

WHAT DOES IT MEAN FOR STAFF – CASE STUDY SCENARIOS --August 2024

The case studies below show the **potential impact** on individual staff pay with the future rewards system. Please bear in mind the following points:

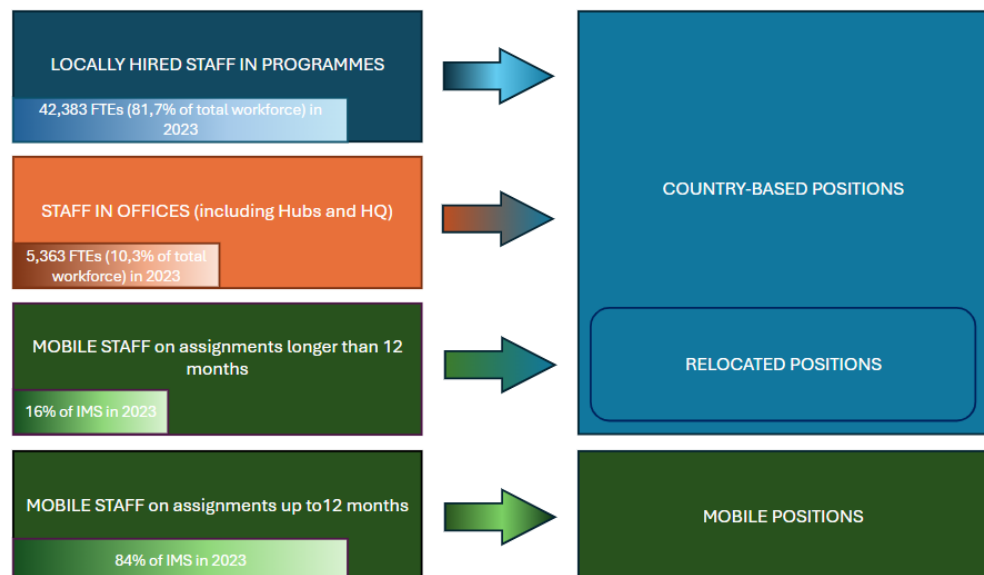
- **All personas are fictitious.** Future remuneration and calculations are **based on assumptions** taken during the Risk Analysis exercise and based on financial forecasts using data from previous years' salaries and total remuneration packages. **Final pay packages will depend on decisions and salary surveys not yet taken** and are therefore likely to vary.
- The comparisons are based on gross salaries and are calculated in euros in order to make them comparable although **please note remuneration will continue to be paid in the currency of your contracting section.**
- “Future pay range” refers to the most updated remuneration and planned compensation packages available at the time of calculation (2024) and this may differ at time of roll-out.
- Where the change in staff groups results in a reduction in the overall package for existing staff on contract, some protection measures will be developed for the concerned staff until the moment the future remuneration is higher than the current one.

WHAT ARE THE NEW GROUPS AND HOW WILL EXISTING STAFF BE DISTRIBUTED?

In the future there will be two different groups of positions:

- **MOBILE POSITIONS:** programme positions occupied by staff coming from abroad with a maximum length of 12 months.
- **COUNTRY-BASED POSITIONS:** positions occupied by staff recruited locally or relocating from another country that take place in a single context over an extended period of time (over 12 months) in sections, entities, hubs, and programmes.

According to the latest data available on the MSF global workforce – MSF staff would be distributed in the new staff groups as:



CASE A: Internationally Mobile Staff going to Mobile position

Paola is a colleague from Italy working in Central African Republic (CAR) for 12 months as Field Coordinator. She has a child who does not accompany her in the assignment. At the beginning of her contract in CAR, she has 10 years of MSF experience and 5 years' experience as Field Coordinator with MSF and other NGOs.

Calculations include:

Pay now		Future pay
IRP2 (Global Grid) at Field Co Level	<i>SALARY GRID</i>	Future Mobile Grid at Field Co Level. The future salary grid for mobile staff (Single Mobile Salary Grid) will be higher than the current IRP2 Global Grid that applies to staff coming from Italy.
CAR monthly per diem	<i>PER DIEM</i>	Per diem is replaced by a single mobile salary grid that is higher than the existing combined salary grid and per diem.
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF and in the position continue to be taken into account, with improvements to the policies.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF Italy contract	<i>CONTRACTING</i>	MSF Italy contract
Benefits and leaves are dependent on what is offered by MSF Italy.	<i>BENEFITS</i>	Minimum standards of benefits would apply. Leaves Policy would apply depending whichever leave benefit is of higher value between Italy and MSF's global Leaves Policy.

