

Transforming Traditional Approaches to Compensation: Implementing Equitable Pay and Benefits at Humentum



WHAT IS INCLUDED:

A case study by Global Development Plus,
August 2021
3-10

Humentum's Webinar
Recording and Q&A,
June 2021
11-17

A path towards equity

Dr. Christine Sow, Humentum CEO

In November 2020, we rolled out a new Total Rewards Policy (TRP) with an accompanying Salary Policy for staff at Humentum. Standardizing our pay and benefits structure at Humentum was one of my top priorities since joining the organization as CEO in November 2019, a year prior. Realizing that this body of work would be of interest to our members and other humanitarian and development organizations, we contracted Global Development Plus (GDP) to document the development of our Total Rewards Policy (TRP) and new salary structure. Transparency is one of our core values at Humentum, and in that spirit, we are presenting their findings unaltered as they were received, critically examining our process and outcomes. I also presented a webinar in June 2021 on our process that was attended by over 200 people. We were not able to answer everyone's questions in that session, so we have included the additional questions sent via attendees and our answers here. I hope sharing our experience helps other organizations move towards a more equitable future.



Transforming Traditional Approaches to Compensation: Implementing Equitable Pay and Benefits at Humentum

Written by Global Development Plus
Commissioned by Humentum
August 15, 2021

BACKGROUND

In March 2021, Humentum contracted Global Development Plus (GDP) to document the development of their Total Rewards Policy (TRP) and new salary structure. GDP examined numerous planning documents, reviewed TRP announcements, and interviewed 11 Humentum staff and one board member. This document summarizes GDP's findings from the document review and interviews.

TRP INSPIRATION

Humentum was created in July 2017 from the merger of three organizations: InsideNGO, a Washington, DC-based member association of international NGOs; LINGOs, a virtual not-for-profit capacity building organization focusing on eLearning; and Mango, a United Kingdom (UK)-registered charity and social enterprise specializing in financial management. Harmonious merging of staff within the new organization was stymied by incongruous salaries and benefits packages from the legacy organizations. Under CEO Christine Sow's direction, The Senior Leadership Team (SLT) began meeting in 2020 to develop a strategy for standardizing salaries and benefits.

Few organizations publish salary schedules. Humentum senior leaders believe this "black box" approach to compensation perpetuates the ingrained stigma around salary and benefits and complicates efforts to address discrimination within the workplace. The SLT established the Total Rewards Policy to remove compensation from this "black box" while simultaneously moving toward equitable treatment of all employees. The TRP development process, the SLT determined, was an opportune moment to advance an innovative salary and benefit structure based on four key principles:

- **Equity** – standardizing the salary structure and promotion process worldwide;
- **Transparency** – publicly posting wage bands and benefits scheme;
- **Fairness/Non-Discrimination** – promoting equal pay for equal work, reducing geographic wage gaps, and decreasing opportunities for pay discrimination; and

- **Excellence and Collective Responsibility** – inspiring collective excellence and ownership of generous benefits, decoupling salary from performance, and establishing non-monetary rewards practices.

The SLT used these principles as points of reference during the TRP development phase. The SLT committed to ensure a final policy that is: future looking; equitable; transparent; externally competitive; and rewarding.

TRP DEVELOPMENT

The SLT held numerous discussions amongst themselves and the Board to determine operating principles and to develop a common vision for the new organizational structure. Once the overarching principles were identified, Humentum leaders established a joint working group, comprised of the SLT, select line managers, and key members of the Finance and Human Resources (HR) teams (FHRT).

The working group originally hoped to adopt the premise that “a job is a job” and where one lives should not determine one’s salary; they wanted Humentum to move from being a “multi-country” to a “global” organization with universal salary and benefits standards. Based on these priorities, the FHRT conducted a cost-benefit analysis of the aspired structure to determine feasibility and affordability. The FHRT determined Humentum could not fund the full spectrum of desired salary and benefits, requiring the working group to reconvene and reexamine salary and benefits targets; this approach would evolve over time to a more nuanced approach in recognition of the significant differences in compensation across the globe.

While developing the standardized benefits scheme, the working group was compelled to consider the array of labor laws across the countries where staff are based, particularly related to parental leave and retirement. The group ultimately made some trade-offs to achieve global standardization of benefits. The retirement benefits of U.S. employees were lowered, for example, while retirement benefits in other countries were raised. Conversely, parental leave benefits that went beyond legal requirements were reduced in some countries and increased in the United States, to provide as equal a “playing field” as possible.

