humentum leadership is committed to recognizing group and individual performance. We will reward, recognize and appreciate hard work and initiatives through structured and unstructured approaches to recognition. This includes, but is not limited to:

- Bonus scheme
- Annual Awards – these are an annual celebration of employee contributions to Humentum, awarded to individual employees for demonstrating excellence in their work and with their colleagues. Employees are nominated via anonymous submission from peers and leadership; nominations are shared with the organization prior to the award ceremony.
- Humentum encourages ongoing recognition through informal practices among teams and colleagues. Every member of our organization has a part to play in creating a celebratory, rewarding environment.
- As an organization, Humentum also practices regular informal recognition, for example through Slack channels
 - #Kudos Channel – Humentum colleagues can call out exceptional work done by other Humentum colleagues; Humentum team members can share appreciation from external partners for exceptional performance by Humentum employees.
 - #Watercooler Channel – Humentum Work Anniversaries.



Bonus scheme details

The scheme applies to all Humentum employees, except the CEO (Chief Executive Officer) [REDACTED]. In line with Humentum's principles it is measurable, progressive, transparent, and reasonable. The potential bonus amount, the targets and measures are predetermined and set during the budgeting process and will be shared with employees at the start of the fiscal year. Progress towards the targets will be monitored and reported in each quarter. The bonus scheme will work as follows:

- The payment of bonuses will depend on the achievement of the pre-determined targets. This means that all, some, or none of the projected bonus amount may be paid out.
- The payout for fiscal year achievements will be made in the first quarter of the following fiscal year.
- The amount paid to employees will be weighted according to a progressive formula; this means that the amount of any bonus paid will relate inversely to the annual compensation of each employee (in other words, those that earn the lowest annual salaries will receive higher bonuses than those who receive the highest annual salaries).
- Amounts will be subject to the usual payroll taxes; retirement contributions will not be paid on bonus payments.
- You must be a Humentum employee at the end of the fiscal year to receive the payout if one is made; employees who join during the fiscal year will receive a pro-rated amount.

Benefits

Total Rewards places a special emphasis on benefits for healthcare and wellness, retirement, paid time off and opportunities for continuing education and professional development.

Humentum's benefits program strives to meet employees 'where they are' in terms of geography, generational and family needs. Humentum's program considers two major criteria:

- Offering benefit plans and programs that are competitive and meet employee needs, and
- Offering equitable benefit programs across diverse geographies and that are regionally appropriate.

It is important to highlight that some of our benefit providers may require additional information before agreeing to cover employees, and in some cases, may not provide cover. Where this is the case, we will work with the employee on a case-by-case basis, and where possible, seek an alternative solution.

Health Coverage

Humentum will ensure every employee has access to adequate health care coverage. Where a government supplies an adequate health care system, Humentum will not provide additional private care because of the corresponding tax implication for the employee. Humentum commits to providing adequate coverage for dental, vision and health, although levels of coverage may differ across countries. Humentum will contribute a fixed amount towards the health plan for each employee and immediate family members as allowed by law. The employee will contribute the difference between the actual cost and the fixed contribution; Humentum will ensure that the employee contribution does not exceed 25% of the total cost.



Employee Assistance Program

All employees will have access to a [global employee assistance program](#) (EAP). The EAP will provide a confidential telephone service to the employee and their family to discuss any issues affecting the individual's financial, mental, and physical wellbeing. EAP interactions are confidential and not shared with Humentum.

Global Life, Accidental Death and Dismemberment, Long-term Disability Insurance

Humentum will provide life insurance and long-term disability coverage to all employees. Details may vary across localities based on the plan subscribed to. Every effort will be made to ensure the equity of these benefits.

Retirement

Humentum is committed to providing equitable contributions to all employees, regardless of geographic location, retirement plan mechanism, or scheme. Humentum will annually contribute the equivalent of 5% of the employee's annual salary to the employee's retirement account, or more if required by law, beginning immediately as of their start date at Humentum; there is no vesting period. Funds are only permitted to be withdrawn for retirement purposes. Employees must be registered with a Humentum sponsored plan or personal plan, mechanism, or scheme to take advantage of this benefit, and the account information must be shared with Human Resources to benefit. Employees are also free and encouraged to contribute to their retirement plan, as defined by plan rules.

In some countries both employees and employers are mandated to make minimum contributions. Humentum will meet the required mandated employer contribution rate to remain in compliance. Employees may also be required to make the contribution or complete the necessary opt-out process.

Paid Time Off

Humentum's work/life philosophy is to assist employees in removing any impediments that prevent them from bringing their best self to work:

- By offering leave benefits that support employees through various life events
- By inclusively supporting all employees in their individual leave needs
- By offering flexible paid leave and flexible work arrangements
- By recognizing that employees engage with leave benefits differently, at different phases of their life.

In introducing a global leave policy, Humentum still needs to follow all local laws and regulations governing paid time off. All leave periods mentioned below are for Humentum's fiscal year (October 1 to September 30); leave benefits do not accrue or roll over if unused, unless required by local law.