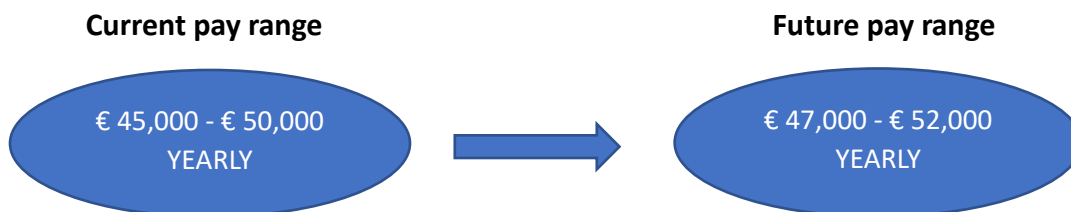


CASE B: Internationally Mobile Staff going to Mobile position

John is a colleague from United States working in South Sudan for 9 months as Logistics Coordinator (LogCo). At the beginning of his contract in South Sudan, he has no MSF experience and two years' experience as Logistics Coordinator with another international NGO.

Calculations include:

Pay now		Future pay
IRP2 (Global grid + top-up applied for US IMS) at LogCo level	<i>SALARY GRID</i>	Future Mobile Grid at LogCo Level (level based on global grading framework). Current staff that might be negatively impacted will be protected until their remuneration is aligned to the future grid.
South Sudan monthly per diem	<i>PER DIEM</i>	Per diem is replaced by a single mobile salary grid that is higher than the existing combined salary grid and per diem for most staff.
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF and in the position continue to be taken into account, with improvements to the policies.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF USA contract	<i>CONTRACTING</i>	MSF USA contract
Benefits and leaves are dependent on what is offered by MSF USA.	<i>BENEFITS</i>	Minimum standards of benefits would apply. Leaves Policy would apply depending whichever leave benefit is of higher value between the USA and MSF's global Leaves Policy.

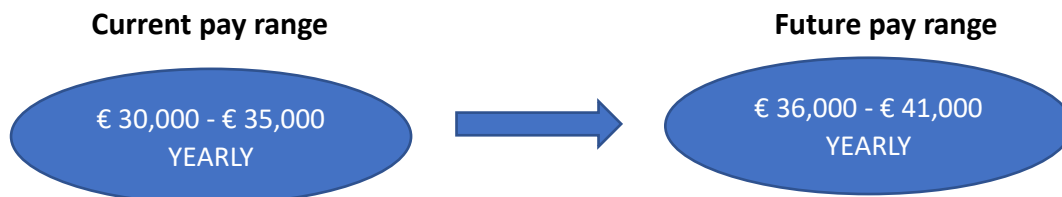


CASE C: Internationally Mobile Staff going to Mobile position

Milton is a colleague from Brazil working in Yemen with OCP for 6 months as Medical Doctor. At the beginning of his contract in Yemen, he has 3 years of MSF experience and five years' experience as a Medical Doctor with MSF and other international NGOs.

Calculations include:

Pay now		Future pay
IRP2 (Global Grid) at MD level	<i>SALARY GRID</i>	Future Mobile Grid at MD Level (level based on global grading framework which is higher for MDs and current IRFFG). The future salary grid for mobile staff is higher than the current IRP2 Global Grid that apply to staff coming from Brazil.
Yemen monthly per diem	<i>PER DIEM</i>	Per diem is replaced by a single mobile salary grid that is higher than the existing combined salary grid and per diem.
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF and in the position continue to be taken into account, with improvements to the policies.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF OC contract	<i>CONTRACTING</i>	MSF ICO contract
Benefits and leaves were dependent on what was offered by the relevant OC and was inconsistent assignment to assignment.	<i>BENEFITS</i>	Minimum standards of benefits would apply. Automatic contributions by MSF to an International Retirement Savings Plan, available to all ICO Employees.

