



## Compensation Philosophy

September 2021

### Purpose

New Harvest's compensation philosophy aims to meet the organizations needs to hire and retain team members who are committed, talented, and aligned to New Harvest's unique culture, while promoting the values we share.

We strive to cultivate equity over equality by educating ourselves and examining the reasons people are paid differently. We aim to consider "systemic issues, conscious or unconscious biases, social norms, educational opportunities, and wealth that may negatively impact women, people of color, or people with other marginalized identities" ([Datko, 2020](#)), as part of our recruitment, hiring, performance evaluation, and raise and promotion processes.

### The following policies aim to foster Equity, Empowerment, and Financial Security for New Harvest employees and applicants for positions:

- Transparent pay bands that are posted for positions
- A wage ratio of no more than 2.5:1 , meaning that executives are paid no more than two and a half times the average employees salary.
- External advertising of available positions on job boards that are highly visible to individuals from outside the New Harvest network (e.g. Indeed, Monster, Glassdoor, etc.)
- Annual performance evaluations that collect multiple sources of information to provide staff feedback and decrease the risk for bias
- All positions will pay a living wage, as defined by MIT's living wage calculator ([Glasmeier, 2020](#)), including internships
- All permanent employees who have been at New Harvest at least a year, will receive an annual cost of living increases tied to the Consumer Price Index (CPI) in the country in which they are employed (i.e. [US CPI](#), [Canadian CPI](#))
- An annual merit increase of up to an additional 3%, that is tied to the [annual performance evaluation](#)



## We strive to put People first and foster a culture of caring, collaboration, and psychological safety

- All staff are on professional development plans to promote their gaining the experience and skills they need to pursue their professional goals
- We aim to create an environment that fosters psychological safety, dependability, structure & clarity, meaning, impact ([Google, 2015](#))
- We see the following knowledge, skills, and abilities as essential for New Harvest staff:
  - *Strong listening, communication, and collaboration skills*
    - Offers and accepts constructive feedback
    - Fosters a collaborative working environment, encouraging the integration of others' ideas
  - *Takes initiative on projects and tasks*
  - *Adaptability*
  - *Identifies and solves or offers solutions to solve problems*

## New Harvest Job Category Salary Ranges, in USD

- Intern \$15/hour increase to \$16.54 in Summer 2021 per the U.S. living wage
- Associate \$45 - 65,000
- Manager \$65,000 - 90,000
- Director \$90,000 - 125,000
- Officer \$125,000 +

## Other compensation

- Professional Development funds of \$1,000/year
- Home Office allowance of \$500/year
- Wi-fi and cell phone allowance of \$50/month
- Team appreciation \$100/employee per quarter equity and choice in how this is used
- We want all full-time, permanent employees to be able to afford quality medical and dental care for themselves and their families. In light of this, healthcare benefits are evaluated on a yearly basis. US employees currently have access to an ICHRA, which allows New Harvest to provide more money to employees than the caps set by the federal government for QSEHRA. Canadian employees are enrolled in Exceptional Expense and Catastrophic Drug Insurance as a supplement to the Canadian Health Care System.
- 401K retirement account