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# YOUR PAY AND BENEFITS AT MSF

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A GUIDE FOR INTERNATIONALLY MOBILE STAFF

May 2022



# A GUIDE FOR INTERNATIONALLY MOBILE STAFF

At MSF, you'll find meaningful work in an organisation that delivers critical medical care to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare. The assistance MSF provides saves and changes lives, and it's our staff that makes this possible.

If you are an internationally mobile staff member at MSF, this publication is for you. Its purpose is to inform you of some of the rewards we provide and to explain the principles and policies that underpin our pay and benefits system. You'll find more information at <https://www.msf.org/irp2-staff>.

## MORE THAN A JOB

The MSF movement attracts people from all over the world who want to use their skills to make a difference through humanitarian work.

Our staff members work extremely hard and are committed, skilled and adaptable individuals. In return, MSF aims to be a socially responsible employer and to make working with MSF a choice for the long term.

### A RESPECTED, VALUES-DRIVEN ORGANISATION

*You will be part of a medical humanitarian organisation driven by strong principles, including the highest standards of medical ethics, independence, impartiality and neutrality, speaking out and accountability for its actions.*



### MEANINGFUL AND CHALLENGING HUMANITARIAN WORK

*You will have the opportunity to make a difference and to do work that's professionally challenging, fast-paced and offers great variety.*



**AT MSF  
YOU WILL  
FIND**

### A PASSIONATE MULTICULTURAL TEAM

*You will belong to a team of 63,000 dedicated and professional staff, originating from more than 160 countries around the world.*



### DEVELOPMENT AND OPPORTUNITY

*You will receive preparation for field assignments, skills training and opportunities to develop your MSF career.*





## **ONE REMUNERATION SYSTEM FOR ALL INTERNATIONALLY MOBILE STAFF**

At MSF there is one pay and benefits system for all internationally mobile staff, irrespective of which operational centre sends you on your field assignment or which section you're contracted by. That means the same remuneration principles, a common pay model and harmonised benefits, such as per diem, family packages or return tickets home.

A single system for all international field staff is essential for MSF to enable the mobility of staff between project countries.

# WHY THESE POLICIES?

MSF is an organisation driven by strong values, and this is true also in the way we reward our staff. There are five key *principles* that underpin our remuneration system for international staff, which are applied through the following remuneration *policies*.

## PRINCIPLE VOLUNTEERISM

Volunteerism is about undertaking a selfless action without expectation of reward. At MSF, this is not translated as unpaid work, but our salaries are set to reflect our humanitarian identity.

## POLICIES INDEMNITY

To help remove economic barriers for people to volunteer with MSF, we provide them with an 'indemnity' when they join: the same fixed initial starting amount for all, irrespective of the job.

This policy helps foster a culture of humanitarian motivation and distinguish pay between short- and long-term involvement.

## MODESTY

Salaries after the indemnity period are intended to be modest compared to both international and local salary markets (in higher income countries).

## PRINCIPLE RESPONSIBLE EMPLOYER

MSF recognises it has a responsibility to provide a high standard of support to its mobile staff.

## POLICY

Being a socially responsible employer guides all of our human resources approaches, from seeking to provide decent working conditions and providing opportunities to professionally evolve and progress, to providing for employee health and wellbeing, and prioritising safety and security within our missions.

Our compensation and benefits system translates this principle as providing international field staff with solid benefits packages that are connected to their home societies whenever possible.

## PRINCIPLE

### COHERENCE

Although practices may differ between and within staff groups (international, national and headquarters), the treatment of all staff should be on the basis of objective criteria that reflect MSF principles and organisational priorities.

## POLICIES

### RESPONSIBILITY

MSF pays field staff members according to the responsibility they hold. This is defined through our international field function grid .

### COMPETENCY

MSF rewards international field staff competency and knowledge of the organization, which we measure through previous years of experience in the organisation and in the same position. [Hyperlink to 'How we define job functions'](#)

## PRINCIPLE

### EQUITY

All employees will be treated equitably. Equity means common and fair principles applied consistently.

