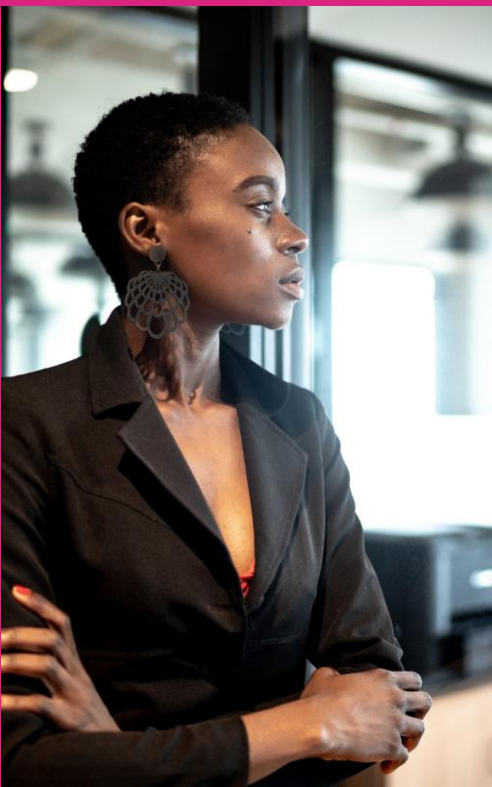




# IWPR COMPENSATION PROGRAM





## OVERVIEW

In 2024, IWPR partnered with Working IDEAL to update our prior compensation study and help ensure that our compensation program is in alignment with our values, budget, and the market. While many choose to work at mission-driven organizations because of their commitment to social change, we know fair and equitable compensation is key to attracting and retaining top talent.

IWPR's updated experienced-based compensation framework is consistent and promotes equity and transparency for existing IWPR employees, applicants, and new hires.

## KEY COMPONENTS OF THE IWPR COMPENSATION FRAMEWORK

In this framework, compensation is connected to an individual's role in the organization and their level of experience and expertise. It also outlines defined salary growth opportunities over time.

There are three categories of roles with distinct levels: **Research, Administration, and Policy/Advocacy**. The levels within each category are based on the required knowledge and skills for that particular role and the scope of responsibility.

Employee placement within the band is based on a combination of educational attainment and related experience.

## EMPLOYEE PLACEMENT WITHIN COMPENSATION BANDS

Research positions at IWPR often require deep experience or expertise in a particular subject. As a result, for many positions, there is a preference for individuals to hold a relevant master's degree or PhD.



In the labor market, related experience is an important factor in determining someone's level of compensation, and it is a standard practice to pay individuals with more experience a higher salary than someone with less experience in the same role.

Experience is also a measurable factor that is reasonably objective and will provide consistency and transparency. Incorporating experience also allows IWPR to provide more defined opportunities for salary growth for individuals who stay with the organization over time, even if they remain in the same role, as accumulating more experience will lead to step increases and subsequent salary increases.

If an individual has a master's degree and their role requires a PhD or equivalent experience, they will need to have additional experience above and beyond their master's degree to qualify for that role. The same applies to roles that require a master's degree when the individual has a bachelor's degree.

## DETERMINING COMPENSATION BASED ON RELATED EXPERIENCE: WHAT COUNTS

Experience is measured based on prior work experience in jobs and activities that are related to the role that an employee has or is applying for, as well as their tenure at IWPR. The experience included will depend on the employee's role in the organization. The following principles also apply:

**Tenure at IWPR:** Time at IWPR in a regular employment status is included in the calculation of related experience. Time at IWPR as an intern is treated like other internships (see below). Time at IWPR in a contract position will be included if the work is related to your current regular employment position.

**Administrative Roles:** Experience in your professional or subject matter area is always included in the calculation of related experience, for example:

- Prior work or experience in the same or related field for an Administrative role or position.
- Administrative and management experience.

### **Policy Roles:**

- Direct experience working with policy or advocacy organizations or issue campaigns related to any of our issue areas or specific to the position.
- Policy research and analysis related to any of our issue areas or specific to the position.
- Policymaking or legislative work related to any of our issue areas or specific to the position.

