OVERVIEW

2023

VillageReach Compensation Overview

March 2023

VILLAGEREACH®

Table of Contents

VillageReach Compensation model

Introduction 3

Why We Publish This Guidance 3

VillageReach Staffing Principles 3

- **Pay Equity** and **Transparency** 4

Key Practices 4

Health and Wellness Benefits 5

Methodology 5

- **Contribution and Title Structure** 5

Country-Specific Salary Scales 7

- DRC 7
- Malawi 8
- Mozambique 9
- USA 11

Introduction

VillageReach transforms health care delivery to reach everyone, so that each person has the health care needed to thrive. We develop solutions that improve equity and access to primary health care. This includes making sure products are available when and where they are needed and primary health care services are delivered to the most under-reached. Radical collaboration with governments, the private sector and other partners strengthen our ability to scale and sustain these solutions. Our work increases access to quality health care for 58 million people in Africa.

VillageReach is proud to have a diverse team of experienced public health, technology and business professionals working together to transform health care delivery for everyone. We have offices in the Democratic Republic of Congo, Malawi, Mozambique, and the United States, and we collaborate with governments and other organizations in additional countries, such as Angola, Liberia, Nigeria, Tanzania, Kenya and Côte d'Ivoire.

Why We Publish This Guidance

Every day we strive to live by our diversity and inclusion value. In the last five years, VillageReach has started to incorporate this principle into everything we do. While we have barely scratched the surface, one of the key ways that we operationalize this value is in our equity and transparency work in compensation. As an organization that seeks to improve equity and access globally in health, we see the internal work of employee compensation as a primary way that our values play out internally. Our processes are developed and administered in a transparent way. This document is intended as both internal documentation of our practices as well as an external resource for anyone interested in VillageReach. We also hope that our work in compensation equity and transparency will move our sector forward toward more just and equitable practices.

We but mirror the world. All the tendencies present in the outer world are to be found in the world of our body. If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him. This is the divine mystery supreme. A wonderful thing it is and the source of our happiness. We need not wait to see what others do.

– Mahatma Gandhi

VillageReach Staffing Principles

1. We prioritize the recruitment and developing of staff who are nationals of the countries in which we work.
2. We commit to a compensation of a similar wage for individuals working in the same geography with similar experience and education regardless of citizenship or passport status.
3. We commit to a transparent compensation process with the exception of individuals' exact salaries.
4. Our ranges are based on market data and are intended to put VillageReach in a competitive position in the market.[1]

[1] In some rare and specific situations, we may benchmark to an external partner's salary bands in order to facilitate a future transition of staff to a government or other partner.

Definitions

PAY EQUITY AND **TRANSPARENCY**

Pay equity: Paying our employees based on a clear and consistent methodology and without regard to identity or personal relationships. Pay is differentiated only on the basis of role definition, scope of responsibilities, and relevant employee experience (e.g. geography). We also aim to distribute rewards so that employees can live with greater security within their local economies.

Pay transparency: Sharing with employees, job candidates, and the general public all content, methods, and data related to our compensation model. The only thing private about our compensation model is individual employee earnings.

Compensation equity and transparency: Not only pay equity and transparency but also equity and transparency in our compensation policies and practices.

5. Our salary data is based on the country specific costs of labor at a particular level. In other words, we do not ignore geographic differences in pay. We believe this is appropriate so as not to distort the local labor market, particularly as we transition our work to our partners or depart a geography. In addition, the market data take into account cost of living differences and other market factors for that geography generating fair and competitive ranges and allowing us to apply consistent methodology in new geographies as we expand.
6. In our country offices and partner countries, we index our salaries to the local INGO market rather than the local public or private sector market. We do this because this tends to be the labor pool that we compete for talent within. For our global positions based in Africa, we index our salaries to the global INGO market.