Unlimited Paid Time Off

To create equity in paid annual leave, and to provide employees with flexibility and work/life balance, Humentum has adopted an unlimited flexible paid time off policy, available to all employees. This policy covers leave related to vacation/holiday, personal leave, public/bank holidays, jury duty, medical appointments, and bereavement. Employees automatically receive access to unlimited leave; it does not accrue or rollover. Individual periods of leave are not expected to exceed more than two weeks at a time and must be coordinated with the employees' supervisor, who must approve the leave. **Time off must be recorded in compliance with local laws and regulations.**

Please refer to the Humentum Unlimited Paid Time Off Policy in Appendix 2.



Sick Leave

For instances where employees cannot complete their duties due to ill health, Humentum will provide a total of six weeks full pay. After six weeks, Sick Leave will be unpaid by Humentum, however the employee may be entitled to other statutory payments depending on their country of residence. If the employee is unable to return after 12 weeks, long term disability policies may apply in addition to other governmental assistance where applicable. Humentum's Sick Leave is not an automatic right and does not accrue or roll over if unused. **Time off must be recorded in compliance with local laws and regulations.**

Please refer to the Humentum Sick Leave Policy in Appendix 3.

Family Care Leave

Humentum will provide up to 12 weeks of leave annually for personal or immediate family care related to illness, disability, or a circumstance where care is needed for periods exceeding seven days length. Family Care Leave will be paid according to the table in Appendix 5. The first six weeks will be at full pay. After six weeks, Family Care Leave will be unpaid by Humentum, however the employee may be entitled to other statutory payments depending on their country of residence. If the employee is unable to return after 12 weeks, long term disability policies may apply in addition to other governmental assistance where applicable.

Humentum highly encourages employees to consider obtaining their own coverage for cases of illness that would go beyond their entitlement as outlined above.

Please refer to the Family Care Leave Policy in Appendix 4.

Parental Leave

Humentum provides 12 weeks of Parental Leave for all employees, although the duration of leave may be longer as required by law depending on an employee's country of residence. All 12 weeks of leave will be paid at full salary; Humentum will aid employees in accessing any government or insurance provided support covering maternity-related leave. This is as set out in the example in Appendix 5. Additional paid time off added to leave must be approved by the line manager and the Director, People & Culture (HPC). This leave applies to primary and secondary caregivers in the instances of natural birth, adoption, or other permanent placement of a child into their care.

If the employee is unable to return to work after these periods, long term disability policies may apply.

Expectant parents are urged to share the news of the pregnancy or adoption as soon as possible, to provide Humentum with sufficient time to plan for business requirements and ensure the health, safety, and wellness of the parent to be.

Please refer to the Parental Leave Policy in Appendix 5.



Professional Development

Humentum supports the ongoing development of employees through continuous education.

Stipend for Course/Conference

Funds are available to each employee to support professional development related to their role at Humentum; the suggested amount per employee will be determined and communicated at the beginning of each fiscal year. The type of professional development should be identified in the annual Personal Development Review, if possible, to be taken in the following year. The course and appropriate budget are to be agreed to in coordination with the employees' line manager and HPC.

Sabbatical

Humentum offers up to six weeks of paid time off to pursue a specific learning objective. An individual employee member may take a sabbatical no more than once every four years. A [standard application](#) will be provided to anyone wishing to apply for sabbatical. Applicants must have completed three years of employment and be in good employment standing with Humentum and at time of sabbatical. Application details can be sourced from the Director, People & Culture.

Please refer to the Sabbatical Policy in Appendix 7 for more information, and The Humentum WOW - Enabling employees to learn, develop and grow.

Remote Working Support

Humentum recognizes that working in different geographies presents its own challenges.

In some countries standard internet and power services are unreliable. Therefore, additional funds will be provided to purchase equipment and services to a reasonable standard. Currently:

- For Uganda, Kenya, and Nigeria employees an initial equipment set-up charge and up to \$75 per month is reimbursable when you buy an upgraded broadband plan. So that this is not treated as income and taxable, this is paid on an expense reimbursable basis by submitting the relevant receipt, invoice, or contract through the Payhawk expense system to claim this amount.
- For South Africa, Guatemala and Kenya employees, the cost of a rechargeable power pack up to \$525 is reimbursable on a one-off claim.

Humentum will review remote technology needs annually to ensure the policy remains relevant, appropriate, and helpful.

Medical and Wellness Costs

Humentum recognizes that medical and wellness costs that may go above or be outside of what is covered by insurance. Humentum will reimburse up to \$500 (or equivalent in other currencies) of these types of expenses upon submission of receipts.

These costs might include items such as:

- Medical: fertility treatments, elective abortion, hearing aids, eyeglasses, dental, chiropractor, chiropody (but not cosmetic treatments)
- Wellness: gym membership, health vitamins, purchase of bicycle or treadmill or running shoes, ergonomic office equipment.

Questions regarding the eligibility of an item not mentioned here should be addressed to the HPC.