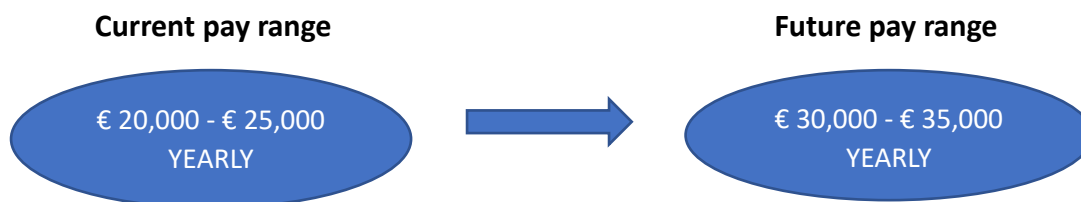


CASE D: “First Assignment” Internationally Mobile Staff going to Mobile position

Jan is a colleague from Austria working in Sierra Leone for 6 months as Mental health activity manager. This is his first experience with MSF, at the beginning of his contract in Sierra Leone, and no prior experience as Mental health activity manager with other international NGOs.

Calculations include:

Pay now		Future pay
IRP2 at indemnity level (first assignment)	<i>SALARY GRID</i>	Future Mobile Grid at MHAM Level. The main reason for the increase is the indemnity period (“année du desert”) was removed October 2023, thus Jan would be paid at the MHAM level from his first assignment with the new mobile grid. Further, the future salary grid for mobile staff is higher than the current IRP2 Global Grid that apply to staff coming from Austria.
Sierra Leone monthly per diem	<i>PER DIEM</i>	Per diem is replaced by a single mobile salary grid that is higher than the existing combined salary grid and per diem.
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF and in the position continue to be taken into account, with improvements to the policies.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF Austria contract	<i>CONTRACTING</i>	MSF Austria contract
Benefits and leaves are dependent on what is offered by MSF Austria.	<i>BENEFITS</i>	Minimum standards of benefits would apply. Leaves Policy would apply depending whichever leave benefit is of higher value between Austria and MSF’s global Leaves Policy.

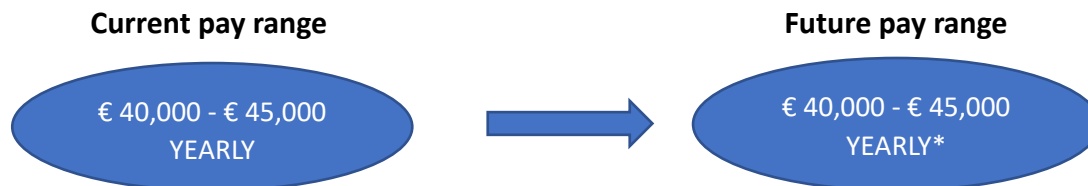


CASE E: Internationally Mobile Staff going to MOBILE POSITION

Agnes is a colleague from Denmark working in Ethiopia for 6 months as Administration Manager. At the beginning of her contract in Ethiopia she has 3 years of MSF experience as Administration Manager.

Calculations include:

Pay now		Future pay
IRP2 (Global grid + top-up for Danish IMS) at Admin Manager Level	SALARY GRID	Future Mobile Grid at Admin Manager Level. The future mobile grid is lower than the current MSF Denmark grid, which is one of the highest in MSF and one of the few that would be below the future mobile grid. Current staff that might be negatively impacted will be protected until their remuneration is aligned to the future grid.
Ethiopia monthly per diem	PER DIEM	Per diem is replaced by a single mobile salary grid that is higher than the existing combined salary grid and per diem.
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF and in the position continue to be taken into account, with improvements to the policies.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF Denmark contract	<i>CONTRACTING</i>	MSF Denmark contract
Benefits and leaves are dependent on what is offered by MSF Denmark.	<i>BENEFITS</i>	Minimum standards of benefits would apply. Leaves Policy would apply depending whichever leave benefit is of higher value between Denmark and MSF's global Leaves Policy.



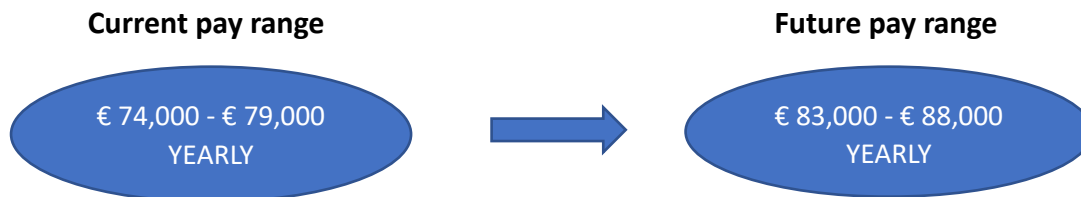
*Because the future mobile grid may be lower than the current MSF Denmark grid, which is one of the highest in MSF and one of the few that would be below the future mobile grid, current staff that might be negatively impacted will be protected until their remuneration is aligned to the future grid.