## POLICIES

### GLOBAL MARKET AND LOCAL MARKET

Our internationally mobile staff members come from more than 140 countries, but also work in a global market of international non-governmental organisations (NGOs). Applying the concept of equity to salaries requires the right balance between the international NGO salary market and the local labour market in an employee's place of domicile.

## PRINCIPLE

### MUTUALITY

The relationship between MSF and its staff is mutually beneficial. MSF aims to offer benefits that are proportional to the level of staff commitment.

## POLICIES

### COMMITMENT

MSF values and recognises long-term commitment, providing increasing packages depending on the duration of contracts and commitment. It also provides a 'baseline 'loyalty bonus' to all staff reward stay in the organization at programme/field level.

# AN OVERVIEW OF YOUR PAY AND BENEFITS

The standard pay and benefits package for internationally mobile staff is built on three pillars:

## GLOBAL – SAME FOR ALL



Global base salary



Experience  
(point within salary level)



Paid leaves



Insurances



Loyalty bonus –  
global portion

## HOME – AMOUNT VARIES PER DOMICILE



Home-based  
top-up



Social  
benefits



Loyalty bonus –  
home-based portion

## HOST – VARIES PER ASSIGNMENT COUNTRY



Per Diem



Housing &  
other field  
benefits





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# YOUR PAY

## WHAT YOU NEED TO KNOW



The same global salary grid applies for all international field staff



Staff members from countries with a labour market higher than the global salary grid receive a top-up to their salary, based on their place of domicile



Without previous NGO field or MSF experience, for the first 12 months, new staff members receive an 'indemnity': a fixed starting amount, irrespective of job position



Our pay structure rewards both professional experience and loyalty to MSF

# YOUR PAY

MSF salaries are set to reflect our humanitarian identity, whilst also endeavouring to recognise the high level of professional expertise you bring to our organisation.

You will be informed of your exact salary amount in your contracting currency before you sign your contract. However, it may also be useful to know that the amount is made up of two main parts:

$$\text{GLOBAL BASE SALARY} + \text{TOP-UP} = \text{TOTAL BASE SALARY}$$

The amount you are paid each month may also include a loyalty bonus, retirement contribution or family benefits. You will also receive a per diem in the field. These are explained in more detail overleaf.

## GLOBAL BASE SALARY

No matter where in the field you end up working or which Operational Centre you work for, the same global salary grid applies for all MSF internationally mobile staff. This grid defines what your global base salary will be.

There are seven salary levels in the global salary grid, and each level has an entry, mid and upper point.

After your indemnity period, your global base salary will depend on:

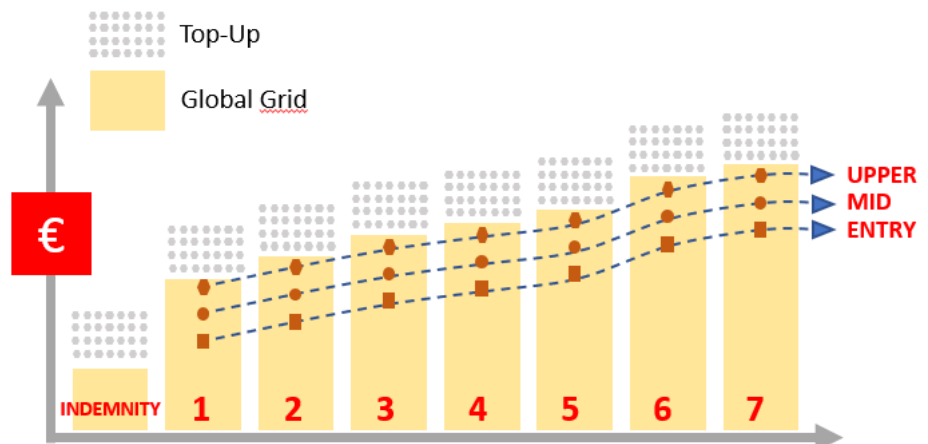
- Your job function (which determines salary level)
- Your previous experience in very similar jobs (which determines if you will start at the entry, mid or upper point of the salary level)

### PAY IN YOUR FIRST YEAR: 'INDEMNITY'

*On your first mission with MSF and until the end of your first 12 months of work, you'll be paid a fixed initial starting compensation or 'indemnity'. Your indemnity period may be shorter if you have previous experience working in MSF headquarters, as an MSF national staff member, or with another NGO working in the field.*

*The indemnity amount is the same for everyone, irrespective of your job function.*

You can find the current global salary grid amounts on our IRP2 rewards [website](#).<sup>1</sup> Amounts are set in euros and converted to your contracting currency at the beginning of the financial period.



