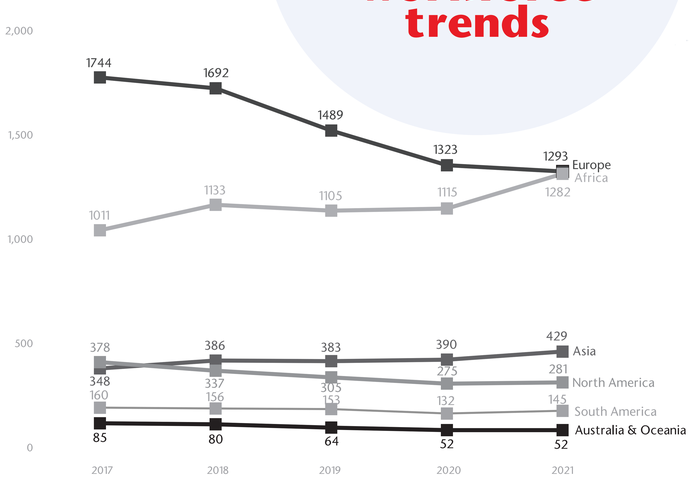
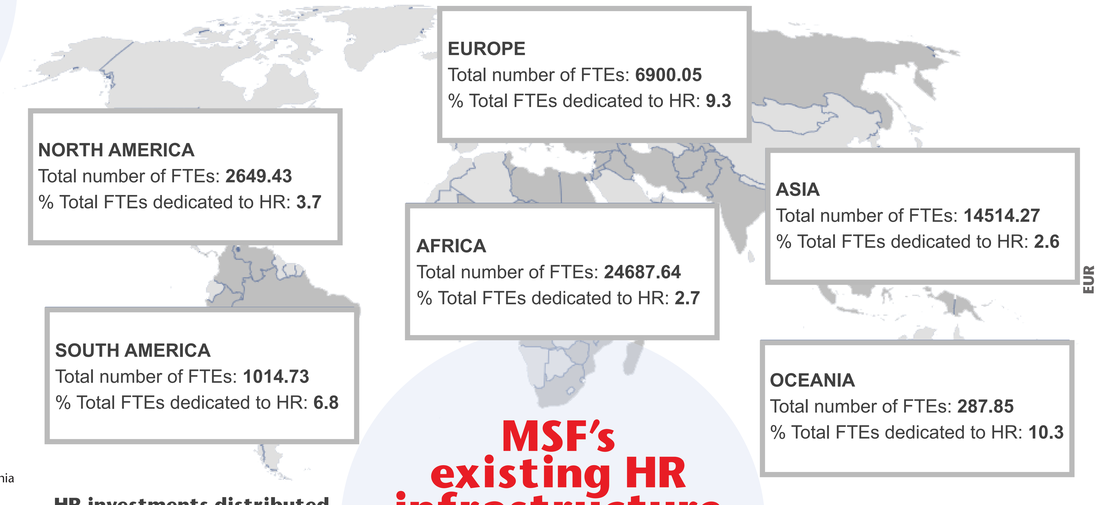
Rewards practices don't adequately meet MSF's needs today and limit its capacity to be ready for the humanitarian challenges of tomorrow