CASE F: Internationally Mobile Staff going to RELOCATED POSITION

Hamadou is a colleague from Cameroon working in Afghanistan for 24 months as Head of Mission. He has two children who do not accompany him in Afghanistan. At the beginning of his contract in Afghanistan, he has 5 years of MSF international experience, 7 years overall experience with MSF and five years of experience as Head of Mission.

Calculations include:

Pay now		Future pay
IRP2 (Global Grid) at Head of Mission Level	<i>SALARY GRID</i>	Afghan Grid at Head of Mission Level (adjusted higher to 75 th percentile as per policy on Attractiveness for Country-Based Coordination Positions) + Attraction Allowance
Afghanistan monthly per diem	<i>PER DIEM</i>	none
None	<i>INTERNATIONAL EXPERIENCE ALLOWANCE</i>	10%
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF and in the position continues to be taken into consideration, with improvements to the policies.
Yes	<i>HOME CHILD ALLOWANCE</i>	Yes
Paid by MSF	<i>HOUSING</i>	Costs included in calculation
OC Contract	<i>CONTRACT</i>	ICO Contract
Benefits and leaves were dependent on what was offered by the relevant OC and was inconsistent assignment to assignment.	<i>BENEFITS</i>	Minimum standards of benefits would apply. Leaves Policy would apply depending whichever leave benefit is of higher value between Afghanistan and MSF's global Leaves Policy.



CASE G: Internationally Mobile Staff going to Relocated position

Rose is a colleague from Belgium working in Bangladesh for 24 months as Medical Coordinator. She has two dependents with her in Bangladesh. At the beginning of her contract in Bangladesh, she has 12 years of MSF international experience, and one year of experience as Head of Mission.

Calculations include:

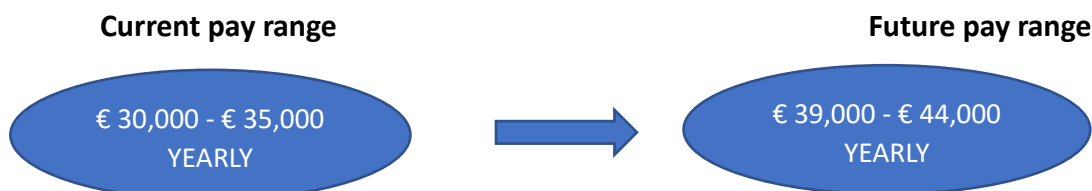
Previous now		Future pay
IRP2 (Global Grid + top-up for Belgium IMS) at MedCo Level. The Bangladesh salary grid pegs all function grid levels at 50 th percentile of the local market.	<i>SALARY GRID</i>	Bangladesh Grid at MedCo Level (level based on global grading framework where most medical positions are valued higher than the current IRFFG). Attractiveness for Country-Based Coordination means the Bangladesh salary grid benchmarks Coordination positions higher (closer to the 75 th percentile of the local market).
Bangladesh monthly per diem (including dependents)	<i>PER DIEM</i>	none
None	<i>INTERNATIONAL EXPERIENCE ALLOWANCE</i>	20%
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF and in the position continues to be taken into consideration, with improvements to the policies.
None	<i>HOME CHILD ALLOWANCE</i>	None
Paid by MSF	<i>HOUSING</i>	Costs included in calculation
OCB contract	<i>CONTRACT</i>	OCB contract
Benefits and leaves are dependent on what is offered by MSF Belgium.	<i>BENEFITS</i>	Minimum standards of benefits would apply. Leaves Policy would apply depending whichever leave benefit is of higher value between Belgium and MSF's global Leaves Policy.



Alejandra is a colleague from Colombia working in Colombia as Financial Coordinator. At the beginning of her contract, she has no experience as Financial Coordinator but has 6 years of experience with MSF in other positions.