Harmonizing the new salary structure was complicated as the existing system was fraught with opaque salary and promotion metrics that were prone to inequities and biases. Humentum adopted a compensation framework provided by the Birches Group which narrowed salary bands to a 3-point structure (max, mid, min) within 7 grade levels. Humentum standardized the job titles to clarify compensation levels. To ensure equal pay for equal work, the working group set the new compensation levels at the 50th percentile of the global non-profit sector and adopted the use of two salary scales: one using US labor market as its reference and applied to US-based employees; and the other using the UK labor market which Humentum applied to all global employees outside of the US.

Although the expanded benefits scheme was costly, the SLT sought to avoid salary cuts. The working group decided to freeze rather than reduce any salaries outside the upper pay bands. Ultimately, no salaries were cut, and many staff experienced pay raises, although some employees experienced reductions in

overall compensation due to benefit reductions. All staff started their new salary levels at either Step 3 (for individuals who joined Humentum post-merger) or Step 4 (for pre-merger legacy staff); staff who had received a promotion and salary raise within the last six months remained at step 1 regardless of pre-legacy status.

Importantly, Humentum also adopted several new policy items related to the hiring of new staff:

- Publication on Humentum's website of salary bands, job grades and the Compensation Policy and TRP, to ensure complete information accessibility to all candidates and remove asymmetric information bias;
- Transparent discussion of compensation policy beginning at the initial interview with job candidates to explain how incoming staff compensation is pegged to salary steps without negotiation of salary, thus removing possibility of bias in determination of new hire salary amounts.

Significantly, in addition to the new salary structure, Humentum reviewed and expanded the leave policy in recognition of the desire and need for flexibility and better work-home life balance. Humentum adopted several new leave components including:

- o **Unlimited personal time off (UPTO)** (in addition to public holidays) that may be taken as desired regardless of geography. Humentum suggests all employees take at least 2 weeks UPTO and up to 5 weeks annually, and no more than two weeks consecutively except in special circumstances.
- o **Parental leave**, which provides at least 6 weeks leave paid by Humentum (and additional paid leave as defined by local law); Humentum also allows the addition of leave through the UPTO policy and works with each expectant parent to create a parental leave plan. The new parental leave, which replaced one that applied to childbirth only, is available to any expectant/new parent regardless of gender or how the child enters the family.
- o **Employee and Family Care leave** enables staff to use up to six weeks paid leave for illness, disability, or to provide care for a loved one.
- o **Flex Fridays** permits employees to take Friday afternoons or every second Friday off, assuming this time is made up during the first four working days of the week.

TRP ROLL OUT

Humentum leadership tried to prioritize frequent and transparent communication throughout the TRP development process to facilitate buy-in and reduce risks of employee turnover. The SLT met periodically with the Senior Leadership group—comprised of all senior managers in Humentum—to gather their views on iterative TRP drafts and to identify possible implementation challenges. The SLT also hosted monthly People Manager group meetings, during which supervisors were informed of TRP developments. After 6 months of development and deliberation, the final policy was announced at an All-Staff meeting. Salary and benefit changes within the policy were launched immediately and implemented from the start of the fiscal year. Due to some complexity in aligning global pay rules, some staff experienced delays in accessing some TRP benefits, but these were backdated to the start of the fiscal year. In addition to the question and answer (Q&A) session during the All-Staff, the SLT sought employee views through an organization-

wide survey and online anonymous comment box. The SLT used the feedback gathered to create and publish a Frequently Asked Question (FAQ) document and to revise the policy. The SLT also committed to annually review and solicit feedback on the policy.

TRP Feedback

GDP conducted group interviews of select Humentum staff to gather views on the rollout and implementation of the salary restructure and TRP, as well as to identify areas for improvement. Views on the TRP varied among interviewees, though they universally agreed that the policy was a positive step towards advancing equity. All interviewees reported feeling valued and believed that the leadership cares about the staff. They also reported positive views about the workplace culture. All maintained that it was too early to decide whether the policy was an overall success, particularly since the policy may be further adjusted.

Other opinions on the policy are organized below according to the five key principles.