This benefit is available to all employees, regardless of whether they are enrolled on an Humentum insurance scheme and is limited to the employee member (family expenses are not eligible). Payhawk cards should be used to purchase wellness items where possible, otherwise reimbursement can be submitted via Payhawk, unless confidential, then they can be sent directly to the Director, People & Culture. All expenses should be submitted within 3 months of the purchase date, with a valid invoice/receipt, otherwise they will be disallowed. This benefit may be subject to taxation in some countries. Expenses should be submitted no later than September 5, for the current fiscal year.

Country Specific Benefits

While Humentum strives to provide equitable benefits globally, there are some benefits that are commonplace in certain geographies; accordingly, Humentum provides these benefits to remain competitive in each market. Currently, this includes the following:

- In the United States (US), employees can contribute to flexible or health spending accounts that allow for the deposit of funds to cover unreimbursed medical expenses or for dependent care. US-based employee should address questions about enrolment to the Director, People & Culture; this will also be covered in the annual “open enrolment” briefing for US-based employee.

Additional Information and Contacts

In alignment with our values, we will strive to communicate openly about the goals of Humentum and the design of the Total Rewards Policy. Total Rewards is intended to be fair and simple so that all employees understand the goals of the policy. Humentum will work hard to administer the policy to ensure it is applied consistently across our employees and is free of discrimination.

Humentum has designed and will administer Total Rewards in a financially sustainable manner to ensure good stewardship of our resources and financial stability. Many benefits included in the Total Rewards policy are privileges conferred on employees that can be curtailed or cancelled if Humentum experiences financial constraints that make delivery of these benefits untenable. As with all budget decisions, adjustments for inflation and funds for other employee benefits are subject to annual appropriation.

This document will be reviewed each year by the Executive Team and Director, P&C to ensure it remains fair, equitable, compassionate, and agile to organization needs. Questions or concerns about Humentum’s approach to Reward, recognition and appreciation should be directed to:

Zoe Mitchell
Director, People & Culture
zoe.mitchell@humentum.org

Jocelyn Boughton
Chief
Finance & Operations Officer
Jocelyn.boughton@humentum.org

Christine Sow
President & CEO
Christine.sow@humentum.org



APPENDIX 1

Salary and Pay Policy

1. Purpose and Context

Humentum's pay policy and procedures will be competitive with comparable organizations of similar size and scope to attract, keep and reward high-performing employees at all levels. Humentum's salary levels will be benchmarked against other comparable organizations of size and scope to provide equity, and the data will be used to inform management's decision-making. A full benchmarking review was completed in August 2022.

Employee financial compensation is just one component of the overall, multi-level staff value proposition laid out in The Humentum WOW – Reward, recognition and appreciation.

2. Principles

Humentum's salary and pay approach is based on the following principles:

- **Future looking:** Through use, this system will help ensure Humentum's operational alignment with our mission, vision, values, and equity principles.
- **Equitable:** We will
 - Ensure that objective criteria such as experience, skill-level and market considerations are used to set the pay level for employees occupying similar jobs (that is, jobs evaluated to be at the same job level by an objective job evaluation). Gender, race, or other personal characteristics are not relevant to and will not be used when determining pay. Humentum commits to conducting periodic analyses to validate that personal characteristics do not influence salary levels within Humentum.
- **Transparent:** We will
 - Make the grade and step structure available to employees and the criteria used to assign pay steps within grades. We will clearly designate the grade of each position within the organization and inform employees of their grade, step, and salary. All posted job openings will include the grade of the job in the announcement.
 - Individual salaries will not be publicly disclosed and will be treated as personal confidential information.
 - We will ensure all salaries are equal to or above the living wage of the country of employment.
- **Externally Competitive:** We will
 - Use external benchmarking against other comparable organizations of size and scope to provide equity and to inform the salary scales.
 - Align Humentum positions to the appropriate salary scale built around the 50th percentile of the corresponding market level salary range, subject to affordability.
 - Use one Global Scale aligned to the United Kingdom (UK) market; data indicates that the UK market is equal to or higher than most of the countries where Humentum actively recruits. Humentum has a legacy salary scale which covers existing employees based in the United States as of March 31, 2023.



- **Recognition:** We will
 - Reward hard work and initiative through Humentum's Bonus Scheme which is applied to all staff through a transparent and progressively scaled approach (i.e., not through one-off promotions or bonuses on an individual basis).

- **Financial sustainability**
 - Humentum's approach to salary is one of financial sustainability. Our priority is to protect the viability of the organization first, followed by the individual roles within the organization. All salary and pay proposals detailed in this policy are subject to affordability. Humentum reserves the right to introduce changes to salary and compensation as needed for reasons of affordability if the business performance is not in line with expectations.

3. Scope

This policy applies to all employees of Humentum; employees are defined as those with a contract of employment issued directly by Humentum, or by an organization who is Humentum's Employer of Record, as well as employees at-will. The compensation policy for volunteers, interns, vendors, suppliers, trustees, and consultants/associates is addressed separately through the finance and procurement policies.

This policy document shall not be construed to create a contractual obligation or contractual relationship between Humentum and its personnel.

4. Definitions and Terms

Job evaluation criteria: Humentum considers three factors when evaluating a position to determine its appropriate grade, and two further factors to determine the actual salary paid within the salary scale of the grade. See section 5 for further details.

