

## Executive Compensation

In accordance with governance policies and procedures, the president and CEO's performance is reviewed annually. Merit increases, base salary adjustments and or bonuses are considered as part of that review and monitoring process. The Heifer Board of Directors utilizes an independent analysis conducted by an outside consulting firm to assist in the analysis and subsequent recommendations for compensation adjustments. The approach used by the consulting firm utilizes market data obtained from two highly regarded national compensation surveys of not for profit organizations and data on total cash compensation for CEOs of nine organizations with comparable mission, scope and operating budget based on information obtained from IRS form 990s. Each member of the Heifer Board of Directors has the opportunity to complete and submit a performance evaluation form for the CEO. The results are compiled and reviewed with the CEO by the executive committee of the board. The executive committee then presents, for approval, its findings and recommendations to the full Board of Directors. These findings and recommendations include adjustments to compensation if warranted and are supported by organizational funding availability and independent market analysis.