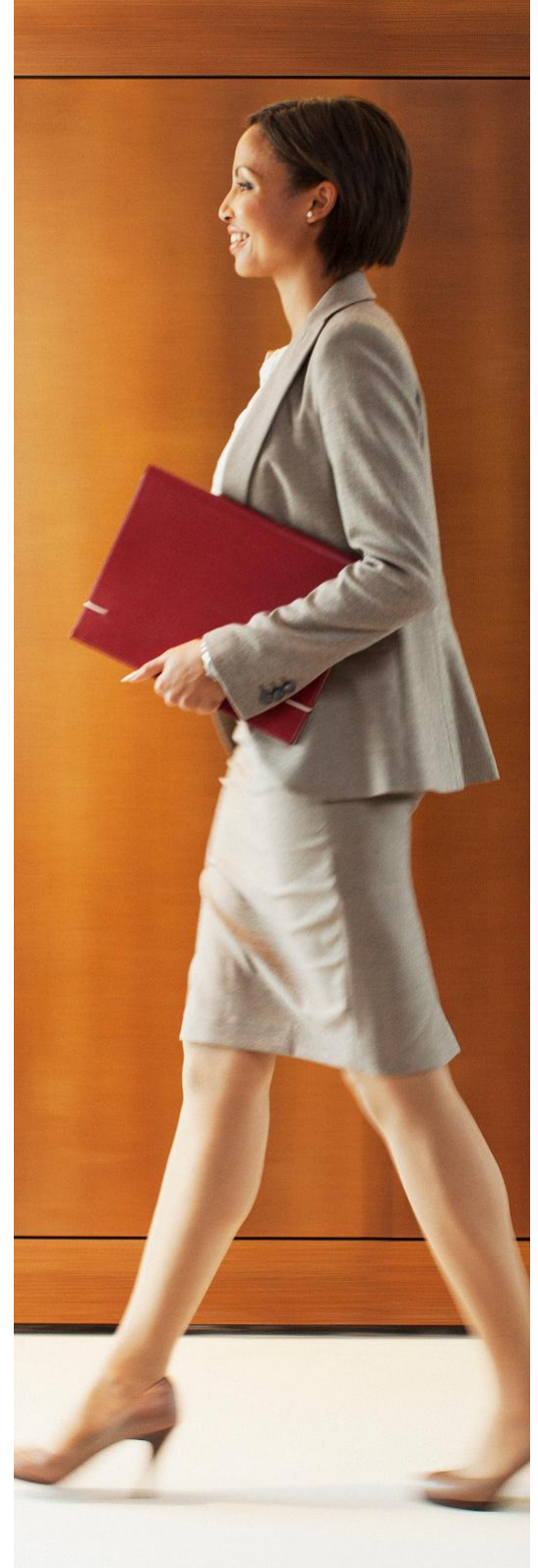
### **Internships and Positions Held as a Part-Time or Full-Time Student:**

Any paid or unpaid internships and any paid work experience accumulated while a part-time or full-time student will be considered if the internship/experience is related to your current regular employment position.

If a particular degree is required for a role, your work experience calculations will start when you finish that degree. For example, if your job requires a PhD plus additional work after the PhD, your experience calculation would begin at the time you finish your graduate work. If your role requires a bachelor's degree, any work after you finish your bachelor's degree would be included, regardless of whether it overlaps with additional graduate degrees.

If your work experience is being applied as the equivalent of a degree, it also does not count in your experience calculation. For example, if you have a master's degree and 10 years of experience, and you are in a role that requires a PhD or equivalent experience, 5 years would apply toward the PhD equivalent, and the remaining 5 years would be included in your experience calculation. Put another way, someone with a master's degree plus 10 years would be paid at the same level as someone with a PhD plus five years for a role that requires a PhD.

- **Post Doc Positions:** These are considered related work experience beyond your PhD.
- **Related and Overlapping Experience:** Related experience will be measured based on total months in the position. If you hold multiple related positions during the same time period, that does not increase your total months of related experience.
- **Part-Time Work and Employment While Not Enrolled in a Degree Program:** Related part-time work experience will be counted as .50 full-time equivalent (FTE).



**Education Equivalents:** IWPR will apply related experience to substitute for educational requirements as follows:

- For a bachelor's degree, IWPR will substitute four years of related experience or an associate's degree plus two years of related experience. This means that someone whose highest education level is high school and who has eight years of related work experience will be placed at the same level as someone with a bachelor's degree and four years of related work experience.
- For a master's degree, IWPR will substitute two years of related experience. This means that someone whose highest education level is a bachelor's degree and has five years of related work experience will be placed at the same level as someone with a master's degree and three years of related work experience.
- For a PhD, IWPR will substitute five years of related experience. This means that someone whose highest education level is a master's degree and who has five years of related work experience will be placed at the same level as someone with a PhD and no additional years of related work experience.

