

Rewards Overview

An update for 2024

November 2024

Housekeeping



- This Town Hall will be **recorded** and shared with MSF staff. Q&A will **not** be recorded, to ensure privacy.
- Participants will be muted until the Q&A when we invite participants to ask their questions live. To ensure we respond to as many questions as possible, please add questions in the Q&A function.
- If we are limited by time constraints, we will track and respond to all questions.

Today's presenters



Today's presenters

Margriet Glazenberg, OCA Staff Director

Kate Mort, OCG HR Director

Nasia Almpanidi Katsini, HRD MSF Greece

Morgane Daumarie, OCG Focal Point

Lynda Benamer, OCA Focal Point

IDRH Members

Guillem Perez, OCBA HR Director

Kate Mort, OCG HR Director

Sabina Simmons, OCB HR Director

Margriet Glazenberg, OCA HR Director

Mohaman Aboubakar, OCP HR Director

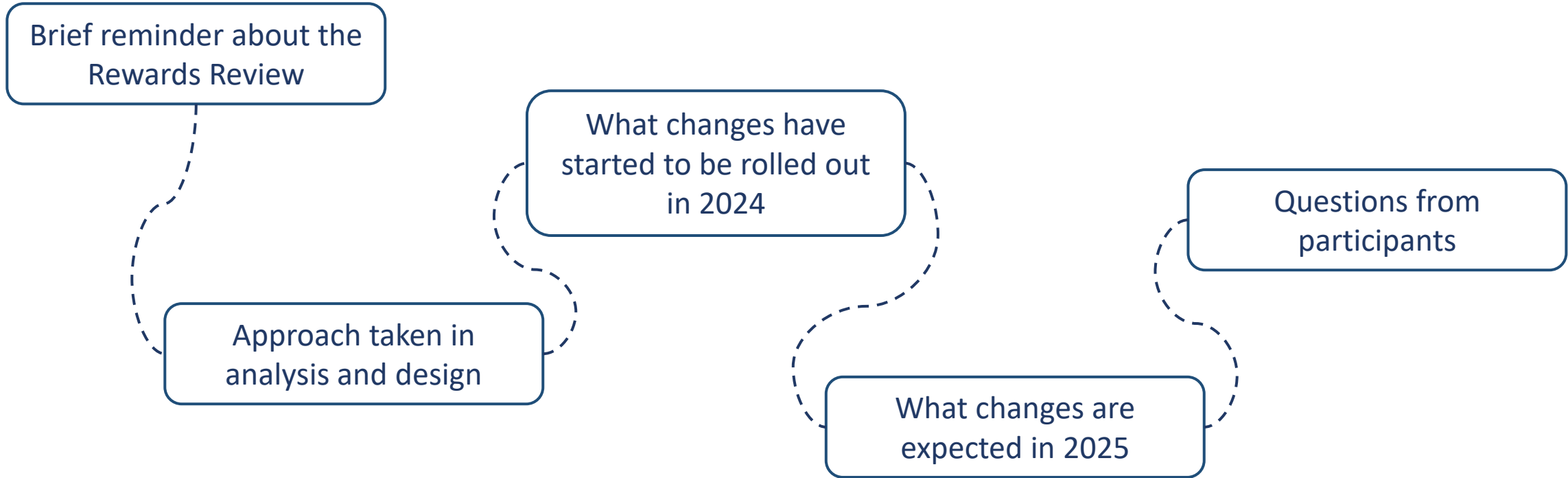
Coralie Lechelle, WaCA HR Director

Hubert Ormieres, MSF USA Director of IHR

Simi Basheer, Southern Asia Head of HR

Liza Cragg, International HR Coordinator

What to expect today



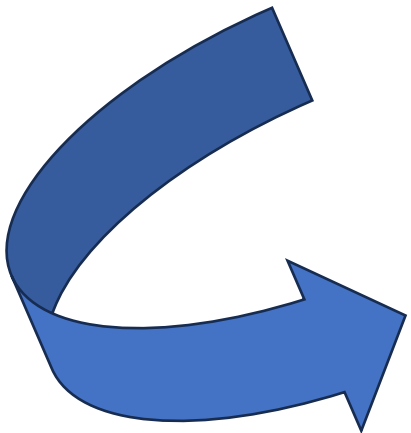
Why do we need to **Review our Rewards?**

No common rewards policies and principles mean entities that operate in the same location reward their staff differently and inequitably.