Key Practices

1. For our Other Country Nationals (OCNs) or staff that are working outside of their country of citizenship, we offer an international package that aims to offset some of the costs associated with being an international employee, but we do not offer traditional "ex-pat" packages. These positions are limited and require additional approval.
2. We do not pay a 13th month of salary but we do include this data from organizations that do in our salary analysis and ranges and therefore include it in setting employees' monthly pay distributed 12 times annually.
3. Midpoint in our ranges is considered "full competency," as such, new staff are offered a salary between the minimum and the midpoint dependent upon their individual experience and education relative to the requirements of the role and with internal equity in mind. We do not inquire about salary history from our candidates.
4. We post our salary ranges for our open positions whenever possible and/or discuss the ranges with candidates early in the recruitment process. When we offer a candidate, the offer is determined based on our process with an eye towards internal equity. As such, we endeavor not to negotiate salary.
5. We have an established salary schedule for each of our country offices and the USA but we do not have structures for our "partner" or "technical assistance" countries. Instead, we consult the data and assign a USA grade based on the relevant employment market. This allows us to hire flexibly and with consistency, but not overbuild.
6. When we have staff in global positions who are located in one of our country offices, as per our Staffing Principles, we assign a grade and range that is within the country office structure and consistent with country office staff. Certain global positions have a higher degree of complexity and required skill and thus the actual pay for these roles may be higher in the assigned range.

Health and Wellness Benefits

As part of our commitment to employee wellbeing, VillageReach provides regular employees with a variety of employee benefit plans to ensure that we attract, develop, reward and retain high performance and high potential talent. We are committed to remaining consistent and market competitive. VillageReach reviews and updates benefits on a regular basis - reflective of our stewardship to the donors, our partners, and our staff. The benefits VillageReach provides, helps employees maintain a high quality of life—both professionally and personally.

For specific Benefits, please see summary by Geography.

Methodology

Our goal is to implement a replicable and logical methodology for setting salaries in which we:

- Align our compensation structure to our values of excellence and innovation by targeting the 75th percentile of the NGO labor market in the countries where we work in Africa.
- For US-based staff and African-based staff outside of the countries where we work, target the 50th percentile of the public health market and 50th percentile of the International NGO market respectively. We have chosen to target a higher percentile in the countries where we work as our roles tend to have a higher degree of complexity than those of other organizations that participate in the salary survey. In the US and International data sets, the roles align well with the work we do, thus we aim to "match" the market.
- Implement salary bands for all offices based on market data, and refresh our bands annually.

CONTRIBUTION AND TITLE STRUCTURE

All our positions are all benchmarked to a contribution level. This contribution levels are grouped based on the scope and complexity of the role.

Group	Contribution Level	Typical VillageReach Titles	Expected contribution
Support	1	Runner/Assistant	Provide physical support, aware, consistent repetition
	2	Driver, Driver II, Security Assistant	Provide mechanical support, aware, consistent, reliable repetition
	3	Senior Driver	Provide general support, follow systems and rules, communicate and refer, present appropriate information
Process	4	Clerk	Process basic transactions, inform, basic information organization
	5	Assistant, Operator, Technician	Execute intricate transactions, inform, prioritize and select
	6	Junior Officer	Ensure process integrity, advise, sustain standards

	7	Administrative or Program Officer	Manage integrated processes, Align and propose solutions, sustain services
Design/Manage	8	Senior Officer	Apply and assess, Acquire, research, Provide input. This is a transition level.
	9	Coordinator, Advisor, Specialist, Analyst, Associate	Analyze, Collaborate, Manage
Lead	10	Manager	Adapt, Persuade, Sustain
	11	Senior Manager, Deputy Country Director, Technical Director	Innovate, Advocate, Define
	12	Country Director, Director	Transform/Integrate, Empower/Compel, Define Program or Business Line Cycle
Executive	13	Vice President	Advance, Position, Corporate Planning
	14	President	Lead, Inspire, Visionary

In each country, our benchmarked roles are mapped to salary grades based on the geographic market data, complexity and internal equity.