## **DETERMINING INDIVIDUAL PLACEMENT ON THE COMPENSATION GRID**

IWPR employee placement is based on your position, as determined by IWPR using the position or job description. Placement within the band is determined by total related experience and education (as reflected on your resume) plus tenure (if applicable) and is calculated by IWPR based on information you provided at hire.

## **DETERMINING ANNUAL SALARY ADJUSTMENTS AT IWPR**

**Salary Adjustments:** At the start of each fiscal year, IWPR will offer annual across-the-board adjustments to the salary bands for all jobs. The exact amount of the increase will be determined each year based on the organization's financial health. Adjustments are not guaranteed. As we transition to this updated framework, some individuals' current salaries may be above where they should be according to their placement on the experience-based salary matrix. Those individuals would not receive adjustments until their salary aligns with the new salary bands. This ensures that we are not exacerbating any potential inequities.



The potential annual adjustment will increase the salary level for all of the salary bands and the steps within each salary band. For example, if you are at the 50% level for experience for your role (Step 5), the annual adjustment will slightly raise the salary (based on the percentage for the annual increase) for a 50% experience level, and you, along with any new hires at that level, will receive the higher amount.

At the beginning of each fiscal year, IWPR will also update each employee's experience calculation to reflect additional tenure gained since the last increase. For some employees, that will lead to a step increase. Employees who get a step increase will also get the benefit of the across-the-board increase because they will go up a step, and the pay level for that step will be slightly higher. Other employees will stay at the same step but will still see an increase in pay because the pay level for their step will go up.

As a hypothetical example, suppose there is an employee, a Researcher III, who, in July 2025, has three years of experience post-PhD. In July 2025, they would be at Step 4 with a salary of \$99,450. The next year, IWPR implements a 2% across-the-board increase in salary bands. In July 2026, this employee would be at Step 5, with a salary of  $\$102,000 \times 1.02 = \$104,040$ . This is because, with four years of post-PhD experience, the employee is now at Step 5. In addition, in this hypothetical, the salary bands were increased by 2%, moving the old Step 5 from \$102,000 in July 2025 to \$104,040 in July 2026.

Annual salary adjustments replace the previous bonus system. Eliminating bonuses allows IWPR to target resources to ensure staff can earn transparent and predictable step increases in salary periodically throughout their tenure at IWPR, even if they remain in the same role.