Rewards Review case for change at a glance

Rewards practices have not evolved in line with workforce trends



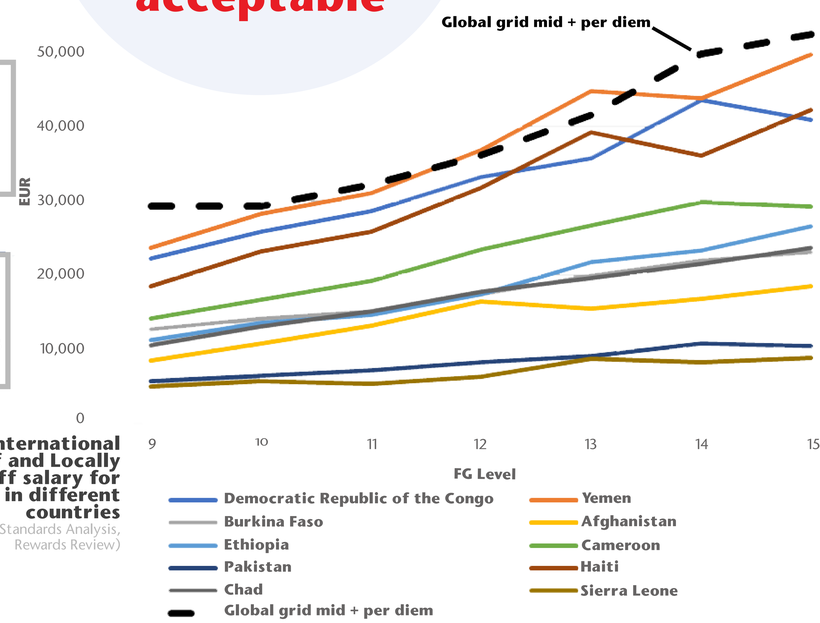
International Mobile Staff continent of origin evolution over 5 years (FTEs)
(source: IMS Five Years Assignments Analysis undertaken by the Rewards Review)



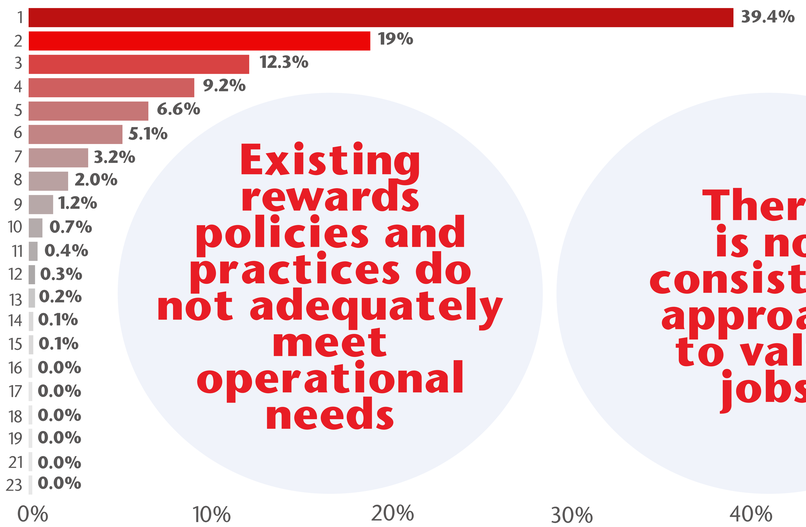
HR investments distributed across MSF. Despite limitations of the data, it indicates a striking imbalance of MSF's current HR staff distribution across continents.

MSF's existing HR infrastructure supports some staff much more than others

Existing pay and benefits packages generate differences that are no longer acceptable



Comparison of International Mobile Staff and Locally Hired Staff salary for Level 9 to 15 in different countries
(source: Minimum Standards Analysis, Rewards Review)



Number of assignments of IMS (headcount) between 2017 and 2021
(source: IMS Five Years Assignments Analysis by the Rewards Review)

Existing rewards policies and practices do not adequately meet operational needs

There is no consistent approach to value jobs

- Career paths are unclear
- Functions are graded differently between programmes and different offices

MSF's collective governance & accountability for HR is inadequate

- Entities take unilateral decisions on pay and benefits
- The process for MSF's salary reviews for LHS is long & involves many actors
- Salary revisions are often reactive not systematic
- Existing rewards policies do not support the effective functioning of new organisational set ups
- Individual entity decisions generate internal competition that drives up wage bill

External changes are exacerbating the problems MSF's rewards practices generate

- Dual systems for international and national staff are becoming less acceptable
- Immigration rules tightening, resulting in International Mobile Staff and INGO work limitations
- Staff income tax and double taxation are becoming more challenging
- New staff have different expectations around career development

Rewards Review
May 2023

The Case for Change report is available in the Rewards Review Sharepoint site here.

MEDECINS SANS FRONTIERES