Grade: Grading of each position within the organization will be determined through the job evaluation process based on purpose, engagement, and delivery. Grades differ according to knowledge requirements, supervisory controls, complexity, scope, and effect. All Humentum positions will be assigned to one of seven grades from A-G. (Table 1)

Salary Scale: For each grade, a salary scale is built around the 50th percentile of the corresponding market level salary range. Each scale will have some overlap with the previous and next grades. Salary scales will be assessed and may be adjusted based on market benchmarking data. In between benchmarking exercises and on an annual basis, salary scales may be adjusted, where affordable, by the Consumer Price Index (CPI) and the GBP/USD rate to keep pace with the market.

Step: Each salary scale is subdivided into ten salary levels, known as steps. The steps (1-10) for each position will be assigned based on the experience and qualifications of the individual when they join Humentum or take up a new role. Staff will move through steps as detailed in section 7 below.



5. Evaluating a position for grade

A job's grade is evaluated based on the job description. The following factors are considered:

- 1. Purpose:** measures the substantive focus of the job encompassing the scope, depth, and difficulty of the work. There are seven levels within Purpose; see Table 1.
- 2. Engagement:** measures the focus of interaction both internally and externally needed to deliver a service, seek collaboration, and build effective relationships. There are seven levels within Engagement; see Table 1.
- 3. Delivery:** measures the focus on the execution of the work and the role on the team for supporting business/operational functions. There are seven levels within Delivery; see Table 1.

When points are assigned, the following are observed:

- A position factor must fully meet the overall intent of the selected factor level description to warrant a given point value. (No half points awarded.)
- Point values assigned to factors in a position description relate to only one set of duties and responsibilities. Usually these will be duties and responsibilities that take most of the employee's time and have obvious weight and influence for point rating purposes.

To evaluate a position:

- a. The Line Manager prepares the job description (JD) in the Humentum JD template.
- b. The Director, People & Culture (HPC) and the accountable Director review the new JD to ensure it meets business need, aligns with the accountability chart, and is analyzed to ensure the JD is written consistently with similar roles in the organization. This is completed prior to the Grade assignment.
- c. The HPC determines the grade by assigning the corresponding number of points to each of the three factors.
- d. Purpose, Engagement and Delivery are assigned points 1-7 to correspond with the levels of the grid. The mean average point value of the three scores will determine the grade.
- e. HPC documents, dates, and records the grade decision; this will then be reviewed by the Chief Finance & Operations Officer (CFOO). This record may be shared as appropriate in case of dispute.

6. Determining the salary step within the grade

The salary step within the grade is based on the experience and qualifications of the individual appointed to the role.

- 1. Experience:** measures the amount of relevant or direct experience that the individual brings to the position. This may be experience at a prior organization or gained in a prior role (or roles) within the current organization. There are three levels within 'experience' that are used with 'qualifications' to set someone at the appropriate salary step within a grade.
 1. No formal experience (informal or education experience only).
 2. Meets most of the essential experience requirements for the role, but with room for growth in less than one year in role.
 3. Fully meets the essential formal experience for role.



- 2. Qualifications:** measure the amount of relevant or direct expertise, knowledge, and skills that the individual brings to the position. This may be expertise or skills acquired through training, on-the-job learning, certificate, or study programs. Qualifications may be brought into a position as a recruit or gained during tenure as part of professional development or increased/expanded responsibilities. There are two levels within 'qualifications' that are used with 'experience' to set individuals at the appropriate step within a grade.
1. Meets most of the essential qualifications for the role, but with room for growth in less than one year in the role.
 2. Fully meets the essential formal qualifications for role.

Experience and qualifications are assigned points 0-2 and 1-2 respectively.

Incoming new staff member joining Humentum: The average point value of the two scores will determine the **Step**, either 1 or 2. To determine the appropriate step:

- HPC and Line Manager interview the candidate using questions designed to assess the candidate's level of experience, skills, and qualifications.
- HPC and Line Manager score both experience and qualification on the scale against the job description.
- The HPC documents, dates, and records the step decision; this will then be reviewed by the CFOO. This record may be shared as appropriate in case of dispute.
- The offer is made to the candidate using the approved step assignment.

Existing staff members moving into new role in same grade: will be placed at next step within the grade.

Existing staff members moving into new role in higher grade: will be placed in the new grade at the first step corresponding to a salary increase over previous grade/step.

In exceptional circumstances, for a role critical to the organization, it may be determined that the set salary for recruitment is higher than Step 2. The CEO will make this decision in consultation with the CFOO, prior to the role being advertised.

All new roles will be subject to a review after three months. If, following a review of a new role, there are significant changes to the Job Description that requires a re-grade, we will not readvertise the post internally or externally.

7. Salary Progression

Humentum is committed to providing transparency and predictability in relation to salary progression within the organization. Salary progression occurs through the following mechanisms:

1. **Step progression:** will be annual (if no change in role): an employee will move to the next step each year. This step advancement will be effective on the first day of the next fiscal year. This recognizes the skill and experience the employee has gained during the year. If an employee is on a Performance Improvement Plan, or an extended probation at the time of the increase, their step increase will be put on hold until they reach the required level of improvement.



