

COMPENSATION PHILOSOPHY AND POLICY

Adopted on February 17, 2025

This document intends to provide a transparent and comprehensive overview of The Depot's values regarding employees' global compensation. It sets out guiding principles for how we will invest our resources, and reinforces our commitment to the personal and professional growth of our team members.

1. Compensation Philosophy

Our compensation philosophy prioritizes:

- 1.1. **Equitable Compensation:** As part of our commitment to equity, we believe that the confidence to negotiate salary often stems from privilege. We strive to offer fair and just compensation from the outset, ensuring equal pay for work of equal value.
- 1.2. **Equitable and Fair Salaries:** We strive to offer salaries that consider the cost of living, promote employee satisfaction, and value each employees' contributions. Compensation is determined with an understanding of The Depot's financial resources, balancing our commitment to equity with our finances as a non profit.
- 1.3. **Clarity and Transparency:** Our compensation structure is clear, straightforward, and accessible to all employees, ensuring understanding and openness in how salaries are determined.
- 1.4. **Valuing Contributions:** We recognize the unique contributions each employee brings to The Depot, acknowledging how these contributions support and advance our mission.
- 1.5. **Valuing Lived Experience:** We place value on the lived experiences of our employees, avoiding the overemphasis on formal education and other types of privilege. This approach reflects our commitment to diversity, inclusivity, and anti-oppression in all aspects of our work.
- 1.6. **Recruitment:** Our recruitment processes are designed to ensure candidates align with our mission, vision, and values, and understand our expectations so as to inform their commitment to working with us.
- 1.7. **Caring Work Culture:** We strive to foster a supportive and caring work environment that encourages growth and development, allowing for mistakes and learning, and creating room for creativity, trial, and innovation. We are committed to investing in professional development, offering opportunities for capacity building and career pathways within the organization.

2. Compensation Policy

2.1. General

- 2.1.1 The Depot believes in offering financial security and comprehensive benefits to our team. We also recognize the importance of staff retention and how it is impacted by the compensation and benefits, which are perceived as recognition of individual and collective efforts. To this end, we strive to offer a competitive and comprehensive benefits package that reflects the talent and contributions of staff and maintains wage equity within our team. The Depot is held accountable for this commitment and these practices by our staff and board.
- 2.1.2. This policy, applicable to all employees, outlines the complete guidelines dealing with global compensation management.
- 2.1.3. No employee can commence work or be paid until the Director of Administration, Finance and Human Resources has received:
- A signed offer of employment letter including the job description, signed and dated by the Executive Director;
 - a complete and accurate record of the employee's address;
 - the employee's date of birth; and
 - the employee's social insurance number.
- 2.1.4. The Depot's salary scale was reviewed following the results of our first pay equity exercise conducted in 2022. In accordance with the Pay Equity Act, the employer is required to conduct a periodic pay equity assessment every five years.
- 2.1.5. The Salary Scale (Annex 1) will be reviewed every two years from the date of approval or as directed by the Board of Directors. It will reflect the cost of living adjustment annually decided by The Depot in accordance with article 2.2.6 hereof.
- 2.1.6. The following compensation and benefits are offered in line with our Salary Scale (Annex 1) and the principle of wage equity.
- a) Compensation and Benefits applicable to all employees:
 - Base salary
 - Staff development funds (training fees, professional dues, coaching, etc.)
 - Time off: winter break closure, summer closure, annual vacation, health days, etc.
 - b) Compensation and Benefits applicable to employees with a permanent contract
 - Retirement savings plan as a matching contribution of up to 4% (RRSP Top-up Program)
 - c) Other compensations and the scope of application

- Collective health insurance: applicable to employment contracts of a minimum duration of 1 year with a weekly schedule of at least 28 hours (Insurer's eligibility requirement).
- Phone allowance or a phone provided by The Depot as needed, depending on the roles. This is applicable to Directors, Managers, Volunteer Coordinator, Community Engagement Coordinator and other team members at the discretion of the directors.

For more information please refer to the [Working Conditions Policy](#).

2.2. Base Salary, salary adjustments and salary increases

- 2.2.1. The base salary is determined at the time of hiring based on The Depot's Salary Scale (Annex 1). New employees and employees transferring to a different pay grade will be compensated based on The Depot's Salary Scale, upon hire or transfer.
- 2.2.2. The Depot's standard hiring practice is generally to offer a salary at the minimum of the established range for the position. Notwithstanding the foregoing, we strive to acknowledge and recognize past accomplishments and experience, both within and outside The Depot, this means that where candidates possess exceptional qualifications, relevant experience, and a demonstrated track record, a salary at a higher point within the range may be offered in accordance with our pay philosophy.
- 2.2.3. The Depot has put in place a formal action-reflection cycle that includes annual planning and goal setting, regular supervision meetings and annual contribution evaluations. Based on these processes, and in acknowledgement of individual employees' contributions, performance, and commitment to the organization over time, salaries may be adjusted annually within the designated range as set out in The Depot's Salary Scale for a given position. In addition to contribution, performance, and commitment, any salary adjustments must always take into account The Depot's financial health and any budgetary constraints. This approach reflects the recognition of talent and potential, and aligns with our commitment to fostering professional growth.
- 2.2.4. The Depot aspires to pay full time employees a salary at or above the living rate wage for Montreal. In the interim, we are committed to developing a 3 year plan to ensure all full time employees reach a salary of at least \$26 per hour, while considering budgetary constraints. For part time employees and employees in learning positions, the pay scale is structured to recognise their contribution and support their growth, aligning with our commitment to equitable compensation for all team members.
- 2.2.5. The ratio of the lowest-paid employee to the highest-paid employee (based on hourly pay rates) should not exceed 1:4.
- 2.2.6. Every year, The Depot will aim to provide all full time employees with a cost-of-living adjustment based on The Depot's financial situation, strategic objectives, etc. Employees

on maternity, paternity leave and parental or approved long term leave will receive the adjustment as per the *Loi sur les normes de travail*.