Country-Specific Salary Scales

DRC

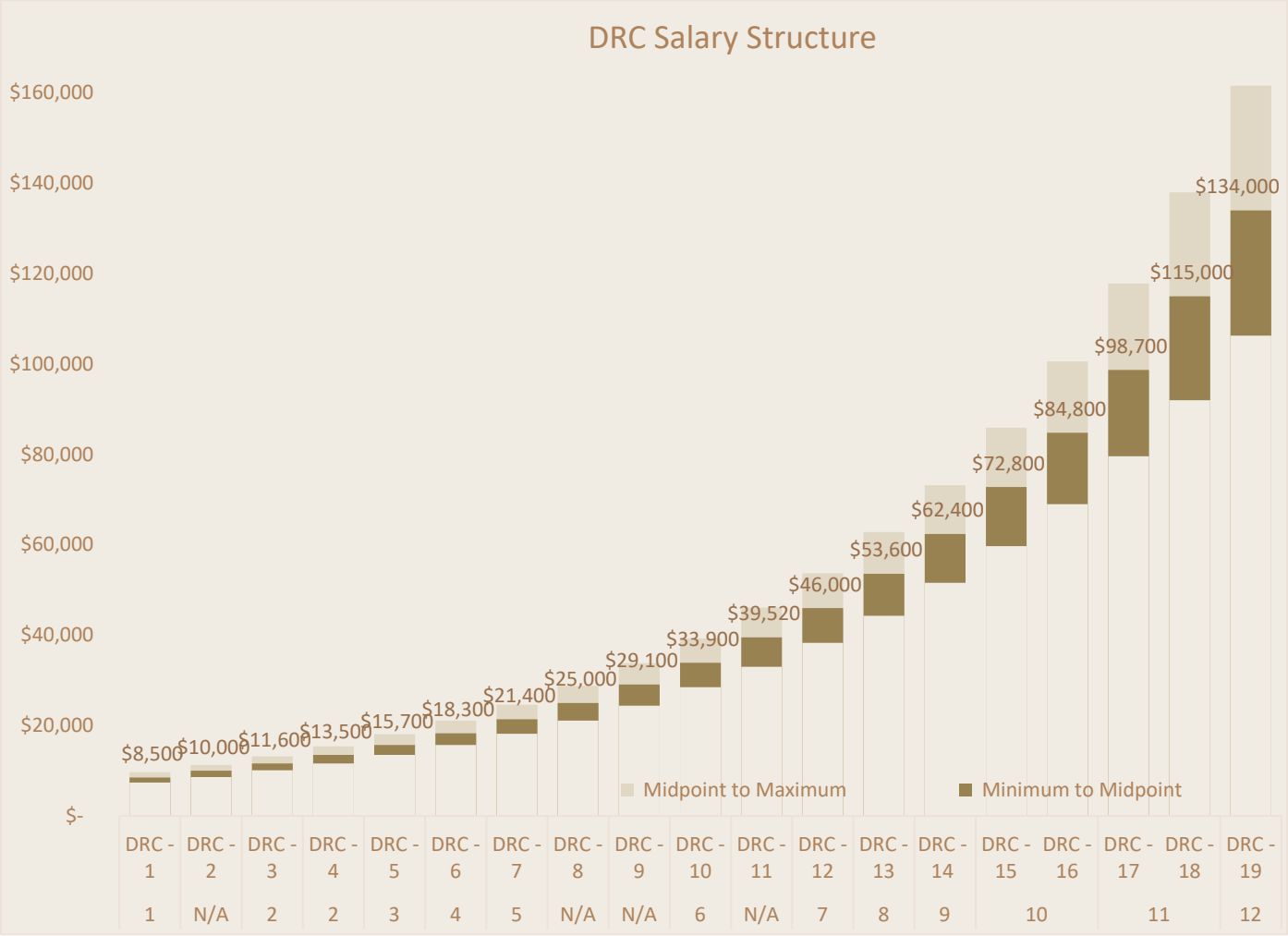

*Figure 1 - DRC Salary Structure. Contribution Level at the bottom linked to salary grade. **Midpoint of range noted in each bar**.*

Grade	Contribution Level	Standard Title	Minimum/Entry	Midpoint or Fully Functioning	Max
DRC- 1	1	Runner/Assistant	$ 7,400	$ 8,500	$ 9,700
DRC- 2			$ 8,600	$ 10,000	$ 11,300
DRC- 3	2	Driver/Security Assistant	$ 10,100	$ 11,600	$ 13,200
DRC- 4	2		$ 11,600	$ 13,500	$ 15,400
DRC- 5	3	Senior Driver	$ 13,500	$ 15,700	$ 18,100
DRC- 6	4	Clerk	$ 15,700	$ 18,300	$ 21,100
DRC- 7	5	Assistant/Operator	$ 18,200	$ 21,400	$ 24,600
DRC- 8			$ 21,100	$ 25,000	$ 28,800
DRC- 9			$ 24,400	$ 29,100	$ 33,800
DRC- 10	6	Junior Officer	$ 28,500	$ 33,900	$ 39,300