July 1, 2026										
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Role	Minimum Education	Min	12.50%	25.00%	37.50%	50.00%	62.50%	75.00%	87.50%	Max
Researcher I	Bachelor's	1<>2	2<>3	3<>4	4<>5	5<>6	6<>7	7<>8	8<>9	9+
		<b>\$61,560</b>	<b>\$63,484</b>	<b>\$65,408</b>	<b>\$67,331</b>	<b>\$69,255</b>	<b>\$71,179</b>	<b>\$73,103</b>	<b>\$75,026</b>	<b>\$76,950</b>
Researcher II	Master's	0<>1	1<>2	2<>3	3<>4	4<>5	5<>6	6<>7	7<>8	8+
		<b>\$71,820</b>	<b>\$74,000</b>	<b>\$76,181</b>	<b>\$78,361</b>	<b>\$80,541</b>	<b>\$82,721</b>	<b>\$84,902</b>	<b>\$87,082</b>	<b>\$89,262</b>
Researcher III	PhD	0<>1	1<>2	2<>3	3<>4	4<>5	5<>7	7<>9	9<>11	11+
		<b>\$94,187</b>	<b>\$96,803</b>	<b>\$99,419</b>	<b>\$102,036</b>	<b>\$104,652</b>	<b>\$107,268</b>	<b>\$109,885</b>	<b>\$112,501</b>	<b>\$115,117</b>
Researcher IV	PhD	5<>6	6<>7	7<>8	8<>10	10<>12	12<>14	14<>16	16<>18	18+
		<b>\$125,172</b>	<b>\$128,122</b>	<b>\$131,072</b>	<b>\$134,021</b>	<b>\$136,971</b>	<b>\$139,921</b>	<b>\$142,871</b>	<b>\$145,820</b>	<b>\$148,770</b>
Researcher V	PhD	7<>8	8<>9	9<>10	10<>12	12<>14	14<>16	16<>18	18<>20	20+
		<b>\$138,510</b>	<b>\$141,716</b>	<b>\$144,923</b>	<b>\$148,129</b>	<b>\$151,335</b>	<b>\$154,541</b>	<b>\$157,748</b>	<b>\$160,954</b>	<b>\$164,160</b>
Researcher VI	PhD	10<>11	11<>12	12<>13	13<>15	15<>17	17<>19	19<>21	21<>23	23+
		<b>\$174,420</b>	<b>\$178,396</b>	<b>\$182,372</b>	<b>\$186,347</b>	<b>\$190,323</b>	<b>\$194,299</b>	<b>\$198,275</b>	<b>\$202,250</b>	<b>\$206,226</b>
Admin I	Bachelor's	0<>1	1<>2	2<>3	3<>4	4<>5	5<>6	6<>7	7<>8	8+
		<b>\$61,560</b>	<b>\$63,484</b>	<b>\$65,408</b>	<b>\$67,331</b>	<b>\$69,255</b>	<b>\$71,179</b>	<b>\$73,103</b>	<b>\$75,026</b>	<b>\$76,950</b>
Admin II	Bachelor's	3<>4	4<>5	5<>6	6<>7	7<>8	8<>10	10<>12	12<>14	14+
		<b>\$69,768</b>	<b>\$71,948</b>	<b>\$74,129</b>	<b>\$76,309</b>	<b>\$78,489</b>	<b>\$80,669</b>	<b>\$82,850</b>	<b>\$85,030</b>	<b>\$87,210</b>
Admin III	Bachelor's	5<>6	6<>7	7<>8	8<>10	10<>12	12<>14	14<>16	16<>18	18+
		<b>\$86,184</b>	<b>\$89,262</b>	<b>\$92,340</b>	<b>\$95,418</b>	<b>\$98,496</b>	<b>\$101,574</b>	<b>\$104,652</b>	<b>\$107,730</b>	<b>\$110,808</b>
Admin IV	Bachelor's	7<>8	8<>9	9<>10	10<>12	12<>14	14<>16	16<>18	18<>20	20+
		<b>\$110,808</b>	<b>\$113,630</b>	<b>\$116,451</b>	<b>\$119,273</b>	<b>\$122,094</b>	<b>\$124,916</b>	<b>\$127,737</b>	<b>\$130,559</b>	<b>\$133,380</b>
Admin V	Bachelor's	10<>11	11<>12	12<>13	13<>15	15<>17	17<>19	19<>21	21<>23	23+
		<b>\$156,978</b>	<b>\$161,429</b>	<b>\$165,880</b>	<b>\$170,331</b>	<b>\$174,782</b>	<b>\$179,233</b>	<b>\$183,684</b>	<b>\$188,135</b>	<b>\$192,586</b>
Admin VI	Master's	12<>13	13<>14	14<>15	15<>17	17<>19	19<>21	21<>23	23<>25	25+
		<b>\$196,992</b>	<b>\$201,866</b>	<b>\$206,739</b>	<b>\$211,613</b>	<b>\$216,486</b>	<b>\$221,360</b>	<b>\$226,233</b>	<b>\$231,107</b>	<b>\$235,980</b>
Policy I	Bachelor's	0<>1	1<>2	2<>3	3<>4	4<>5	5<>6	6<>7	7<>8	8+
		<b>\$61,560</b>	<b>\$63,484</b>	<b>\$65,408</b>	<b>\$67,331</b>	<b>\$69,255</b>	<b>\$71,179</b>	<b>\$73,103</b>	<b>\$75,026</b>	<b>\$76,950</b>
Policy II	Bachelor's	2<>3	3<>4	4<>5	5<>6	6<>7	7<>8	8<>9	9<>11	11+
		<b>\$69,768</b>	<b>\$71,948</b>	<b>\$74,129</b>	<b>\$76,309</b>	<b>\$78,489</b>	<b>\$80,669</b>	<b>\$82,850</b>	<b>\$85,030</b>	<b>\$87,210</b>
Policy III	Master's	5<>6	6<>7	7<>8	8<>10	10<>12	12<>14	14<>16	16<>18	18+
		<b>\$86,184</b>	<b>\$89,262</b>	<b>\$92,340</b>	<b>\$95,418</b>	<b>\$98,496</b>	<b>\$101,574</b>	<b>\$104,652</b>	<b>\$107,730</b>	<b>\$110,808</b>
Policy IV	Master's	7<>8	8<>9	9<>10	10<>12	12<>14	14<>16	16<>18	18<>20	20+
		<b>\$113,886</b>	<b>\$116,579</b>	<b>\$119,273</b>	<b>\$121,966</b>	<b>\$124,659</b>	<b>\$127,352</b>	<b>\$130,046</b>	<b>\$132,739</b>	<b>\$135,432</b>