External changes are exacerbating these problems (external pay practices, labour law, skills shortages)

MSF's **new organisational and operational models** created to respond to MSF's ambitions and strategic objectives are highlighting the inequities and inconsistencies in how MSF rewards staff.

There is no consistent approach to **value jobs (grading framework)** meaning similar jobs in the same contexts across entities are graded differently, creating inequity and causing frustration of staff.



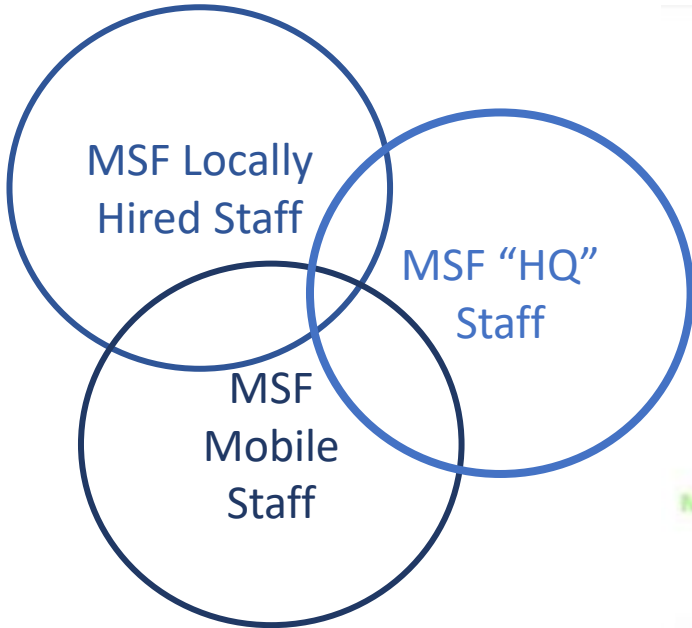
These inequities create difficulties in **attracting and retaining staff, cause high turnover or staffing gaps, and frustration by staff with these increasingly unacceptable approaches.**