Calculations include:

Pay now		Future pay
MSF Colombia Grid	<i>SALARY GRID</i>	MSF Colombia Grid. The Colombia salary grid for senior positions will be benchmarked higher than today using the Colombian labor market by incorporating the Attractiveness for Country-Based Coordination which positions the Coordination positions in the Colombia salary grid higher (closer to the 75 th percentile of the local market).
None	<i>INTERNATIONAL EXPERIENCE ALLOWANCE</i>	None
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF continues to be taken into consideration, with improvements to the policies.
Managed and paid by the staff	<i>HOUSING</i>	Managed and paid by the staff
MSF Colombia	<i>CONTRACT</i>	MSF Colombia, fixed term. Coordination positions have a fixed mandate (not always applied currently in missions).
Benefits and leaves are dependent on what is offered by MSF Colombia.	<i>BENEFITS</i>	Minimum standards of benefits would apply. Leaves Policy would apply depending whichever leave benefit is of higher value between Colombia and MSF's global Leaves Policy.

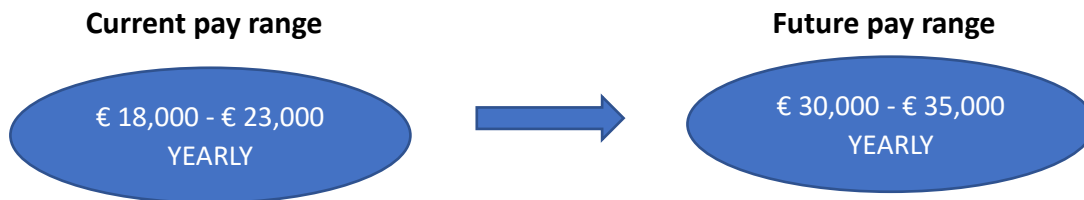


CASE I: Locally Hired Coordinator

Youssouf is a colleague from Burkina Faso working in Burkina Faso as Project Medical Referent (PMR). At the beginning of his assignment, he has no experience as PMR and has 5 years of experience in MSF in other positions.

Calculations include:

Pay now		Future pay
MSF Burkina Grid	<i>SALARY GRID</i>	MSF Burkina Grid. Attractiveness for Country-Based Coordination means the Burkina salary grid benchmarks Coordination positions higher (closer to the 75 th percentile of the local market).
None	<i>INTERNATIONAL EXPERIENCE ALLOWANCE</i>	None
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF continues to be taken into consideration, with improvements to the policies.
Managed and paid by the staff	<i>HOUSING</i>	Managed and paid by the staff
MSF Burkina	<i>CONTRACT</i>	MSF Burkina, fixed term. Coordination positions have a fixed mandate (not always applied currently in missions).



CASE J: Returnee (Internationally Mobile Staff going back to work in their country)

Fatouma is a colleague from Niger who was working as Internationally Mobile Staff and who is now returning to Niger as Medical Coordinator (MedCo). At the beginning of her assignment, she has 2 years of experience as Medical Coordinator, 5 years of international experience and 10 years of experience with MSF in different positions and locations.

Calculations include:

Pay now		Future Pay
MSF Niger Grid	<i>SALARY GRID</i>	MSF Niger Grid. Attractiveness for Country-Based Coordination means the Burkina salary grid benchmarks Coordination positions higher (closer to the 75 th percentile of the local market).
None	<i>ATTRACTION ALLOWANCE</i>	Attraction allowance
None	<i>PER DIEM</i>	None
None	<i>INTERNATIONAL EXPERIENCE ALLOWANCE</i>	Yes
Based on MSF policy	<i>INDIVIDUAL PAY ELEMENTS</i>	Experience in MSF and in the position continues to be taken into consideration, with improvements to the policies.
MSF Niger	<i>CONTRACT</i>	MSF Niger, fixed term. Coordination positions have a fixed mandate (not always applied currently in missions), with a completion bonus of 8%.



This means there are no more financial disincentives preventing Fatouma from returning to her original country and continuing to work for MSF. The main reasons for the future pay, the Niger salary grid would be higher than the current one and could include an “attraction allowance” for staff coming from abroad. Her international experience would be rewarded with an “international experience allowance” and she would receive a “completion bonus” to compensate for the fact that her position has a fixed mandate. MSF would pay a partial contribution for housing (included in the calculation) for a period of time.