



Akin Compensation Philosophy July 2025

Commitment to Competitive Paid Workforce

At Akin, we believe that our greatest asset is our dedicated team. This compensation philosophy reflects our commitment to attracting, retaining, and motivating exceptional individuals who are passionate about our mission: Building a brighter future together, rooted in family. We strive to create a workplace where our team members feel valued, supported, and financially secure.

Market Competitiveness:

We recognize that financial stability is essential for our team to effectively serve the families we support through our work. We are committed to paying a wage that enables our team members to maintain a standard of living, invest in their well-being, and participate in the communities they live in.

To ensure competitiveness and attract top talent, we will strive to pay at the 50th percentile of market rates for all roles, based on relevant industry benchmarks and Akin's geographic location. We will regularly review and update our compensation structure to reflect current market conditions and ensure our pay remains competitive. We are committed to using our compensation tools to bring employers closer to the top half of the range for employers every increase cycle. Amongst the resources Akin will be using in support of this goal are the Economic Research Institute, Washington Employment Security Department, and GuideStar. These tools allow us to continuously evaluate our market and how we compare to our competitors for talent.

Alignment with Mission, Vision, and Values:

Our compensation philosophy is deeply rooted in our mission, vision, and values, which will be fully articulated in July 2025. Our compensation philosophy isn't just about numbers; it's a tangible expression of our core values:

AUDACITY: Our approach to compensation embodies audacity through our willingness to learn, adapt, and transform in response to both employee needs and evolving market dynamics. We don't adhere to rigid structures; instead, we proactively analyze market trends and solicit employee input to refine our strategies. We take bold steps to ensure our compensation practices remain relevant, competitive, and truly reflective of the value our employees bring in today's dynamic landscape. This ongoing, annual evolution demonstrates our commitment to continuous improvement and a willingness to challenge the status quo for the benefit of our team.

RELATIONSHIPS: In kinship, we grow stronger. Cultivating relationships that foster belonging, ensuring that every person, family, staff and community feel valued, seen and



supported. Relationships grow when we can engage in our communities. Our compensation practices support our team's ability to grow in their relationships, personally and professionally, by ensuring our team members have the time, resources, and stability to be present—in their homes, in their neighborhoods, and in their professional circles. We believe that when people are supported in every part of their lives, they bring their best selves to their work and to those around them.

ADVOCACY: Our compensation practices actively serve as advocacy for our employees' well-being and fair market value. We continuously monitor market conditions and listen to employee feedback to ensure our compensation remains competitive and equitable. This year's significant investment to move more employees towards the midpoint reflects our dedication to ensuring our team members are compensated fairly for their expertise and the value they bring. We champion their financial security and recognize the importance of a robust and transparent compensation structure.

COMMITMENT: We demonstrate our commitment to our employees through a proactive and consistent approach to compensation. By strategically positioning salaries around the midpoint of market ranges, and with initiatives like annual assessment of fair market standard increases, we are investing in our team's long-term success and recognizing their ongoing contributions. This isn't a one-time action, but an embedded principle that underscores our dedication to attracting, retaining, and rewarding the talent that drives our organization forward.

Wage increases

Continuous Market Analysis and Adaptability:

Economic and political landscapes can fluctuate, impacting our ability to provide competitive compensation. We will continuously monitor market conditions and adapt our compensation strategies accordingly.

In challenging socioeconomic and political eras, we will explore creative solutions to address wage increases, such as:

- **Prioritizing internal funding reallocation:** We will review our budget regularly to identify opportunities to reallocate resources towards compensation adjustments.
- **Exploring innovative fundraising strategies:** We will actively seek new funding sources and partnerships that support our commitment to a thriving wage.
- **Phased implementation of increases:** When full increases are not feasible, we will consider phased implementation to provide incremental support to our team members.

Focus on total rewards: We will enhance our benefits package to include valuable non-monetary benefits, such as flexible work arrangements, professional development opportunities, and robust wellness programs. The benefits team members receive will be informed by team



member “voice and choice” in which Akin surveys and gains feedback on how our team members are interacting with our benefits.

Non-Monetary Benefits

We recognize that total compensation extends beyond base pay, especially within the deeply meaningful, yet often demanding, field of social services. We are committed to fostering a supportive and enriching work environment that empowers our dedicated team members. Our approach to non-monetary benefits is directly shaped by **team member voice and choice**, ensuring that the resources and opportunities we offer genuinely address the diverse needs and priorities of our staff.