- **Equity** - Staff appreciated efforts by leadership to standardize salaries at all levels to ensure equal pay for equal work. However, some felt the process unmasked asymmetrical workloads. For example, certain individuals assigned Director titles were managing only one employee while other Directors were managing a much larger team. Some felt these exposed distortions and look forward to further adjustments in this area to advance equity goals.
- **Transparency** – Some staff indicated that they appreciated the de-stigmatization of compensation by publishing and discussing salaries and benefits. This was a culture shift they felt would increase accountability. An unintended consequence of the transparency was that employees began comparing their salaries against their counterparts. Whereas most assumed there were wage gaps both within the organization and globally, identifying the pay differences between employees in similar roles but different geographies as well as between the bulk of the staff and the senior leaders was stark and difficult for some to accept. Interviewees expressed an awareness that this was an unavoidable consequence.
- **Fairness/Non-Discrimination** – Several interviewees questioned the rationale of the two-tiered pay scale (U.S. and global), particularly since cost of living can vary significantly within the United States and can be lower than in certain metropolitan areas worldwide. Interviewees noted that a staff member in the United States may earn more than a more senior employee outside the United States.
- **Excellence and Collective Responsibility** – Several interviewees lauded the consideration the SLT paid to factors beyond remuneration when revising the compensation structure. Several staff reported that the SLT emphasis on fairness, transparency and leave flexibility made them feel valued and trusted, and inspired them to go the extra mile for their colleagues and the organization.

TRP IMPROVEMENT

Overall satisfaction with the first iteration of the TRP appears to be high and is bolstered by staff feeling appreciated and respected. Positive views on the TRP are contingent on near universal expectation that

the policy will continue to be revised to reflect lessons learned and address any incongruities, as committed by leadership. Staff views on how the policy could be further improved are summarized below.

Communication/Consultation/Involvement

- It was overwhelming to discuss the entire TRP and restructure in one sitting. Subsequent iterations should be conducted in smaller chunks and in smaller groups – either by location/region or by department to alleviate staff concerns of widely broadcasting their views on salary bands, job descriptions, and contracts.
- Inconsistent messaging and disjointed documentation of the TRP confused staff and muddled the rationale for some TRP elements. Staff advised centralized documentation and consistent messaging would be helpful.
- The iterative implementation of TRP elements left staff unsure of which principles will ultimately be carried out. Future adaptations should be announced with specific dates.
- Staff would have appreciated greater consultation/involvement in the process. Managers and junior staff alike felt that they were simply presented with the new changes. It might have been helpful to have a representative from each department or region during discussions. In so doing, staff would have been more prepared for the changes and better understood how some of the contract changes would affect them individually.
- Many employees are used to having conversations about their salaries/contracts with managers, with whom they have greater trust than HR due to their established relationships. Some managers felt ill-equipped to answer questions and requested to be informed of contract changes to prepare them for any questions that might arise. Alternatively, it was suggested that employees have the option to have their managers present during conversations with HR.
- Some staff were troubled by certain elements of their contracts that didn't consider the nature of their work, such as language indicating that one could be fired for reporting to work late or that work hours were 08:30 through 17:00 pm. Given the different time zones of the workforce and that many work longer or unconventional hours, staff did not know how to interpret these provisions.

Sustainability

- Some interviewees were concerned about senior staff retention given the pay freezes and grade caps.
- Several staff questioned how long the company would be able to sustain the expanded benefits and recommended providing early notice if any of the TRP elements cannot be maintained.

Benefits

- Some staff recommended encouraging employees to use a minimum number of unlimited leave hours annually so that people do not feel bad about taking time off.

- Some staff believed the parental leave terms were still insufficient and hoped the policy would be revised to expand related leave options.

Appreciation

- All interviewees expressed appreciation for the flexibility the company provided during the COVID-19 pandemic period. Several indicated it allowed them to work effectively and still meet their vacillating personal and home needs.
- All reported feeling that management cares about the staff and their wellbeing, which has incentivized remaining at Humentum, including among those who noted they could earn higher salaries in other organizations.

FINDINGS/MANAGEMENT RESPONSE

Overall staff held positive views on Humentum workplace culture and the rationale for carrying out the TRP. During the interviews, staff repeatedly expressed feeling valued at Humentum and that the policy further demonstrated leadership's concern for the well-being of their employees. Almost all interviewees, including SLT members, reported an expectation that the policy would be further refined. The consultants aggregated and summarized the interview findings and shared them with the SLT who asserted that some staff views reflected a misunderstanding of the policy. Given the novelty of TRP and its iterative implementation, the consultants recommend that Humentum revise its TRP Q&A document to clarify some of the misconceptions identified below.