Rewards Review
An evidence-based
case for change

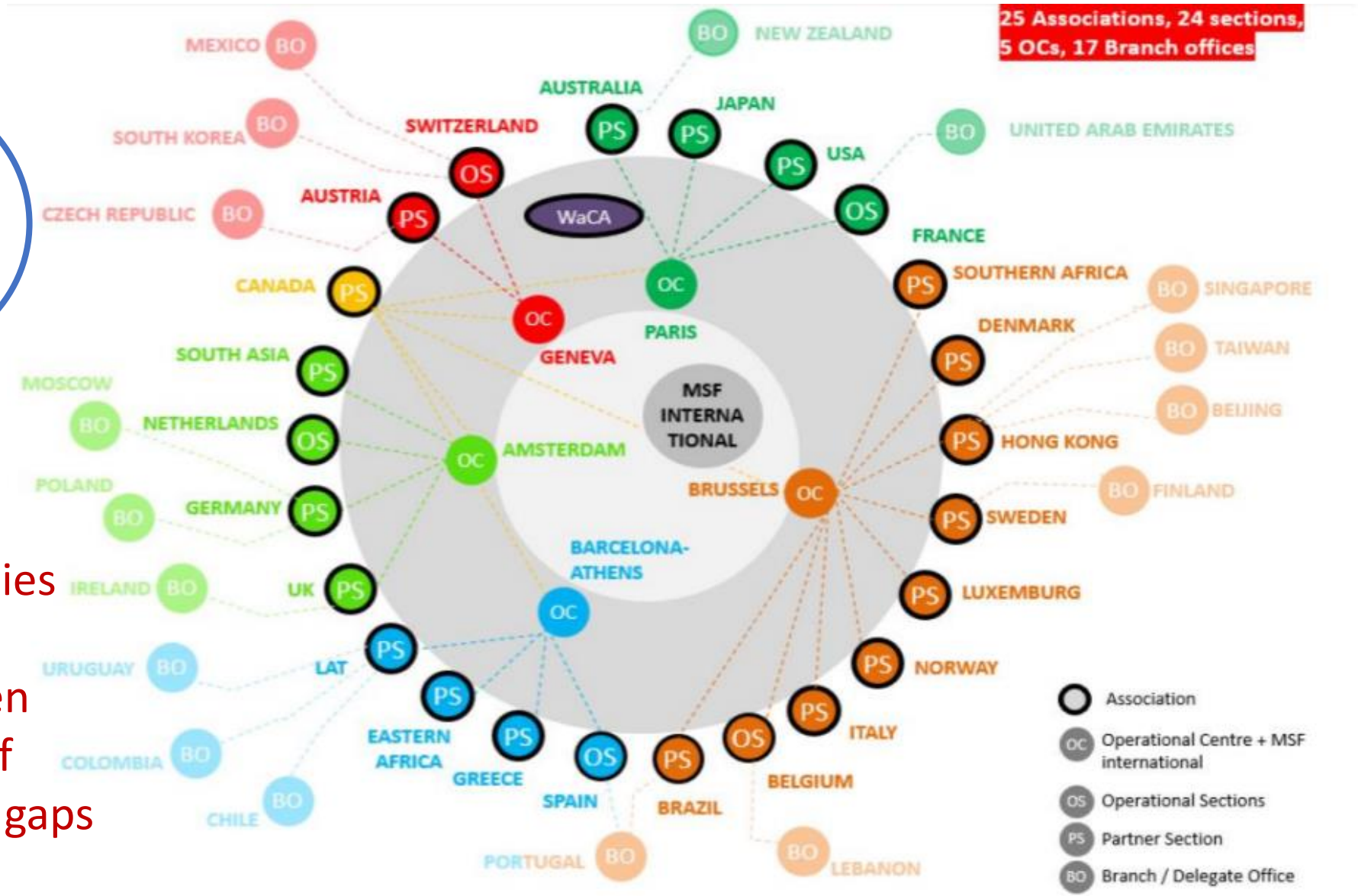


Report
available
[here](#)