DRC- 11			$ 33,000	$ 39,520	$ 46,100
DRC- 12	7	Program or Admin Officer	$ 38,300	$ 46,000	$ 53,700
DRC- 13	8	Senior Officer	$ 44,300	$ 53,600	$ 62,800
DRC- 14	9	Coordinator, Specialist, Advisor	$ 51,600	$ 62,400	$ 73,200
DRC- 15	10	Manager	$ 59,700	$ 72,800	$ 85,900
DRC- 16	10	Manager	$ 69,000	$ 84,800	$ 100,600
DRC- 17	11	Senior Manager	$ 79,600	$ 98,700	$ 117,800
DRC- 18	11	Senior Manager/Technical Director/DCD	$ 92,000	$ 115,000	$ 138,000
DRC- 19	12	Country Director	$ 106,300	$ 134,000	$ 161,600

MALAWI

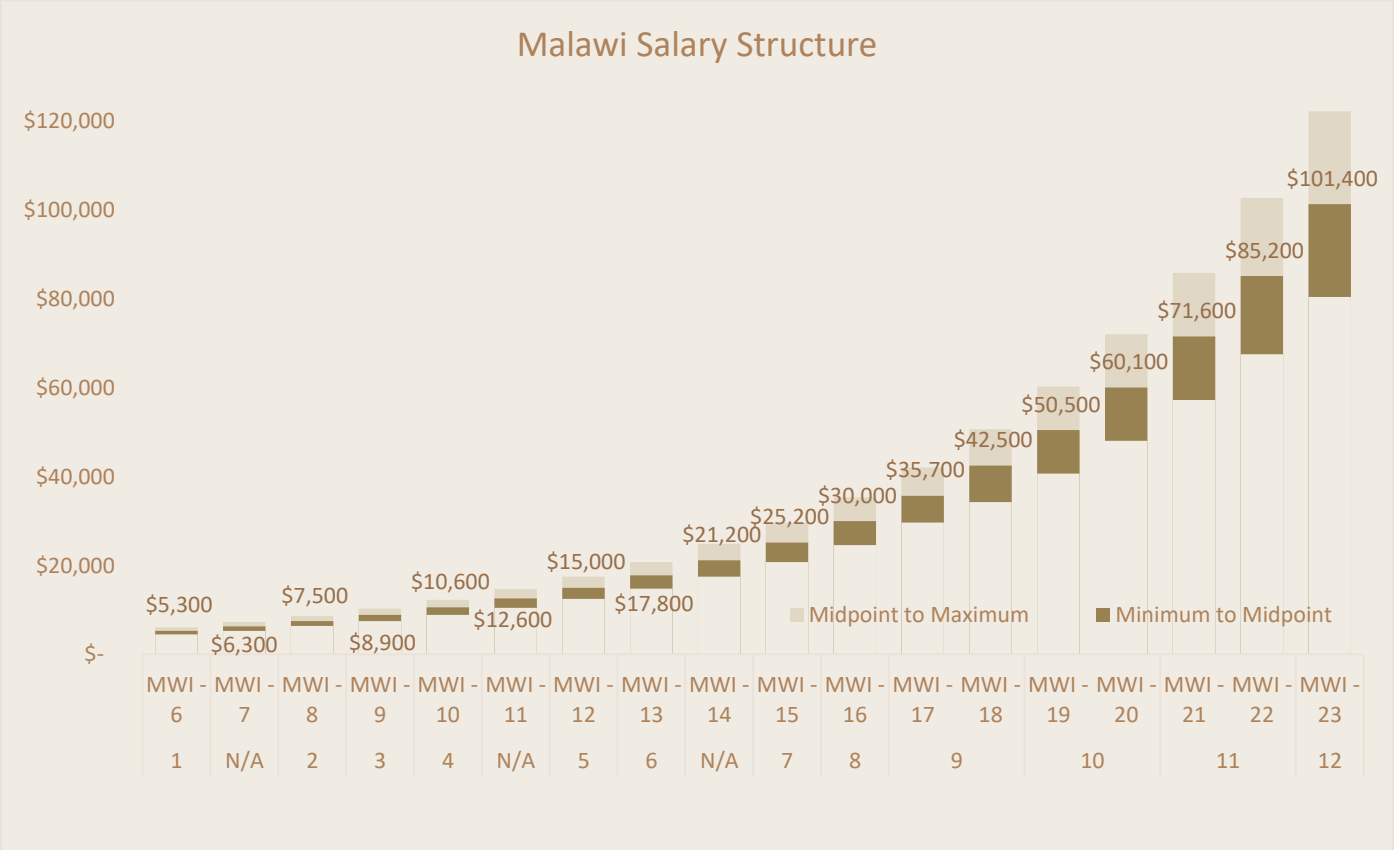

Figure 2- Malawi Salary Structure. Contribution Level at the bottom linked to salary grade. ***Midpoint of range noted in each bar.***