Revision of Job Title Structures

The consultants shared with the SLT views by some staff that the restructuring process was incoherent with uneven distribution of work across the revised job titles. The SLT reported that *"staff titles were not intended to reflect workload but rather level of responsibility and organizational expectations around leadership and authority. While it is true that some Directors manage larger teams than others, all Directors are expected to be able to operate independently at an equal level of professionalism and responsibility, regardless of team size which may fluctuate over time."*

Salary Equity

Interviewees generally viewed Humentum's efforts to standardize salaries worldwide positively, though some expressed a desire to see equity expanded across the organization regardless of geography. The SLT acknowledged some residual differences in compensation between employees in similar roles in the United States and other parts of the world. Concentration of staff in the United States, where earnings are generally higher than the rest of the world, and commitment to retaining staffing and compensation levels post-merger impacted the uniformity of remuneration schedules. The SLT envisions progressively closing global wage gaps by shifting the employee base away from the United States through attrition and new hires, thus reducing the proportion of US-based employees over time. Despite concerns by some staff that pay freezes among some senior staff members might affect retention, as of production of this report, the SLT had not identified any retention or recruitment issues related to the compensation structure.

Unlimited and Parental Leave

Staff were overwhelmingly pleased with the unlimited leave policy, but many were unsure about the appropriate number of days to take. Through informal communication, Humentum managers encourage

staff to take *“at least 2 weeks and up to 5 weeks or more of leave annually. Senior staff are invited to be open about their leave plans and are expected to be off Humentum communications while they are on leave.”* Given the expressed interest by staff for formal guidance on the Unlimited Leave Policy, Humentum has since adjusted the policy to specify recommended leave days in its TRP Q&A document.

Humentum SLT are iteratively refining the TRP and have been considering strategies for improving staff satisfaction with its parental leave policy. Significant differences in parental leave policies across countries have complicated efforts to develop a policy that is uniformly satisfactory. According to the SLT, U.S. law provides *“the least consideration for employees at the time of the arrival of a new child in the household. Humentum has committed to provide all new parents with parental leave as required by law and to continue to augment additional paid leave provided by Humentum as financially feasible. In all cases we will work compassionately with each expectant parent to create a leave plan that is as generous as possible within our policy and financial parameters.”*

Communication

Some interviewees reported feeling overwhelmed because of the infrequent release of information and amount of material to digest at roll out. Based on the feedback, Humentum SLT have decided that for future TRP iterations the team would wait *“until all elements of a policy are ready before rolling it out and providing more and varied ways for staff to provide input during the development process and roll out.”* The SLT also committed to deepen engagement with line managers so that they may *“be fully up to date on any proposed [TRP] changes”* and *“to allow them to appropriately respond to employee questions.”* Enhanced communication with line managers may also be useful in helping staff understand issues within their contracts, such as confusion expressed by some interviewees around working hours (which are shaped by country laws). The SLT has also committed to improving communication regarding specific elements of individual contracts, for example, better explaining the legal requirement by some countries to include working hours as part of the employment agreement (as cited above by an employee) even though Humentum itself maintains flexible work hours and schedules.

CONCLUSION

Humentum’s initiative to create equity-based compensation and Total Rewards policies has been welcomed by staff, leadership and its Board; additionally, it has received increasing external attention, exemplified by a recent Humentum webinar on equity-based compensation attended by over 100 human resources and operations leaders. The policies themselves have elicited positive feedback from staff and Humentum continues to maintain above norm employee satisfaction ratings and retention.

The SLT continues to follow through on their commitment to adapt the policies as needed, and some minor changes have already been made (e.g. specification of minimum and maximum recommended annual leave amounts). In a step towards ensuring the TRP’s sustainability, financial projections for Humentum’s new three-year strategy (2022-24) include all compensation and TRP policy elements. Additionally, the SLT have scheduled a review of the TRP and compensation policies for the beginning of the new fiscal year, per their commitment at the time the policy was adopted.

Finally, it is worth noting that perhaps the most important lesson learned from the policy development process is the importance of clear, consistent and repeated communication on policies once they are as close to final as possible. Humentum’s SLT have already adapted their policy process several times as a result of the feedback received during the TRP process, and regularly remain flexible and open to suggestions on how they can better “walk the talk” they have embraced.



Humentum's Equity-Oriented Compensation Restructuring Process and Outcomes

Webinar June 2021

Additional Questions and Answers





On June 30, 2021, Humentum CEO, Dr. Christine Sow, presented a webinar on Humentum's recently released Total Rewards policy. There was not enough time to address all the questions, so we pulled together an additional resource with those not answered during the live session.