- 2.2.7. Employees will be notified of any salary adjustments following the contribution evaluation held annually between July and August, and any adjustment will be effective as of July 1st of that year. The adjustment will be proportional to the time worked in the previous financial year.
- 2.2.8. Part time employees and contractual employees will receive a prorated increase based on the time they worked, determined by the same criteria. Upon the renewal of a part time or contractual employee's contract, the Director of Human Resources will communicate any applicable salary adjustments or raises to the employee.
- 2.2.9. The Board of Directors can approve discretionary bonus, based on the recommendations of the Executive Director, for one or more employees who have made an exceptional contribution toward the achievement of the organization's objectives.

2.3. Vacation and other time off

- 2.3.1. Time off described below is outlined in the [Depot Working Conditions Policy](#), which covers its application and any associated limitations.
- 2.3.2. **Annual Vacation:** Employees are entitled to the following annual vacation days based on their length of service with the Depot :
- 10 days (4%) during the first two years of employment
 - 15 days (6%) after two years of continue employment
 - 20 days (8%) after five years of continue employment
- 2.3.3. **Summer Closure**
- The Depot observes a summer closure period, lasting one (1) week in August. Employees are granted time off during this period to recharge during the summer season. The dates for summer closure will be communicated in advance. This time off is paid based on the working hours outlined in the employee contract or any approved arrangements (e.g., reduction or increase in hours) and does not affect the employee's vacation balance.
- 2.3.4. **Winter Break Closure**
- The Depot also observes a winter break closure, in December each year. During this period, operations will be temporarily halted to allow employees a period of rest. Employees will be informed in advance of the specific dates for the closure. This time off is paid and does not affect the employee's vacation balance.
- 2.3.5. **Health days**
- Employees are entitled to nine (9) health days (prorated). These days are designed to support physical and mental health by allowing employees to take time off when needed

for self-care. The process for reporting an absence due to health issues is outlined in the [guideline for telecommuting and absences](#).

2.4. Training, staff development, and Professional membership dues

- 2.4.1. Annually, up to 1% of gross wages is budgeted for staff personal development opportunities connected to the development plan drawn up following the annual contribution evaluation. This can include team training, individual or group coaching.
- 2.4.2. Professional dues for membership in orders related to the job may also be covered when required to perform one's job, and subject to prior approval from the Director of Human Resources.
- 2.4.3. Opportunities for learning, professional development and networking are also provided through time allocated for team members to sit on external boards and committees.

2.5. Registered Retirement Savings Top-Up Program

- 2.5.1. Permanent employees are eligible for the RRSP Top-up Program after 3 months of continuous service. The Depot will match employee contributions up to 4% of the employee's gross salary. Employees must provide proof of their contribution to qualify for the match. The matching amount will be paid to the employee before December 31st of the current year or after March 1st of the following year.
- 2.5.2. The Depot has accounts with [Fonds de solidarité](#) FTQ and [Fondaction](#), for retirement savings plans. Employees may choose to invest directly in these funds through automatic paycheck deductions. If employees opt for a different RRSP option, The Depot will make a direct payment into their bank account via the final payroll of the calendar year, or after March 1 of the following year, to match their contributions.

Annex 1: Salary Scale starting in the financial year 2025-2026

| | <i>Job analysis scores (from the Salary Equity exercise in 2022)</i> | Minimum <i>(hourly and annual)</i> | Maximum <i>(hourly and annual)</i> |
|--|--|--|--|
| <i>Summer jobs students, Assistant facilitator; Other youth positions with no or less work experience</i> | 213 | \$17.31 \$31,500 | \$20.88 \$38,000 |
| <i>Workshop facilitators</i> | 236 | \$18.68 \$34,000 | \$22.20 \$40,400 |
| <i>Program Assistant</i> | 369 - 393 | \$21.04 \$38,300 | \$25.38 \$46,200 |
| <i>Assistants coordinators</i> | 524 - 561 | \$22.25 \$40,500 | \$26.81 \$48,800 |
| <i>Coordinator</i> | 645 - 674 | \$26.10 \$47,500 | \$31.48 \$57,300 |
| <i>Senior Coordinator and Specialized positions: e.g Philanthropic Advisor, Communications Lead, Financial Analyst etc</i> | NA | \$30.22 \$55,000 | \$36.43 \$66,300 |
| <i>Manager</i> | 742 - 791 | \$34.62 \$63,000 | \$41.76 \$76,000 |
| <i>Directors</i> | 934 - 1033 | \$41.21 \$75,000 | \$52.20 \$95,000 |