We actively seek input from our team members through surveys, feedback sessions, and representative committees to understand what truly matters to them. This collaborative approach informs the development and evolution of our non-monetary benefits package, which may include options such as:

- **Flexible Work Arrangements:** Recognizing the importance of work-life integration, where feasible, we strive to offer flexible scheduling, remote work possibilities, and compressed workweeks to support individual needs and preferences.
- **Professional Development Opportunities:** Investing in our team's growth is paramount. We provide access to a range of training programs, workshops, conferences, and tuition assistance to enhance skills, advance careers, and prevent burnout. Team members have a voice in suggesting relevant development opportunities.
- **Well-being Initiatives:** The well-being of our staff is critical to their effectiveness and longevity in this challenging sector. We are committed to offering resources and programs that support mental, emotional, and physical health, which may include access to counseling services, mindfulness programs, wellness challenges, and flexible time off policies that prioritize self-care. Staff feedback helps shape the specific well-being resources we offer.
- **Enhanced Leave Policies:** We understand the importance of time away for personal needs, family responsibilities, and rejuvenation. Our leave policies are designed to be supportive and responsive to the realities of our team members' lives, and we regularly review and refine them based on team member input.
- **Opportunities for Connection and Community:** We foster a supportive and collaborative workplace culture through initiatives that encourage connection among colleagues, celebrate successes, and provide opportunities for peer support and mentorship, often driven by team member-led initiatives.



Advocacy and Leadership in the Nonprofit Sector:

We recognize the systemic challenges faced by nonprofit organizations in providing competitive compensation. We are committed to demonstrating leadership in the nonprofit sector by advocating for higher wages and fair labor practices.

We will actively participate in industry discussions and initiatives aimed at improving compensation standards. By demonstrating our commitment to paying a thriving wage, we hope to inspire other organizations to prioritize their team members' financial well-being.

Other Methods to Increase Individual Wages

Promotion:

Team members who demonstrate consistent high performance and take on increased responsibilities may be eligible for promotion to a higher-level position. Promotions typically involve an increase in base salary, reflecting the expanded scope of duties and responsibilities.

Significant Expansion of Duties:

In cases where a team member's current role undergoes a substantial expansion of duties and responsibilities, exceeding the original job description, a review of their base salary may be conducted. This review will assess the increased complexity and scope of the role to determine if salary adjustment is warranted.

Sustainability and Service Delivery

We are committed to balancing the needs of our team members with the sustainability of our organization and our ability to deliver high-quality social services. We will strive to operate efficiently and effectively, ensuring that our resources are used wisely to maximize our impact on the communities we serve.

We will regularly assess our financial performance and operational efficiency to ensure that our compensation practices are sustainable and that we can continue to fulfill our mission for years to come. We will also actively seek grants and funding opportunities that support our commitment to fair wages and sustainable service delivery.

Additionally, to ensure Akin is operating sustainably, all compensation adjustments will be implemented at the beginning of our fiscal year, July 1. This will be the only time we make compensation adjustments for team members as a way to enable cost control and to better monitor our internal pay equity. Additionally, Akin will be evaluating our salary ranges bi-annually (every two years) to better align with the ever-changing job market conditions.



Pay Equity

We are committed to pay equity here at Akin. Our definition of pay equity is providing equal pay for substantially similar work, determined by skills, effort, responsibility, and the conditions inherent in each role and this is benchmarked against competitive market rates. Akin's approach to achieving this is evaluated and monitored in the following three ways:

- **Ratio of Highest to Lowest Earner:** To ensure a balanced distribution of compensation, we monitor the ratio between our highest and lowest earners. Our target is to maintain a maximum ratio of 10:1. This is ideal for our industry. This metric helps us ensure that the range of compensation within our organization remains reasonable and reflects our commitment to valuing contributions at all levels.
- **Pay Equity in Similar Roles:** We analyze the compensation of individuals within the same job family to ensure similar grade placement for those roles with similar knowledge, skills, and ability requirements. We continue to refine Job Descriptions and roles. This metric helps us identify and address any unwarranted pay disparities based on factors other than role and experience within the company.
- **Group Compa-Ratio Analysis:** We strive to ensure an equitable approach to how programs and departments are compensated across the organization. The objective allows us to identify areas where job offers might be inconsistent and make adjustments to ensure alignment to pay equity as defined by Akin.

Other Efforts for Maintenance of Pay Equity

We encourage candidates going through the hiring process to advocate for the values that their skills could bring to our organization. However, we will not negotiate base salary nor on core tenants of the employment relationship to include Health & Wellness benefits, vacation accruals, or remote work status.

Transparency and Communication

We are committed to transparency in our compensation practices. We will communicate openly and regularly with our team members about our compensation philosophy, policies, and procedures. Team member pay ranges will be published on the team member intranet for review.

This Compensation Philosophy will be reviewed and updated annually to ensure its continued relevance and effectiveness.