

Wheaton College Employee Compensation Philosophy

As a Christian educational community, we seek an environment characterized by God-honoring work and workplace relationships. To foster this Christ-centered community, we strive to embody the Working in Community values of:

- teamwork and collegiality
- unity and diversity
- listening and communication
- expertise and learning
- stewardship and accountability

These values are intended to provide a spiritual and professional context for the principles, policies and processes described below and in supporting policy documents.

In order to attract, retain, and reward diverse and highly qualified employees, to enhance engagement and satisfaction, to support the individual flourishing of employees and dependents, and to enable secure retirement, Wheaton College designs compensation systems based on the principles found below. These aspirational principles are intended to provide a broad philosophical framework while more detailed policies and procedures related to specific roles are described under separate cover.

Externally Competitive

The College offers compensation packages – including salary and all benefits – that aim to be individually competitive with relevant labor markets and are informed by cost of living data for our community. The College competes for talent in local and national markets and among differing industry sectors, depending on the role. Specific benchmarks are identified in supporting policies for faculty and staff.

Internally Equitable

Compensation systems at Wheaton College must be evaluated in light of the college's Christ-Centered Diversity Commitment and the accompanying values of inclusion, justice, and unity. Compensation practices should be just and evenhanded, actively avoid wage discrimination based on sex, race, ethnicity, nationality or other factors unrelated to experience and/or performance and support a commitment to equal pay for equal work.

Performance Influenced

In keeping with the value we place on expertise, the College recognizes that performance and compensation are and should be linked and to the extent that the College desires faculty and staff to strive for exceptional performance, it should create mechanisms for recognizing and rewarding outstanding performance.

Financially Sustainable

Because of our commitment to faithful stewardship, the College seeks to create and maintain a total compensation program (salary and benefits) that supports the College's strategic use of limited resources for the long term. However, on occasion, budgetary challenges may constrain the ability of the College to fulfill the objectives of its compensation philosophy. The College understands that changes to the

compensation program could have varying impact on employees depending on the particular program affected. Therefore, when College finances necessitate significant adjustments in the total compensation program that are disadvantageous to employees, the administration will seek input from representative faculty and staff through established governance channels such as the Benefits Advisory Committee regarding the range of possible solutions.

Transparent and Collaborative

Through relevant governance structures and committees, representative staff and faculty collaborate in the design of simple, clear, and transparent compensation policies. In alignment with our value of communication, compensation policies and practices are readily accessible and understandable. Individual performance expectations including the criteria for promotion and tenure are likewise discussed in a spirit of fairness and collegiality.