MSF's rewards policies practices



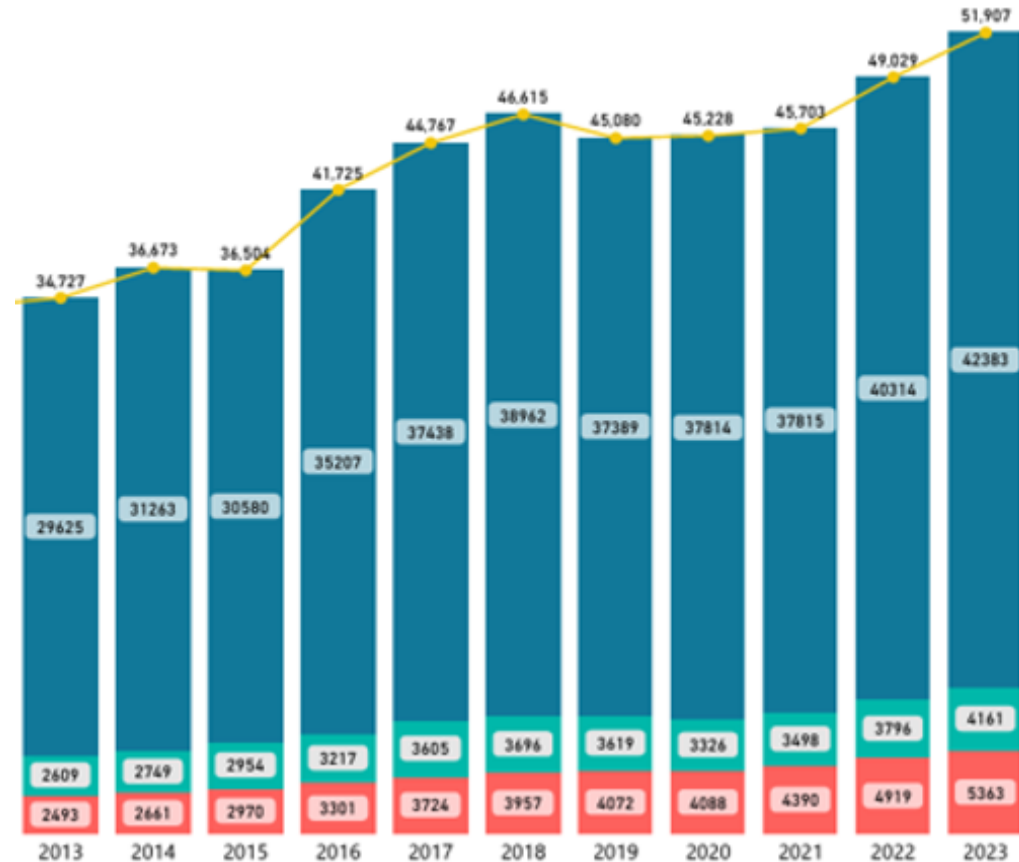
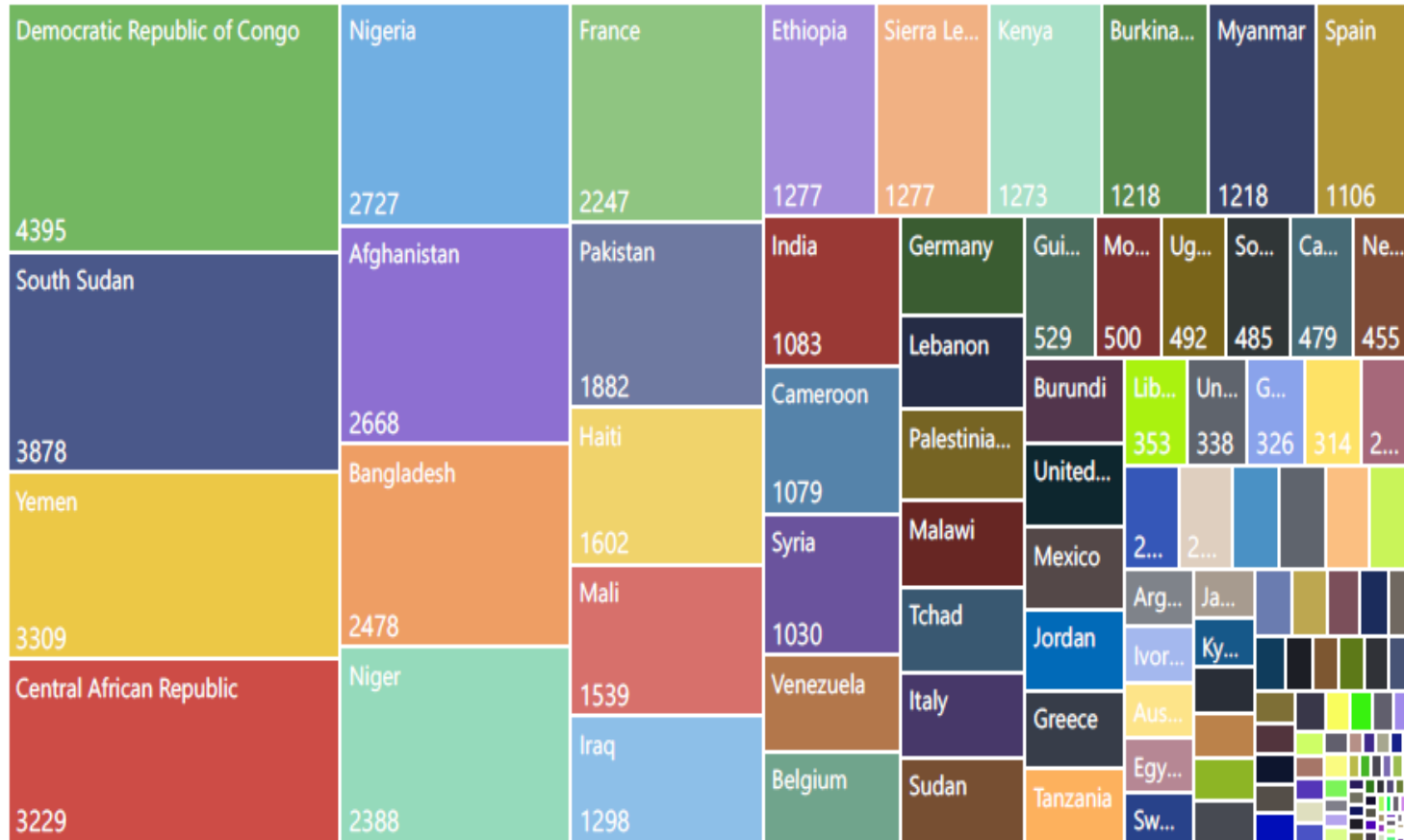
+ 35 Remuneration Policies
 + 35 Function Grids
 Inconsistencies between groups, and many staff currently fall between the gaps