<sup>1</sup> To determine the Global Salary Grid, MSF uses annual data for the international NGO market provided by the consultancy firm Birches. You can find more information at <https://www.msf.org/irp2-staff/base-salary-construction>

# HOME-BASED TOP-UP

You may also receive a salary 'top-up', which is a fixed amount (not job dependent) if you have your 'domicile' in a few (higher income) countries. The purpose of this top-up is to help account for the wide variances in local labour markets in people's home countries as home country costs often continue while you're on a field assignment and it is where you will incur costs when you return.

## WHICH COUNTRIES GET A TOP-UP AND HOW IS THE AMOUNT CALCULATED?

To determine which countries receive a top-up and the top-up amounts, MSF looks at local labour market information for each country and compares MSF's total pay<sup>3</sup> to each of these markets. When the local market is higher than MSF total pay, a home-based top-up is calculated and paid to staff domiciled there, along with their monthly global base salary.

You can consult the list of countries currently receiving a top-up on our [rewards website](#)<sup>4</sup>.

## IS THE HOME-BASED TOP-UP PAID DURING THE INDEMNITY PERIOD?

Yes, for those countries that qualify. The amount is 23% lower than the regular top-up amount for each country.

## WHICH OFFICE WILL ISSUE YOUR CONTRACT?

When possible, MSF issues contracts for international field staff in their place of domicile because this enables staff to benefit from their local social security system. However, in MSF's current organisational structure, only 19 offices contract staff directly.

## WHAT IS YOUR PLACE OF DOMICILE?

*Your place of domicile determines where your contract is issued, social benefits (if possible (which will be linked to your home social security system and are linked to the contract)), whether you will receive a top-up amount, insurances, home base for travel. It is defined as the country which is the epicentre of your personal vital interests. Although the domicile and residence of a person are usually in the same place, and the two terms are frequently used as if they have the same meaning, they are not synonymous. A person can have two places of residence, but only one domicile. It is usually the country where you have chosen to live on a more permanent basis.*

*There are many factors that help define your domicile, which can include where you pay taxes, where you own or rent a house on a long-term basis, where you're legally able to work, where your dependent family is located, where you would want to be repatriated to in case of a medical evacuation, where you are enrolled to vote, or where your bank accounts are located, among others. Your place of domicile will be defined before you sign your first contract with MSF<sup>5</sup>.*

**If you come from a country where there is no MSF contracting office<sup>6</sup>,** you will receive a contract from the Operational Centre you're working for (e.g. Operational Centre Geneva will issue you with a Swiss contract, Operational Centre Paris will issue you with a French contract, etc). At MSF, we call staff that are contracted in this way 'non-contracting resident' staff (NCR staff). NCR staff members are paid their salaries in the currency of the operational centre and receive a contribution towards retirement.

<sup>3</sup>The MSF total pay figure used as a reference is a midpoint level 2 salary, with average loyalty, per diem and housing included.

<sup>4</sup> <https://www.msf.org/irp2-staff/base-salary-construction>

<sup>5</sup>Your place of domicile can change if you permanently change the country in which your personal vital interests are located. If it does, it may impact the setup of your contract. Usually, such changes take place between assignments and not during a field assignment.

<sup>6</sup>Note: there may be an MSF office in your country, but that does not necessarily mean it issues contracts locally to employ international field staff. A list of the MSF offices that issue contracts is available at <https://www.msf.org/irp2-staff/faq>



# HOW IS YOUR PREVIOUS EXPERIENCE TAKEN INTO ACCOUNT WHEN YOU JOIN MSF?

Your previous non-MSF experience will influence:

- The length of your indemnity period
- Your starting point within your salary level, after the indemnity period has ended

## LENGTH OF YOUR INDEMNITY PERIOD

To determine if and for how long you will stay in the indemnity period (maximum 12 months), MSF looks at the amount of international NGO field experience you have, regardless of the job performed. This experience is counted at a rate of 50%. For example, if you've worked in the field for another NGO for a total of 12 months full-time, your indemnity period would be reduced by 6 months.