Grade	Contribution Level	Standard Title	Minimum/Entry	Midpoint or Fully Functioning	Max
MWI -6	1	Runner/Assistant	$ 4,500	$ 5,300	$ 6,100
MWI -7			$ 5,300	$ 6,300	$ 7,300
MWI -8	2	Driver/Security Assistant	$ 6,400	$ 7,500	$ 8,600

MWI -9	3	Senior Driver	$ 7,500	$ 8,900	$ 10,300
MWI -10	4	Clerk	$ 8,900	$ 10,600	$ 12,300
MWI -11			$ 10,500	$ 12,600	$ 14,700
MWI -12	5	Assistant/Operator	$ 12,500	$ 15,000	$ 17,500
MWI -13	6	Junior Officer	$ 14,800	$ 17,800	$ 20,800
MWI -14			$ 17,500	$ 21,200	$ 24,900
MWI -15	7	Program or Admin Officer	$ 20,800	$ 25,200	$ 29,600
MWI -16	8	Senior Officer	$ 24,600	$ 30,000	$ 35,400
MWI -17	9	Coordinator/Specialist/Advisor	$ 29,700	$ 35,700	$ 42,100
MWI -18	9		$ 34,300	$ 42,500	$ 50,700
MWI -19	10	Manager	$ 40,700	$ 50,500	$ 60,300
MWI -20	10		$ 48,100	$ 60,100	$ 72,100
MWI -21	11	Senior Manager	$ 57,300	$ 71,600	$ 85,900
MWI -22	11	Senior Manager/Technical Director/Deputy Country Director	$ 67,600	$ 85,200	$ 102,800
MWI -23	12	Country Director	$ 80,500	$ 101,400	$ 122,300