MSF workforce trends



MSF's workforce is very diverse and currently (2023) represented by more than 160 nationalities.



Rewards: From Review to Implementation

Rewards approaches - directions given by ExCom

MSF's leadership has consistently emphasized the urgency and importance of the Rewards Review and stressed that it is a **collective responsibility**.



Decisions and Design

- **MSF's leadership (the Full ExCom)**

is responsible for strategic directions and key decisions

- **HR directors (IDRH)** oversee

process and take rewards design decisions

- **Intersectional Platforms and**

working groups design policies and propose implementation approaches.



- **International HR team** provides project management, coordinates design work and develops policy documentation and tools.

- MSF **technical experts and platforms** contribute and advise on workstreams

- Fed by input from **staff and other stakeholders**

Choices and Tradeoffs



Individual entity workforces

Global workforce

Entity autonomy and competition between countries as a complex decentralized organizational model

Encouraging and enabling consistency and transparency in pay and rewards norms even among separate legal entities

+35 job grading systems with limited alignment

Shared grading tool to provide consistency and coherence in grading jobs across MSF

Develop local staff capacity with different labour markets and costs of living

Ensuring a sustainable international workforce that can move easily

Rewards Review Deliverables



GLOBAL GRADING FRAMEWORK

A common grading approach for all MSF jobs, which will ensure that jobs are valued equitably and fairly across the organisation.

The Global Grading Framework will be more transparent and enable all staff to visualise career paths.



NEW MODEL FOR STAFF GROUPS

Changing outdated staff groups that are inequitable and don't align to current MSF operational practices.

Shifting from current three staff groups to two staff groups: country-based and mobile.

Explains more transparently why different staff groups have different rewards (and why they should be consistent)



IMPROVED AND ALIGNED PAY AND BENEFITS POLICIES

Policies that determine the minimum basic amount of benefits that all staff should receive, regardless of their administrative status. Example: Leaves

Pay policies that explain how pay is set and updated for each staff group. Example: Living Wage

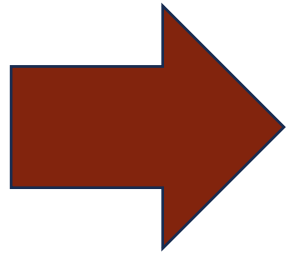
Roadmap and timelines



AREA	WORKSTREAM	2024				2025				2026	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
PAY	REMOVAL OF INDEMNITY PERIOD (IMS)	<i>Rolled out from Oct. 2023</i>									
PAY	SALARY REVIEW CYCLES EVERY 2 YEARS		<i>Ongoing rollout by country</i>								
PAY	LIVING WAGE FOR COUNTRY-BASED		<i>Ongoing rollout by country</i>								
PAY	ATTRACTIVENESS FOR COUNTRY BASED COORDINATION		<i>Ongoing rollout by country</i>								
PAY	WORKING HOURS					<i>Planned phased rollout of certain measures begins</i>					
PAY	SINGLE MOBILE SALARY GRID including replacing Per Diem, Access to cash, and protection measures										<i>Foreseen rollout</i>
PAY	RELOCATED SUB-GROUP										<i>Foreseen rollout</i>
PAY	INDIVIDUALISED PAY COMPONENTS										<i>Foreseen rollout</i>
PAY	GLOBAL PAY POLICY					<i>Foreseen rollout</i>					
PAY	MANDATES POLICY FOR COUNTRY-BASED COORDINATION					<i>Planned phased rollout</i>					
BEN.	PAID LEAVES					<i>Foreseen phased rollout</i>					
BEN.	DEATH AND DISABILITY					<i>Foreseen phased rollout</i>					
BEN.	HEALTHCARE					<i>Foreseen phased rollout</i>					
BEN.	RETIREMENT SAVINGS	<i>Design not planned until 2026</i>									
GGF	IRFFG ADJUSTED TO GLOBAL GRADING FRAMEWORK							<i>proposal phased rollout*</i>			
GGF	ENTITY FUNCTIONS ADJUSTED TO GLOBAL GRADING FRAMEWORK						<i>Foreseen phased rollout*</i>				