Regarding prior internal experience: Previous experience working in MSF headquarters is counted similarly (50%), whereas experience working as national staff in project countries is counted fully (100%) to reduce your indemnity period or skip it altogether.

## POSITION WITHIN YOUR SALARY LEVEL

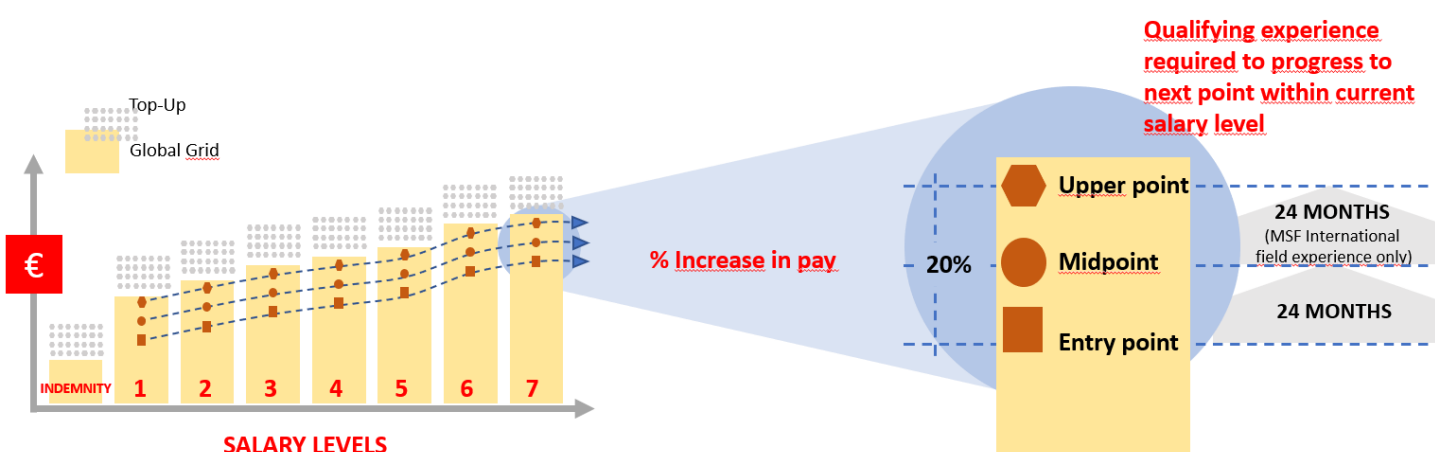
After your indemnity period you will be paid based on the salary level for your job. Every salary level has three points, which exist to reward the increasing competence and knowledge of staff in the job position they occupy<sup>8</sup>. The point at which you start therefore depends on your previous experience doing a job that is considered the 'same' as the job you will do for MSF, regardless of the sector that was in (e.g. private/humanitarian)<sup>9</sup>.

It's important to understand that for a job to be considered the same, the scope, scale, seniority and context of a position are all important factors<sup>10</sup>.

To move from one point to the next within your salary level you'll need 24 months' qualifying experience. External professional experience in the same job is counted at a rate of 50%.

It's also worth noting that only MSF international field experience can qualify you to receive the upper point of a salary level. This means you will always start at either the entry or midpoint of your salary level, which provides room for salary growth within the same position. There is a 20% range from entry point to upper point for each salary band<sup>11</sup>.

See case studies in Annex (p19) on how your previous experience is taken into account.



<sup>8</sup>For simplicity's sake, we measure competence through the proxy of experience.

<sup>9</sup>For more information about 'scaling' (the process of measuring experience) see <https://www.msf.org/irp2-staff/faq>

<sup>10</sup>This is because, although all your previous experience provides you with important skills and is the reason you were recruited, this part of our remuneration system is designed to reward the increasing competence you develop over time doing the same job

<sup>11</sup>This applies to your global base salary only, not including any home-based top-up or any other benefits you might also be receiving.

