

TOTAL REWARDS PHILOSOPHY STATEMENT



USA for UNHCR (U4U) is a flourishing nonprofit organization that endeavors to be a best in class employer. The organization endeavors to attract, engage and retain mission driven, dedicated, and conscientious employees to further its mission of helping protect and serve refugees from all walks of life and people who are undeservingly displaced by violence. Centered on helping refugees survive, recover, and rebuild their lives, we strive to provide aid, life's essentials and the comfort that someone cares about the wellbeing and future of people displaced around the world indiscriminate of their location, country, or creed. To support U4U's far reaching and impactful work, we must maintain a variety of relationships with all levels of UN officials and create and sustain a strong fundraising base; and we believe to do so it is imperative our people strategy is versatile and our approach fosters an environment where employees can perform to the best of their abilities, be passionate about their work, and be themselves all while servicing the broader organizational mission. At U4U we know that at any moment a crisis can occur clear across the world, and our services and support will be essential for those in immediate need. Knowing our efforts and provisions can make the difference in the lives of many requires the organization and our employees to remain flexible and nimble so we can respond to all levels and types of refugee needs in a timely and adept manner.

About USA for UNHCR



We expect a lot of our employees on a daily basis who must successfully navigate a multitude of personalities and sometimes unyielding entities in both public and private sectors that govern the work we do. Recognizing, to be successful, we must attract a

diverse pool of candidates and hire top talent who are multi-talented and entrenched in our mission. We promote a culture founded on hard work, autonomy, respect, innovation, and a deep understanding and commitment to the refugee community so the organization and our constituents can benefit from our collective synergy and passion focused efforts. Similar to our mission of addressing the essential needs of those in exile, we seek to do the same for our employees by not only providing them with challenging and rewarding work, we also seek to offer a total rewards package that remunerates them for their value, is multidimensional, and addresses their financial and physical wellbeing.

Total Rewards Programs

Each employee is critical to U4U's growth and success, leading us to offer a market informed and competitive total rewards package to attract, engage, and retain our employees. The pay portion of the total rewards package is based on the 50th percentile of the market. This means we base our pay practices on the median practices of other similarly situated organizations with similar jobs and operations. Each unique job is reviewed and market priced



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to obtain the general value of each job. Once the value is obtained, employee pay is determined, keeping the market reference point in mind, while considering a variety of compensable factors including education credentials, certifications, years of experience and performance for current employees. Just as equally as important is internal equity, or the pay of each employee relative to the pay of their peers in similar titles or with similar scope and responsibility. Achieving a balance between market competitiveness and internal equity allows U4U to maintain a composed compensation approach for our employees all while maintaining a fiscally sound financial position.



The non-monetary portion of the total rewards package, or the benefits package, also aligns to the mission of the organization and seeks to address the health and welfare, paid leave, retirement, and the many ancillary needs of our employee base and their respective families and domestic partnerships. We recognize healthy employees produce excellent work and take fewer sick days. To this end, we encourage our employees to take advantage of our generous benefits package to address the critical aspects of their wellbeing and personal lives so they can perform at their best while at work. We have taken the time to design a

comprehensive and market competitive benefits program that considers the various stages of life and the variety of needs of our employees.

Our employees are provided the opportunity on an annual basis to choose from one of our many competitive health and welfare plans. We are also proud to offer a very generous maternity leave package to all of our employees, regardless of their participation in our health and welfare program, which covers 100% of the employee's pay while they are bonding with child or new family member.

U4U is also committed to helping our employees maintain financial stability not only while employed at U4U but also when they choose to retire from the workforce. We recognize commuting in the DC and NYC Metro areas can be challenging and expensive and we appreciate your willingness to endure the commute and are excited to be able to cover 100% of our employees' Metro costs. We also offer a highly competitive 401k plan to help employees save for retirement.

We believe our benefits offerings allows our employees to be the best versions of themselves both inside and outside of work. Just as we are constantly looking to improve our services to those in need, we are also always looking for ways to enhance our benefits programs as we grow.

Rewards and Recognition

We recognize our s members go above and beyond the normal call of duty on a regular basis in service and support of U4U's mission, and are deserving of recognition that acknowledges their ongoing and

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exemplary efforts. Many times going the extra mile can make a world of difference in the lives of those we seek to serve and support. As such, the leadership team rewards the hard work of our employees in a variety of ways including year-end bonuses and spot awards. We appreciate everyone's commitment and want to ensure each member of the team is recognized for their dedication and commitment to our work. Our goal is to highlight and acknowledge the great and amazing contributions made by each of our employees exemplifying the merits of hard work and dedication.

Work and Life Balance

We expect a lot from our employees but also understand that in order for our team members to go the extra mile, there must be a balance between work life and family life. To this end, we provide our full time employees with several weeks of paid leave upon hire. Serving displaced individuals and seeking to fund their needs from a variety of sources requires a lot of energy and effort, and we encourage our employees to make time to rejuvenate outside of work in an effort to strike



a balance both personally and professionally. In addition to our standard leave package, we offer 40 hours of annual volunteer based leave for employees who have passions that extend beyond the walls of our office. We believe by providing the tools and opportunity to enjoy life outside of work, and the resources and approach to have a happy life inside of work, our employees will be that much more engaged in the mission of the organization.

Performance Management & Development

At U4U we believe in providing the necessary tools for our employees to perform at the highest level possible on a consistent basis. While we are still formalizing our Performance Management Program, the hard work of our employees does not go unnoticed. We recognize our employees are working hard to create sustainable funding sources and programs to enhance our giving efforts which subsequently result in a multitude of good for those we serve. We know this type of work is what is



going to propel U4U's operations to the next level as a best-in-class charitable nonprofit, and most important, enhance the lives of refugees from all around the globe. Once we develop the Performance Management program, and make our employees aware of the resources and opportunities to help grow their career and knowledge base, they will be evaluated based on their ongoing performance and efforts toward

attaining critical goals tied to the broader mission of the organization. In order to be successful and perform at their best, employees need to receive timely feedback, and we will make every effort to provide coaching to our team through annual performance reviews. To further articulate

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performance, we endeavor to align pay to performance outcomes so employees are aware of the factors that lead to success and potential mobility opportunities.