[Listen to the recording here.](#)

Grading Process

- What type of periodic review will you undergo now that this is rolled out? We will review annually as noted within our policy.
- What grading or job evaluation system/method did you use? We used the system recommended by Birches Group; grades were based on seven grades (not the 14 they use, as we are a small organization) and the job evaluation in line with their factors.
- How many steps do you have on average per grade? We have 10 steps per grade.
- You mentioned finding a lot of legacy salary discrepancies due to the merger of three organizations -- how did you address those? We did not reduce anyone's salary, but we had to recognize that some staff would not receive an increase for several years to balance pay. Due to affordability, we had to reduce the level of benefits offered to staff to be able to institute equitability, but no one lost a benefit in its entirety (e.g., reducing the level of employer contribution to retirement plans).
- Can you provide the job titles that correspond to the job grades in your compensation matrix? Grade A: CEO, Grade B: Global Director, Grade C: Director, Grade E: Senior Manager, Grade F: Manager, and Grade G: Officer
- Do you use any strategies for pay differentiation? Pay differentiation is based on grade, recognition, and length of service.

Performance-based Compensation (or not)

- How did you manage to decouple performance and compensation? With the Salary Grade and Step system, we can provide employees with a more equitable salary progression experience, rather than falling into the potential motivational traps of subjective raises, bonuses, etc. Our staff receive a salary review every fiscal year to ensure that they are progressing in their salary as indicated by their years of service and growth at Humentum. Our Performance Support System is designed to support employee engagement and growth, so that we can address performance challenges at any point during the year, not only when salary is being reviewed.
- What is the motivation to perform with step increases not related to performance? We openly share our goals across the organization at the team and individual level, as well as progress on them. We feel this builds a culture of learning and growing. We also have non-financial ways of acknowledging performance that we feel are meaningful such as an acknowledgement channel in our communication tool, annual employee awards, and flexibility to work as needed. For example, we offer flex Fridays that can be utilized as a half or full day off dependent on completion of working hours/projects for the week. These benefits plus the Total Rewards

[Watch the full presentation on our Total Rewards Policy by CEO Dr. Christine Sow.](#)



program demonstrate to our employees that we trust them to do good work, and to meet organizational, team, and individual goals.

- With this system, it seems you can have 20 years at the organization coupled with poor performance, how does seniority-based pay make sense? Poor performance is managed immediately through performance support systems so that it does not continue.
- If you're decoupling performance from pay increases, how do you reward good performance? Good performance is recognized through non-financial ways, e.g., recognition on our internal slack channels and in meetings.

Promotions / Pay Increases

- For internal role changes, does this mean that an increase is possible even if the grade level does not change? Yes, if someone has taken on more responsibility and the new role is assessed at the same grade, then a step increase is possible.
- Do you have any strategies or defined eligibility criteria for moving to the next level in a step system? These criteria are defined in the policies, which can be viewed [here under Total Rewards and Salary and Pay](#).

Cost of Living and Annual Increases

- Regarding your Cost of Living (COL) increase, how do you balance affordability in high inflation countries? The currency of contracts is either USD, GBP, or EUR. If a different currency is legally required, we will reconvert the original USD at each annual review of salaries.
- How do you determine COL and why have you committed to an annual increase and not just a review? Is the underlying assumption that it is always increasing? COL will be based on the hard currencies we define with the scale that is in USD, GBP, or EUR. We have not committed to an annual COL increase but will review each year. Step increases are separate from COL.
- What do you do if there is no cost-of-living increase? Each year, employees will move to the next step. In determining placements for legacy staff, they may not receive an increase for a few years due to balancing steps and positions. Step increases each year are always based on affordability.
- Does your COL mean providing a set % of annual salary increase for all employees? Salaries are not increased if above the grade and step; if the grades and steps need to be adjusted due to inflation or cost of living increases, that is addressed separately.
- What can Humentum employees expect in terms of an annual salary increase? For those whose salary is in line with steps, they can expect the COL for the preceding year, in either US or US.

Leave Policy

- Does unlimited personal time off replace earned vacation days? Yes. Unlimited time off includes vacation and sick pay.

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- What do you do if someone leaves and has not taken much/any PTO? Is no pay-out ok with staff? There is a payout based on the statutory minimum for the year.
- Is all the leave Humentum provides paid leave? Unlimited personal time off is paid. There are other leave policies in place to address longer-term or unique situations. [You can find the leave policies here.](#)
- Have you considered Covid-related leave? The policy was written before COVID-19 arrived and we did not adjust for the pandemic. Of course, for people that are sick, we have leave in place and longer-term needs can be addressed by the current policy. Additionally, we did enact flexible working hours for a few employees due to fluctuating needs around the pandemic.
- Is your six-week sabbatical approval process performance based? No.