2. Lateral (same grade) permanent role changes within Humentum, including the addition of Leadership & Management Accountabilities¹: increase one step within grade.
3. Higher grade permanent job role changes within Humentum: placement in the new grade at the first step corresponding to a salary increase over previous grade/step.

All step progression is subject to affordability at the organizational level.

Employees who join the organization or who assume a new role after 30 June will not receive a step increase the following October. Rather, step increases will start in the next fiscal year (for a maximum of 15 months without a step increase). However, their salary offer will be adjusted if needed to align with any changes introduced to the salary scale at the beginning of the new fiscal year on 1st October.

When employees reach step 10, no further salary advancement will be made unless they assume a new role in a higher grade.

There are no other mechanisms for career or salary progression than those described in this policy and all increases are subject to affordability.

8. Internal temporary or stretch assignments

Humentum will ensure that an employee assuming a stretch assignment or temporary (interim) role is correctly compensated for the work they are undertaking, for any such role lasting more than four weeks and no more than six months. For the period of temporary assignments, the employee will receive a 5% increase on their current salary; this adjustment will apply only for the duration of the assignment. They will return to the previous salary level at the end of the temporary or stretch assignment; if this assignment spans two fiscal years, their regular salary will be adjusted per policy as usual (for the annual step increase), and this increase will also be reflected in the stretch amount for the remaining period of the assignment.

9. Location changes

Employees can work from another location, including outside their home country, provided their ability to complete their role is not hindered and there is no impact on the organization. The relocation needs to be agreed with their line manager, and if it exceeds four weeks or longer, this needs to be shared with the HPC for duty of care purposes and in case of any taxation implications.

For US employees employed on March 31st 2023: For short-term relocation, periods up to 6 months, the current salary and benefits will remain the same, with the employee taking on responsibility for any additional taxes should they arise. For longer-term relocation, the salary and benefits will be as per the Global Scale.

In all cases, the employee must ensure they have a right to work in the new country before any relocation is considered.

¹ If LMA responsibilities are removed, there will be a step decrease.



Humentum is a global first organization, however there may be times when a role is required to be in a specific location. In these situations, a locality adjustment may be made for the role which must be approved by the CEO.

10. Salary Review

Humentum adheres to the following policy, related to modifications to employee compensation:

a. Equity review

Employee salaries will be benchmarked in accordance with updated geographically appropriate market data, considering both internal equity and external competitiveness to the market, every three years. Each equity review period will serve as an opportunity for Humentum to align with external market factors (size, budget, and geographies) to ensure that the organization is competitive in its ability to attract and retain quality talent at all levels. The equity review will include a review of all job descriptions to identify any necessary modifications to be made; all job descriptions will be benchmarked against the external market and aligned with other similarly situated positions within the organization. Employees may request an individual equity review at any time if they feel they are not being compensated according to policy. Any changes required to salaries as a result of the benchmarking review are subject to affordability.

b. Annual inflation adjustments

In years between benchmarking exercises, Humentum may adjust salary scales according to national inflation (CPI) of the previous year or an adjusted amount, if affordable to the organization. Exchange rate adjustment will also be considered each year. All employee contracts will be set in currencies as described in Table 2.

11. Additional Information

Humentum has designed and will administer Total Rewards in a financially sustainable manner to ensure the good stewardship of our resources and financial stability. Many benefits included in the Total Rewards policy are privileges conferred on staff that can be curtailed or cancelled if Humentum experiences financial constraints that make delivery of these benefits untenable. As with all budget decisions, adjustments for inflation and funds for other employee benefits are subject to annual appropriation.

This document will be reviewed each year by the ET and HPC to ensure it remains fair, equitable, compassionate, and agile to organization needs. Questions or concerns about Humentum's approach to salary and pay should be directed to:

Zoe Mitchell
Director, People & Culture
zoe.mitchell@humentum.org

Jocelyn Boughton
Chief
Finance & Operations Officer
Jocelyn.boughton@humentum.org

Christine Sow
President & Chief Executive
Officer
Christine.sow@humentum.org

Date of Policy Statement: January 2025



Table 1.

*Seven grades and three factors used for grades**

**CEO compensation is informed by the Humentum pay scale however it is determined by and set at the discretion of the Global Board of Directors.*

Salary Grade	Role	Purpose	Engagement	Delivery
		This factor measures the substantive focus of the job encompassing the scope, depth and difficulty of the work.	This factor measures the focus of interaction both internally and externally needed to deliver a service, seek collaboration and build effective relationships.	This factor measures the focus on the execution of work and the role on the team for supporting business/operational functions.
A	Chief Executive Officer	Lead	Inspire	Vision
B	Chief Officers & Directors with LMA of Grade C	Advance	Position	Corporate Planning
C	Director Technical Director	Integrate / Transform /Innovate/ Adapt	Empower / Compel /Advocate	Define Programme Cycle and/or Business Line Cycle
D	Senior Manager	Analyze /Apply Basic Concepts / Manage Integrated Process	Collaborate / Acquire / Align	Manage and understand the Project or Business Cycle / Sustain Service
E	Manager	Ensure Process Integrity / Execute Intricate Transactions	Advise and Inform	Prioritize and Select / Sustain Standards
F	Officer	Process Basic Transactions/Provide General Support	Exchange	Basic Information Organization
G	Admin	Provide Physical/Mechanical Support	Aware	Consistent Repetition



Table 2.