**dependant on impact analysis and decision by Full ExCom in May 2025*

Phased implementation since April 2024



WORKSTREAM	2024				2025				2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
REMOVAL OF INDEMNITY PERIOD (IMS)	<i>Rolled out from Oct. 2023</i>									
SALARY REVIEW CYCLES EVERY 2 YEARS					<i>Ongoing rollout by country</i>					
LIVING WAGE FOR COUNTRY-BASED					<i>Ongoing rollout by country</i>					
ATTRACTIVENESS FOR COUNTRY BASED COORDINATION					<i>Ongoing rollout by country</i>					

Clear **priorities** given by **the Full ExCom**

- Roll-out will be **iterative**, country by country
- **Prioritize changes** that have impact for the **greatest number of staff and in priority contexts**, while covering all program staff within 24 months (by April 2026)
- **Maximize impact** of different changes by reviewing lower and higher positions simultaneously

As of today these new policies have been applied in **10** countries

Roll-out plan for all remaining countries is being discussed by c&b teams together with operations and **THESE POLICIES WILL CONTINUE BEING ROLLED OUT IN 2025**

Rewards: From Review to Implementation

What to expect in 2025



WORKSTREAM	2024				2025				2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
WORKING HOURS					<i>Planned phased rollout of certain measures begins</i>					
MANDATES POLICY FOR COUNTRY-BASED COORDINATION					<i>Planned phased rollout</i>					
PAID LEAVES					<i>Foreseen phased rollout</i>					
DEATH AND DISABILITY					<i>Foreseen phased rollout</i>					

What this means

What?

- Capping contractual working hours to 48 hrs/week (average over a month)
- Additional considerations on working hours is ongoing

Who?

All staff, but in practice to country-based staff in programme

When and How?

- Country-by-country, intersectionally when more than one OC or entity exists.
- Analysis will be done in each country to determine best time and approach for rollout.

What this means

What?

- Country-based coordination positions will have a mandate of 3 years with possibility of 1 extension (3+3 years)
- An end-of-mandate payment will be provided to coordinators who complete the full mandate.

Who?

Country-based staff in coordination positions in programmes.

When and How?

- Analysis will be done in each country to determine any legal constraints and to confirm rollout.

What to expect in 2025



WORKSTREAM	2024				2025				2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
WORKING HOURS					<i>Planned phased rollout of certain measures begins</i>					
MANDATES POLICY FOR COUNTRY-BASED COORDINATION					<i>Planned phased rollout</i>					
PAID LEAVES					<i>Foreseen phased rollout</i>					
DEATH AND DISABILITY					<i>Foreseen phased rollout</i>					

What this means

What?

A policy document that details what type of leaves (paid, parenting, circumstantial) MSF provides as a minimum standard for its staff.

Who?

All staff, but roll-out will be phased country-by-country for programmes. For mobile staff, roll-out is foreseen in Q2.

What this means

What?

Payment of a harmonised lump sum in case of non-work-related death of an employee (6 months salary v. the current 3 - 6 mths)
A first part of the more global Death & Disability benefit

Who?

All staff, but roll-out will be phased country-by-country for programmes.

When and How?