Equity

- If you have two of the same positions but the top two candidates don't have the same qualifications, how is it equitable to offer them the same starting salary? Salary is based on the requirements in the job description and the role we need to fill; it is not based on individual experience.
- Did your equity analysis review your promotion process? If so, what was the impact on the promotion process? The prior promotion process was flawed; hence we introduced the equity review. We set out criteria to define what was a promotion vs. additional responsibility as someone grows in a role.
- For team members in Africa, how do you justify pay that can be above local market pay and place staff outside the local market? Our salaries are set according the research and benchmarking completed. Team members in Africa are considered global employees and they contribute to the organization, so we pay them according to the same policies as other staff.

Global Pay and Hiring

- For those tied to the UK scale located in another country, are they paid in local currency or paid in Sterling/Euros? What about allowances and benefits? All Humentum employees are paid in either USD or GBP unless the country has requirements to pay in local currency. All employees participate in our Total Rewards program which includes Unlimited PTO, Parental Leave, Employee and Family Care Leave, retirement or pension contribution, Life insurances, Long term/Permanent Total Disability coverages, an Employee Assistance Program, and access to an employer sponsored medical, dental, and vision insurance option unless the in-country public health system provides adequate care. All employees also receive a budget of \$500 per year for professional development.
- Are national employees outside of the US or the UK paid in USD currency or in the currency of where they are located? We do not have expat roles at Humentum, so every employee is either a local-national or has right to work in the country where they are based prior to working with Humentum. We compensate employees in either USD or GBP, unless local laws require a different currency.

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- Do you have expat assignments and, if so, how do you address the allowances as part of your overall total reward strategy? We do not have expat assignments.
- How will you hire people in countries where you aren't registered? We utilize an Employer of Record (EOR) in countries where we are not registered. Our current EOR provider is Mauve.

Sharing with Staff and Public

- How does Humentum share compensation info with all staff effectively? Every employee has access to our Salary and Pay policy, which lists the salary grades and steps for every level at Humentum. While this is shared both internally and externally, we do not share specific individual salaries (for example, there is no register where employees can look up their colleagues' grade, step, and salary). In rolling out our Total Rewards policy, we went over the Salary and Pay Policy and specifically our step and grade system with different groups of employees at numerous touchpoints. We also held optional follow-up Q&A sessions where employees could ask for clarification on general policy questions. For those employees who had specific questions related to their compensation, we organized one-on-one meetings with our HR manager.
- Do you publicly post your pay bands internally only or also externally? If externally, how exactly (in job adverts, on website, other ways)? We have committed to the Show the Salary campaign and share our Salary and Pay Policy, including US & Global Scales on our website, as well as on every job advert we post. In the job advert, we will note the Grade the position falls within at our organization, then link the Salary and Pay Policy. When possible, we try to provide specific amounts, depending on the setup of the job board.

Work Culture

- How do you handle the expectation of "always being online" with so many different schedules and time zones? We have internal practices to ensure we do not end up with 24/7 employees, even while covering an almost 24-hour spread. This includes being mindful of working hours – we encourage our employees to set working hours in their calendars, as well as set Slack features that allow do-not-disturb hours. If we must schedule meetings at a time that is outside an employee's working hours, we always inquire first. We also allow staff to flex their time outside of core working hours to allow for fluctuations in schedule based on workload and meetings. These staff expectations are introduced to new staff during Employee Orientation by HR and are revisited by our Senior Leadership Team (SLT) often in staff meetings.
- What commitments do you make to job security? We do not make commitments to job security outside the bounds of what is required under country law with regards to proper notice periods, redundancy protocols, etc.
- What are your basic employee demographics - countries, number of staff, general types of jobs/levels? Humentum has: approximately 45 employees in 10 countries (France, Guatemala, India, Kenya, Spain, South Africa, Trinidad & Tobago, Uganda, UK, and the US). We have five job
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levels – SLT (CEO & Global Directors), Directors, Senior Managers, Managers, and Officers. [You can view our full staff roster here.](#)

Resources

- [If you would be willing to share the name of the consultant you used, that would be appreciated.](#) Whilst we used a consultant at the start, we finalized the work without them, therefore this might not meet your needs if we shared.
- [Are you able to share what platform you use for performance management?](#) Humentum has implemented a performance management system using a variety of tools. For work and project management as well as goal setting, we use [Asana.](#)

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