Currency of salary payment for countries of employment in Humentum

Country	Currency of Contract	Currency of Payment
Argentina	ARS	ARS
Canada	CAD	CAD
Denmark	DKK	DKK
El Salvador	USD	USD
France	EUR	EUR
Gambia	USD	USD
Guatemala	USD	USD
India	INR	INR
Kenya	USD	USD
Malaysia	MYR	MYR
Morocco	MAD	MAD
Nigeria	USD	USD
Portugal	EUR	EUR
South Africa	ZAR	ZAR
Spain	EUR	EUR
Uganda	USD	USD
United Kingdom	GBP	GBP
United States	USD	USD

Table 3.

Global Scale (USD)

USD	Steps									
Grade	1	2	3	4	5	6	7	8	9	10
A	158,085	162,635	167,185	171,735	176,285	180,835	185,386	189,936	194,486	199,036
B	112,697	118,893	125,088	131,283	137,479	143,674	149,870	156,065	162,261	168,456
C	78,519	81,604	84,690	87,776	90,862	93,947	97,033	100,119	103,205	106,291
D	46,896	48,780	50,664	52,549	54,433	56,317	58,202	60,086	61,971	63,855
E	39,443	41,086	42,728	44,371	46,013	47,656	49,299	50,941	52,584	54,226
F	31,331	31,612	31,893	32,174	32,455	32,737	33,018	33,299	33,580	33,861
G	31,331	31,331	31,331	31,331	31,331	31,331	31,331	31,331	31,331	31,331



Appendix 2

Unlimited Paid Time Off Policy

1. Purpose and Context

Humentum's work/life philosophy is to aid colleagues in removing any impediments that prevent them from bringing their best self to work. To live out this work/life philosophy, Humentum provides an Unlimited Paid Time Off Policy, available to all employees. This unlimited offering is built on trust in Humentum employees to balance their personal needs for time off with the expectations of their work at Humentum.

This policy covers such occurrences where an employee may take leave as related to vacation/holiday leave, personal leave, Public/Bank Holidays, jury duty, bereavement, and special leave.

It is important for your own health and well-being to take regular leave throughout the year. You must plan time off with as much notice as you can. All leave needs to be authorized by your line manager in advance, and is reflected on your timesheet.

Each manager will work with their team to ensure there is a suitable level of coverage in the team, especially for times in the year that are popular leave periods, and that all leave is balanced among team members.

Employees automatically receive access to unlimited leave. The Unlimited Paid Time Off year runs from October 1 to September 30 (Humentum's fiscal year) and there is no carry over.

All leave is to be submitted and approved by the line manager and recorded on a timesheet. Humentum will not pay salary or any other benefits if the absence is unauthorized. This includes absences which are not approved, or absences due to illness that is not managed according to Humentum policy (i.e., covered by a doctor's certificate/fit note and/or not notified to the line manager). Humentum reserves the right to deduct payment for the period of unapproved absence directly from your salary.

On an employee's departure from Humentum for any reason, Humentum will review local laws for leave compensation to find entitlements, if any, to be paid in lieu of any accrued but untaken leave on a pro rata basis for the fiscal year. The statutory allowances per country that are payable per year are defined in each contract, where applicable.

While Humentum has a global leave policy, it will follow all local laws and regulations governing paid time off for employee-entitled leave. Many varied reasons for taking leave are covered under the Unlimited Paid Time Off policy, see below.



1.1. Unlimited Paid Time Off for personal holiday leave

- Time-off requests must be submitted and approved in BambooHR two weeks before the leave date, circumstances permitting. Line managers should respond to requests as quickly as possible but within one week of the request.
- Humentum reserves the right to refuse a time off request for holiday where the needs of the business make it necessary.
- No more than two (2) weeks holiday leave may be taken at any one time except in exceptional circumstances.

- **Unlimited Paid Time Off related to Jury Service and Bereavement and Special Leave**
- **Jury service** and other public duties will be honored by Humentum. The line manager is to be informed once the employee is aware of the request. Leave must be recorded in BambooHR and a copy of the documentation such as jury summons, should be provided to the line manager and Director, People & Culture.
- **Bereavement leave** for the death of a close family member is encouraged to not exceed five days however we recognize that it may be necessary to take more than five days of leave at these challenging times. Leave must be recorded in BambooHR
- **Special leave** encompasses emergency or crisis situations where an employee must spend time away from work to manage situations of an urgent or unique nature, for less than seven days. The emergency must involve the employee and/or a dependent or close family member². All employees are entitled to take reasonable time off to deal with unexpected or sudden emergencies and to make necessary long-term arrangements. Any requirement for special leave should be discussed with your line manager. Special leave is leave taken without adequate notice to arrange for full coverage and should only be taken under exceptional circumstances. Leave must be recorded in BambooHR. For leave related to illness of an employee or direct family member for longer than seven days in length, please refer to the Family Care Leave Policy.