# WAYS YOUR PAY CAN INCREASE

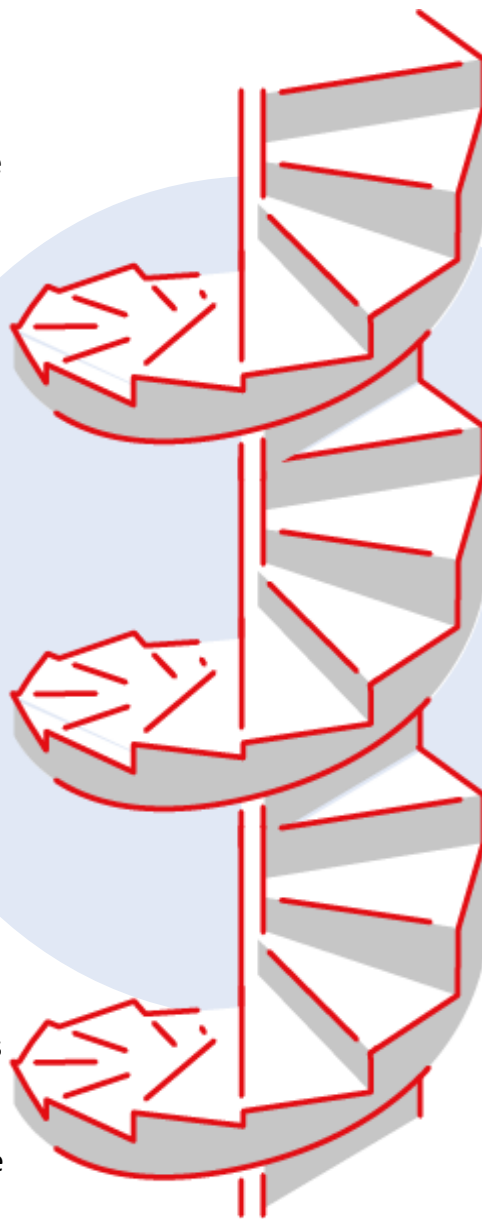
There are several ways your salary can increase during your employment with MSF.

## EXPERIENCE IN THE JOB

As has been explained, MSF acknowledges the increasing competence and knowledge you develop within the same job over time, because it brings added expertise to our operational work.

## LOYALTY BONUS

MSF values the time you work for us in the field because of the specific knowledge this provides of the organisation and its operations and the commitment to the organization. Irrespective of the position you hold, for every 12 months' MSF field experience working in projects, you will receive an extra 2% of the entry point salary of your current position, including your home-based top-up (so 4% after two years, 6% after three years, etc). We call this a 'loyalty bonus' and it will be paid to you monthly with the rest of your salary<sup>12</sup>. The bonus is capped at 10 years' service.



## PAY SYSTEM

### 'MAINTENANCE'

MSF studies new market data on international NGO salaries and local salaries in more than 140 countries at regular intervals. Based on this information and other factors, MSF then decides whether to adjust the global salary grid and home-based top-up amounts.

## INCREASED RESPONSIBILITY

As your career progresses, there will be opportunities to take on field positions with greater responsibility and, often, a higher salary level. You can speak with your MSF career manager or development advisor about the requirements and opportunities to contribute to MSF in more senior roles in the future.

<sup>12</sup> i.e., the annual loyalty bonus is divided into a monthly amount.



# FIELD FUNCTIONS

## WHAT YOU NEED TO KNOW

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There is one international reference field function grid (IRFFG) for all MSF field positions (whether they are held by internationally mobile staff or locally hired staff is irrelevant)



The function grid is distinct from the salary grid



However, the function grid has a direct relationship with the salary grid; the salary level of a job depends on its function level

# WHAT IS THE FUNCTION GRID AND HOW DOES IT RELATE TO YOUR PAY?

At MSF, every kind of field position – from Guard to Head of Mission – is scored using common criteria and positioned within an international job function grid (known as IRFFG – the International Reference Field Function Grid). This process enables MSF to transparently define the level of responsibility and required skills and experience of every job.