MOZAMBIQUE

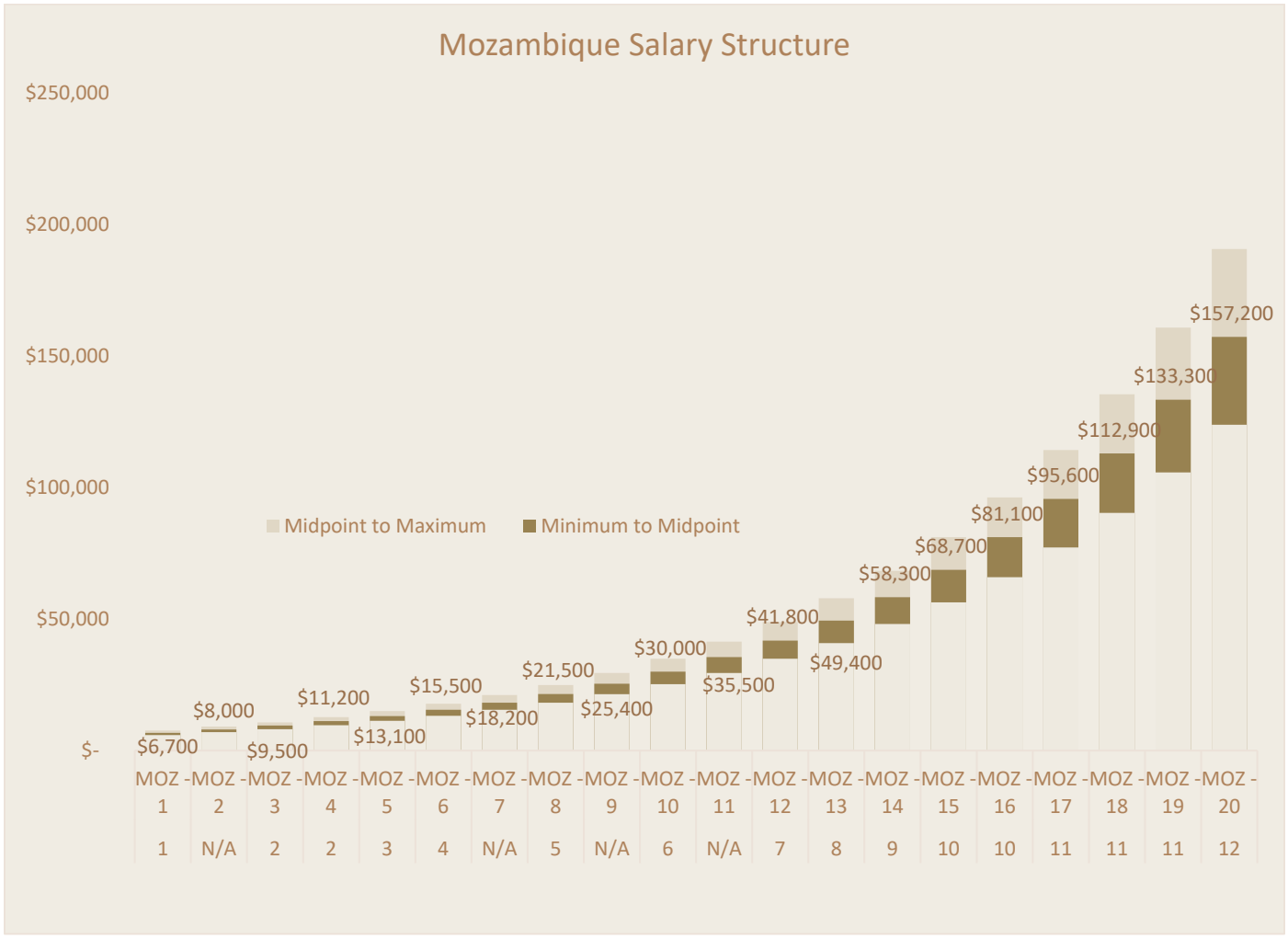

Figure 3 - Mozambique Salary Structure. Contribution Level at the bottom linked to salary grade. ***Midpoint of range noted in each bar.***

Grade	Contribution Level	Standard Title	Minimum/Entry	Midpoint/Fully Functioning	Max
MOZ - 1	1	Runner/Assistant	$ 5,900	$ 6,700	$ 7,600
MOZ - 2			$ 7,000	$ 8,000	$ 9,100
MOZ - 3	2	Driver/Security Assistant	$ 8,100	$ 9,500	$ 10,700
MOZ - 4	2		$ 9,600	$ 11,200	$ 12,700
MOZ - 5	3	Senior Driver	$ 11,300	$ 13,100	$ 15,000
MOZ - 6	4	Clerk	$ 13,200	$ 15,500	$ 17,800
MOZ - 7			$ 15,500	$ 18,200	$ 21,100
MOZ - 8	5	Assistant/Operator	$ 18,200	$ 21,500	$ 24,900
MOZ - 9			$ 21,400	$ 25,400	$ 29,500
MOZ - 10	6	Junior Officer	$ 25,200	$ 30,000	$ 34,900
MOZ - 11			$ 29,500	$ 35,500	$ 41,400
MOZ - 12	7	Officer	$ 34,900	$ 41,800	$ 48,800
MOZ - 13	8	Senior Officer	$ 40,800	$ 49,400	$ 57,900
MOZ - 14	9	Coordinator/Specialist/Advisor	$ 48,100	$ 58,300	$ 68,300
MOZ - 15	10	Manager	$ 56,300	$ 68,700	$ 81,100
MOZ - 16	10		$ 65,900	$ 81,100	$ 96,200
MOZ - 17	11	Senior Manager/Technical Director	$ 77,200	$ 95,600	$ 114,200
MOZ - 18	11	Senior Manager/Director	$ 90,300	$ 112,900	$ 135,400
MOZ - 19	11	Deputy Country Director/Director/CoP	$ 105,700	$ 133,300	$ 160,700
MOZ - 20	12	Country Director	$ 123,800	$ 157,200	$ 190,600