- Country-by-country, intersectionally when more than one OC or entity exists.
- Analysis will be done in each country to determine best time and approach for rollout

What to expect in 2025



AREA	WORKSTREAM	2024				2025				2026	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
BEN.	HEALTHCARE					<i>Foreseen phased analysis and rollout</i>					

What this means

What?

A healthcare package has been agreed, but the approach (how these healthcare services are received) requires country-specific considerations and analysis.

When?

Analysis will begin in 2025 to determine existing services available and access to healthcare. Roll-out will be determined after the analysis and will be **iterative**, country by country, and will be applied based on access and norms in each country.

Rewards: From Review to Implementation

What to expect in 2025



AREA	WORKSTREAM	2024				2025				2026	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
GGF	IRFFG ADJUSTED TO GGF							<i>Possible phased roll-out*</i>			
GGF	ENTITY FUNCTIONS ADJUSTED TO GGF						<i>Foreseen phased roll-out</i>				

What this means

What?

Existing jobs in the IRFFG are graded using the Global Grading Framework to see the impact.

When and How?

Impact analysis is ongoing, with discussions and feedback from functional groups and Directors Platforms.

Proposals will be presented in May 2025. Implementation approach is dependent on the analysis and decisions taken by Full ExCom May 2025.

What this means

What?

Functions in entities and OCs are being graded using the Global Grading Framework to determine the impact and to see which adjustments are required.

When and How?

Impact analysis are made and each entity provides a phased implementation plan for changes towards the GGF.

Rewards: From Review to Implementation

Global Grading Framework

The Global Grading Framework is:

- ✓ A tool that scores all jobs in MSF and provides a common language to compare and value jobs across the organization
- ✓ A tool that is flexible to score all future jobs, enabling evolving jobs based on the evolving needs of MSF
- ✓ A consistent and coherent methodology that is widely used, including by many entities in MSF
- ✓ A basis for the development of a function grid for entities

The Global Grading Framework is NOT:

- ≠ A function grid that defines organizational and hierarchical structure or that provides job titles or job descriptions (but the GGF can be used as a basis to help develop a function grid where needed)
- ≠ A global salary grid that sets the salary corresponding to each level in each location. Entities will continue to define salary grids using relevant pay policies.

What to expect in 2026

AREA	WORKSTREAM	2024				2025				2026	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
PAY	SINGLE MOBILE SALARY GRID									<i>Roll-out</i>	
PAY	RELOCATED SUB-GROUP									<i>Roll-out</i>	
PAY	INDIVIDUALISED PAY COMPONENT									<i>Roll-out</i>	

- Single Mobile Salary Grid – benchmarking for international salary is in progress
- Relocated sub-group
 - The original approach was analysed and we have collected feedback. After review, the ExCom decided to change the scope of relocated sub-group.
 - Will include Returnees, staff relocating to in offices, and IMS moving to work in programmes for an extended period of time (tentatively 3 years).
- Individualised pay component – work in progress
- Thorough analysis and design will continue and will be discussed again by IDRH and Full ExCom before mid-2025.

Stay informed

- www.msf.org/rewards-review
- Sharepoint



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Welcome to the MSF Rewards Review website. On this site you will find information about the project and be able to follow its evolution.

Overview

Our workforce is evolving. More locally hired staff (LHS) are undertaking senior positions and internationally mobile staff (IMS) come from more countries. **How we work is evolving too,** with new operational and support models, more intersectional activities and a growth in entities hosting staff from other countries. **This reinforces the differences in rewards between staff groups that our current rewards policies generate.**

MSF's leadership directed a Rewards Review to ensure MSF has the global workforce it needs to meet the humanitarian challenges of the future. The Rewards Review is developing rewards policies and tools that contribute toward a more **equitable, transparent, and consistent approach to rewarding staff.**



General Information
Learn more about the purpose, the case for change, and the general timelines of the Rewards Review.



New Model for Staff Groups
Replacing the current staff groups - internationally mobile staff (IMS), locally hired staff (LHS) and headquarters staff (HQ) - with two new staff groups: mobile positions and country-base positions.



Global Grading Framework
Grading all HQ and field positions (localized and mobile) under one job grading tool, to ensure consistency and transparency in how work is valued and to support career progression.