² **Family members** are spouse, partner, child, spouse of a child, brother or sister, parents, and grandparents.



APPENDIX 3

Sick Leave Policy

1. Purpose and Context

It is important that every employee be at work regularly to keep Humentum running smoothly and efficiently. For this reason, attention is paid to overall dependability, however the organization recognizes that an employee may occasionally be unable to carry out their duties due to personal injury or illness

Humentum will provide up to 12 weeks of leave annually for personal care in relation to illness, disability, or circumstance. Sick Leave will be paid according to the table in Appendix 6. Six weeks will be at full pay. After six weeks, Sick Leave will be unpaid by Humentum. However, the employee may be entitled to other statutory payments based on their country of residence. If the employee is unable to return after 12 weeks, long term disability policies may apply and other governmental assistance where applicable.

Sick leave will not accrue or roll-over and will not be paid out upon departure from Humentum.

The usual payroll mechanism will be used to deliver compensation to the employee provided by short term disability or long-term disability, emergency insurance, government payouts or other assurances compensate employees for time not worked due to personal illness or injury.

While Humentum has global benefits, it will follow all local laws and regulations governing paid time off for employees injury or illness.

Humentum reserves the right to withhold Sick Leave pay where there:

- Is a pattern of persistent short-term absence.
- Is a failure to co-operate or follow reasonable requests to determine the medical condition.
- Are reasonable grounds to believe that the employee is not genuinely using this leave time as stated in their request for leave and as intended by the organization.
- Is an injury caused by other paid work.

2. Process

Employees experiencing an illness or injury

- must let their line manager know directly, on the first day of their absence. If their line manager is not available, the Director, People & Culture should be contacted. If an employee is unable to make contact, a family member or a friend should contact the line manager.



- Employees should record their full absence in the Sick Leave plan on BambooHR and upload any medical certificates as required by local laws and inform the Director, People & Culture for payroll purposes.
- For leave related to illness of an direct family member for longer than seven days in length, please refer to the Family Care Leave Policy.
- Time off for routine dental and medical appointments for employees or dependent family members are to be submitted and approved as with other UTO personal leave requests.

Where the absence extends beyond seven continuous calendar days (including weekends and public holidays) you must obtain a medical certificate/fit note or equivalent from a doctor, which you must give to the Director, People & Culture. This certificate must note the length of the proposed absence, reason for absence and must be closed or renewed at the end of the absence period. The Director, P&C will align the Sick Leave payment with the information contained in the note/certificate.

If the certificate says that you may be fit for work, taking account of some adjustments or support from Humentum, then the Director, People & Culture will discuss this with the employee and the line manager and agree the best course of action. The employee should return to work as soon as well enough. This may be before the official period of absence runs out.

Employees who are hospital in-patients will provide medical certificates to cover the dates of admission and discharge from hospital. Medical certificates will also be needed to cover periods of convalescence. Humentum may require the employee to submit a doctor's certificate confirming the employee has recovered sufficiently before allowing the employee to resume work after a period of sickness.

Under this policy, Humentum will not provide paid leave coverage if the loss of earnings is covered by another party. Therefore, an employee must notify their line manager if they receive damages or compensation for loss of earnings because of a third party's negligence, (e.g., because of a traffic accident) or from supplemental insurance used during the same period of absence. The employee may have to refund to Humentum any payments received from Humentum related to loss of earnings that were also covered by a third party.



APPENDIX 4

Family Care Leave Policy

3. Purpose and Context

It is important that every employee be at work regularly to keep Humentum running smoothly and efficiently. For this reason, attention is paid to overall dependability, however the organization recognizes that an employee may occasionally be disabled by injury or illness to themselves or an immediate family member.

Humentum will provide up to 12 weeks of leave annually for personal or immediate family care in relation to illness, disability, or circumstance where care is needed for periods exceeding seven days length. Family Care Leave will be paid according to the table in Appendix 6. Six weeks will be at full pay. After six weeks, Family Care Leave will be unpaid by Humentum. However, the employee may be entitled to other statutory payments based on their country of residence. If the employee is unable to return after 12 weeks, long term disability policies may apply and other governmental assistance where applicable.

Care days will not accrue or roll-over and will not be paid out upon departure from Humentum.

The usual payroll mechanism will be used to deliver compensation to the employee provided by short term disability or long-term disability, emergency insurance, government payouts or other assurances compensate employees for time not worked due to illness, injury, or care of a direct family member.

While Humentum has global benefits, it will follow all local laws and regulations governing paid time off for employees or family illness, injury, or care.

Humentum reserves the right to withhold Family Care Leave pay where there:

- Is a pattern of persistent short-term absence.
- Is a failure to co-operate or follow reasonable requests to determine the medical condition.
- Are reasonable grounds to believe that the employee is not genuinely using this leave time as stated in their request for leave and as intended by the organization.