USA

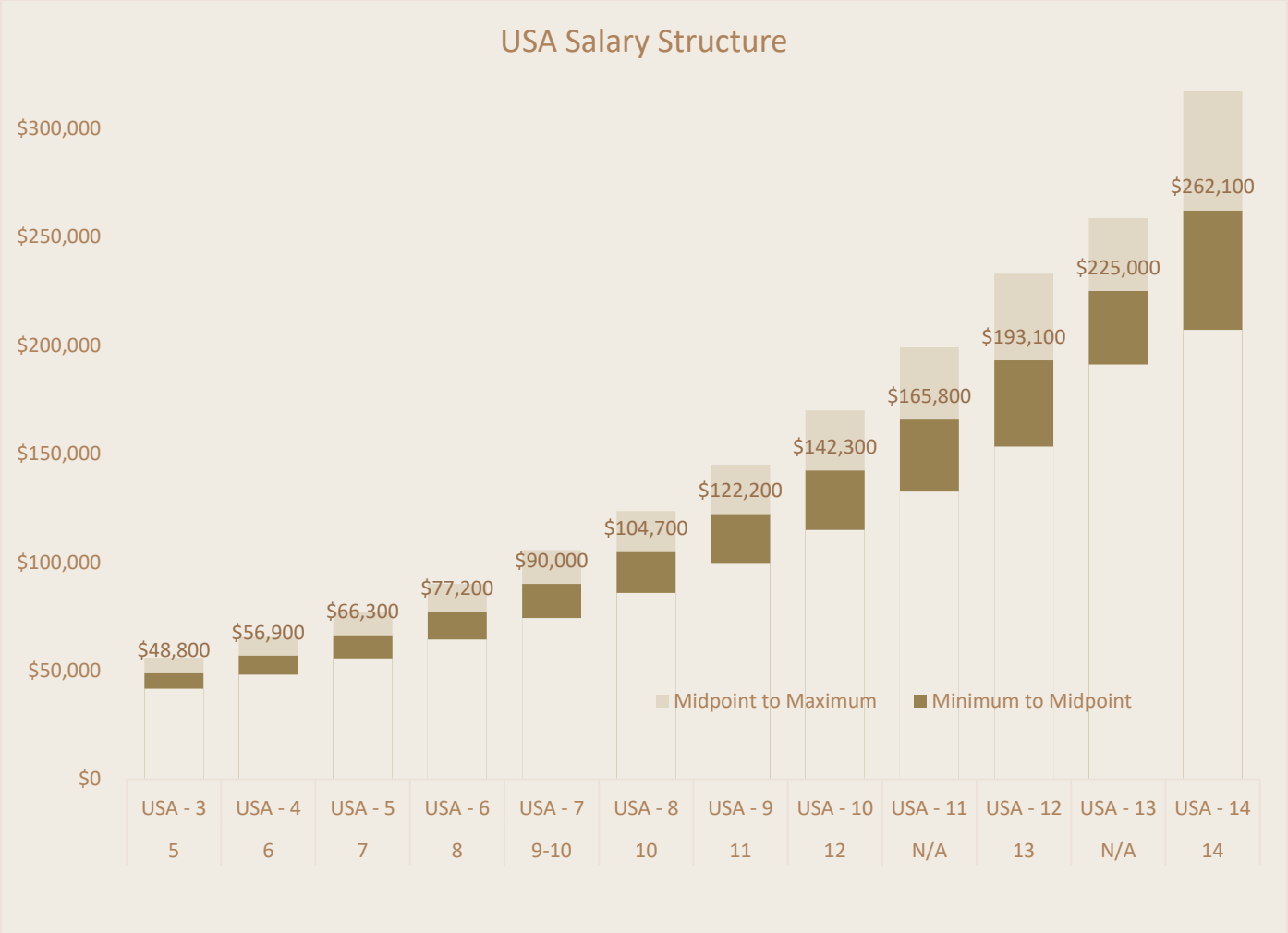

Figure 4- USA Salary Structure. Contribution Level at the bottom linked to salary grade. ***Midpoint of range noted in each bar.***

Grade	Contribution Level	Standard Title	Minimum /Entry	Midpoint/Fully Functioning	Max
USA - 3	5	Assistant	$41,700	$48,800	$56,000
USA - 4	6	Program Assistant/Ops Associate	$48,200	$56,900	$65,600
USA - 5	7	Specialist/Coordinator	$55,700	$66,300	$77,000
USA - 6	8	Program Associate/Ops Senior Associate	$64,400	$77,200	$90,000
USA - 7	9-10	Manager	$74,300	$90,000	$105,600
USA - 8	10	Manager	$85,900	$104,700	$123,600
USA - 9	11	Senior Manager	$99,300	$122,200	$145,000
USA - 10	12	Director	$114,900	$142,300	$170,000
USA - 11			$132,600	$165,800	$199,000
USA - 12	13	VP	$153,300	$193,100	$233,000
USA - 13			$191,200	$225,000	$258,700
USA - 14	14	President	$207,100	$262,100	$317,100