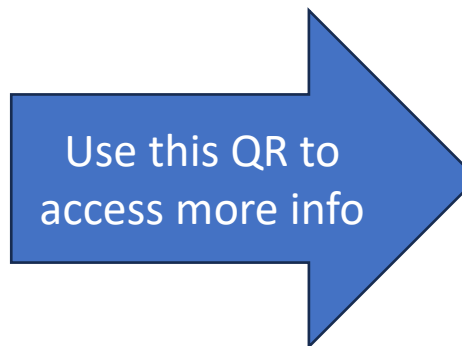
Minimum standards: Core Minimum Benefits
A minimum level of core benefits that are consistent across MSF taking into account legal requirements and social services provided per country.



Minimum Standards: Pay Policy
To ensure all staff receive a living wage with a common approach to regularly reviewing pay policy.



Staff and Stakeholder Engagement
The Rewards Review has relied on the contributions and feedback from thousands of MSF staff in a variety of functions.



Focal Points



Entity	Name	Email address
Australia	Duncan Voyage	Duncan.Voyage@sydney.msf.org
Austria	Isabelle Weisswasser	Isabelle.Weisswasser@vienna.msf.org
Brazil	Nathalia Gomes	Nathalia.Gomes@rio.msf.org
Canada	Owen Campbell	Owen.campbell@toronto.msf.org
Czech Rep	Pavla Tepla	Pavla.Tepla@prague.msf.org
Denmark	Evzal Rakipi (MSF)	era@copenhagen.msf.org
Eastern Africa	Edna Meso	Edna.Meso@nairobi.msf.org
Epicentre	Nathalie Guerineau	Nathalie.Guerineau@epicentre.msf.org
Finland	Riitta Suvanto	Riitta.Suvanto@Helsinki.msf.org
Germany	Dorrit Wagner	Dorrit.Wagner@berlin.msf.org
Greece	Nasia Almpantidi Katsini	Nasia.Almpantidi.Katsini@athens.msf.org
Hong Kong, Taiwan	Carol Chiang	Carol.Chiang@taipei.msf.org
IO	Annalisa Crivellari	Annalisa.Crivellari@geneva.msf.org
Italy	Emilia Vittori	Emilia.Vittori@rome.msf.org
Japan	Karine Kobayashi	k.kobayashi@tokyo.msf.org
Latin America	Karina Rodriguez	Karina.Rodriguez@buenosaires.msf.org
Lebanon	Payel Purkayastha	Payel.Purkayastha@msf.org

Entity	Name	Email address
Luxembourg	Marie Nathalie Houba	Marie.Houba@luxembourg.msf.org
Mexico (CAMINO)	Mariana Echevarria	Mariana.Echevarria@mexico.msf.org
MSF ICO	Monica Folch	Monica.Folch@geneva.msf.org
Norway	Hans Peter Øverby	Hans.Peter.Overby@oslo.msf.org
OCA	Lynda Benamer	Lynda.Benamer@berlin.msf.org
OCB	Karen Van den Brande	Karen.Van.den.Brande@brussels.msf.org
OCBA	Nuria Carbo	Nuria.Carbo@barcelona.msf.org
OCG	Morgane Daumarie	Morgane.Daumarie@geneva.msf.org
OCP	Sylvain Tissier	Sylvain.Tissier@paris.msf.org
South Asia	Rhitam Chakraborty	recruitment.mgr@south-asia.msf.org
South Korea	Katherine Smith	katherine.smith@seoul.msf.org
Southern Africa	Ziphokazi Gumede	Ziphokazi.Gumede@joburg.msf.org
Sweden	Lennart Dahlberg	Lennart.Dahlberg@stockholm.msf.org
UAE	Victor Ackel	Victor.Ackel@dubai.msf.org
UK & IE	Patrick McConnell	Patrick.mcconnell@london.msf.org
USA	Hubert Ormieres (interim)	Hubert.ormieres@newyork.msf.org
WACA	Jessica Byangoy	Jessica.byangoy@waca.msf.org

Rewards: From Review to Implementation

Thank you / Merci / Gracias



Questions

Rewards: From Review to Implementation