4. Process

Employees anticipating an extended absence due to a family care issue lasting beyond seven days will need to request coverage under Humentum's Family Care Leave policy in coordination with the Director, People & Culture, and their line manager.

Where the absence extends beyond seven continuous calendar days (including weekends and public holidays) you may be asked to provide Humentum with a copy of your dependent's



medical certificate/fit note or equivalent . This certificate must note the length of the proposed absence, reason for absence and must be closed or renewed at the end of the absence period. The Director, P&C will align the Family Care Leave payment with the information contained in the note/certificate.

If the need for Family Care Leave is unforeseeable, employees must contact their manager and/or Director, People & Culture as soon as possible before the required start of their work.



APPENDIX 5

Parental Leave Policy

1. Purpose and Context

Humentum provides 12 weeks of Parental Leave for all employees, although the duration of leave may be longer as required by law depending on an employee's country of residence. This leave applies to primary and secondary caregivers in the instances of natural birth, adoption, or other permanent placement of a child into their care.

All 12 weeks of Parental Leave will be paid full salary. Humentum will assist employees in accessing any government or insurance provided support covering maternity-related leave. This is as set out in the example in Appendix 6.

Additional paid time off added to the leave must be approved by the line manager and Director, People & Culture.

While Humentum has global benefits, it will follow all local laws and regulations governing paid time off for parental leave.

2. Process

The employee must request notice of parental leave three months in advance of the leave date, if possible. Changes to parental leave dates should be submitted 28 days in advance unless unforeseen circumstances arise.

Humentum reserves the right to request formal documentation of the parent-child relationship. Examples include:

- ❖ Child's birth certificate
- ❖ Adoption or placement papers.

When you apply for parental leave you will agree to a return-to-work date. If this changes at all, Humentum requests four weeks' notice of an early return date, wish to extend leave, or that you will not be returning to work.

At the end of parental leave, the employee is guaranteed the right to return to the same job as before. During parental leave the employee and included dependents will continue to be covered under any benefits entitled to or enrolled for. To add a new child to any scheme, where entitled to do so, the employee should contact the Director, People & Culture.



APPENDIX 6

Timeline of leave coverages

Example 1: Illness or injury

	Week 1	Week 2-6	Week 7-12**	Week 12+
Unlimited PTO	Paid			
Sick Leave	Paid	Paid	Unpaid*	
Family Care Leave	Paid	Paid	Unpaid*	
Long-term Disability				Partially Paid

* Employees are encouraged to pursue personal STD policies to aid with compensation coverage

** Humentum will follow local laws where paid leave extends beyond what is offered as part of Total Rewards

Example 2: Parental Leave

	Week 1-12	Week 13-14	Week 15+***
Parental Leave	Paid		Unpaid**
Unlimited PTO		Paid*	

* Application of Unlimited PTO (Personal Time Out) must be requested and approved as addition to Parental Leave

** Humentum will follow Global laws where paid leave extends beyond what is offered as part of Total Rewards

*** TBD dependent on country of residence and employee preferences



APPENDIX 7

Sabbatical Policy

1. Purpose and Context

Humentum strives to provide opportunities for employees to explore new skills and grow their expertise and learning within the work environment. In this spirit, Humentum has adopted a sabbatical practice available to all employees.

What: Up to six weeks of paid time off to pursue a specific learning objective.

Who: Available to all employees who have completed at least three years of employment with Humentum. Applicants must be in good employment standing with Humentum at time of application and at time of sabbatical. To ensure business continuity, sabbaticals will be granted to no more than four Humentum employees each year (subject to Humentum discretion); sabbaticals will be spaced out over the course of the year. An individual employee member may take a sabbatical no more than once every four years.

2. Process

Application: A standard application is available here for anyone wishing to apply for sabbatical. The application should make clear how the learning objective of the sabbatical will contribute to furthering Humentum's values, vision, mission and/or strategy. The application will be submitted to the Director, People & Culture and will be reviewed and scored by ET; a scoring rubric will be made available to ensure transparency of the process. Any member of the review committee applying for consideration will remove themselves from the review process. The application window will be open during Q4 for sabbaticals to be taken the following calendar year. Unsuccessful applications may be resubmitted in a later year for new consideration.

Deliverable: Employees will have to present a deliverable within two months following the end of the sabbatical. The form of this deliverable may vary; it will be proposed on the application for the sabbatical.

Sabbatical Examples: Example of sabbatical learning objectives and approaches include:

- Immersive course in French to assist with building our market in Africa.
 - o Deliverable = certificate in French proficiency and essay on how learning will be applied at Humentum.
- Executive leadership course on topic related to Humentum's work.
 - o Deliverable = course certificate and essay on how learning will be applied at Humentum.



- Self-led study in accounting resulting in new certification or licensure.
 - o Deliverable = certification and essay on how learning will be applied at Humentum.
- Writing retreat producing blogs, essays and poems related to global development.
 - o Deliverable = Two blogs and an essay published on Humentum and other websites.

3. Financial Support

Humentum will provide full salary and benefits during the sabbatical and up to USD 1,000 in sabbatical-related costs.

4. Frequency

An employee member may take more than one sabbatical, but they must be separated by at least four years.