The field function grid applies to all field staff positions, whether they are held by international staff or national staff.

It is important to understand that the function grid is distinct from MSF's salary grid. However, the two systems do have a direct relationship; the salary level of a job depends on its function level, as illustrated in the table below.

GLOBAL SALARY GRID SALARY LEVEL	FUNCTION GRID (IRFFG) FUNCTION LEVEL	PROFESSIONAL GROUP
7	15	COORDINATORS
6	14	
5	13	
4	12	
3	11	ACTIVITY MANAGERS AND CLINICAL MEDICAL SPECIALISTS
2	10	
	9	
1	8	SPECIALISTS AND SUPERVISORS
	7	
	6	
	5*	SKILLED POSITIONS

Functions are organized into four job families



Medical and  
paramedical



Human resources  
and finance



Logistics  
and Supply



Operations





# YOUR BENEFITS

©Tom Barnes

## WHAT YOU NEED TO KNOW



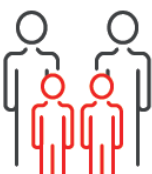
MSF provides comprehensive benefits, which are an important part of your overall package



The international policy defines solid minimum benefits for everyone. In addition, the elements provided by national social systems will vary depending on your contracting section



There are special packages available for staff who commit for longer periods of time



There are also some benefits to facilitate staff going on assignment with their families, and benefits for staff whose families remain in their home countries



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# YOUR BENEFITS

**Benefits are an important part of your overall package, designed to care for your needs before, during and after your work with MSF.**

Here's a brief outline of the benefits MSF provides to all internationally mobile staff. These are the minimum benefits available to all. However, the elements provided by national social systems will vary depending on your contracting section. Speak to your contracting section<sup>1</sup> to find out the specific details for your contract.

<sup>1</sup>i.e. the MSF office that issues your contract.



## GLOBAL AND HOME-BASED BENEFITS

### INSURANCES

- Comprehensive medical coverage
- Short- and Long-Term Disability
- Life insurance
- Accidental Death and Dismemberment
- Lost and stolen luggage/items
- Medical evacuation/repatriation
- Professional liability

### SOCIAL BENEFITS AND LEAVE

- **Annual leave:** according to your contract type (see below)
- **Bank holidays and circumstantial leave:** varies per contracting section or mission
- **Maternity leave:** a minimum of 14 weeks' paid leave ((or more, depending on the contracting section)
- **Retirement:** depending on your contracting section, this will be provided in the form of a contribution to national retirement systems, to private pension schemes or, exceptionally, as a cash payment



## OTHER PROVISIONS

MSF also provides for your travel and wellbeing through:

- A pre-departure health check and recommended vaccinations for travelling to your assigned country
- Required visas and work permits
- Round-trip transportation to the field
- Briefings before heading to the field
- Psychosocial support during and after your mission
- Debriefing, and the possibility of personalised career planning and training opportunities to prepare you for future MSF assignments.



## HOST-BASED (FIELD) BENEFITS

### WHILST ON MISSION

- **Per diem:** a monthly amount paid in the local currency of the assignment country, which is intended to contribute to (not fully cover) a set of basic personal expenses while you are there. The amount differs per assignment country, but all international staff members working in a country receive the same amount (it does not vary according to your job)
- **Accommodation:** basic and secure living quarters are provided by MSF. In most cases, this will be together with your MSF colleagues; however, the setup depends on the mission. Since communal living can be difficult for long periods of time, in some missions, Coordinators on longer assignments may be provided with individual living quarters
- **Utilities** (and housekeeping in most missions)



## FAMILY POSTINGS

Security conditions permitting, MSF may allow dependents to accompany international staff on mission. This is typically for staff on long-term assignments and/or in coordination positions, and is subject to the approval of the operational centres.

If MSF agrees to support your family in accompanying you to the field, you'll receive certain benefits to help enable this, including:

- Per diem for partner and dependents (50% of the staff per diem per dependent)
- Individual housing, where possible
- Contribution for school fees or childcare (further details online<sup>14</sup>)
- Insurance cover including medical and evacuation (further details online<sup>14</sup>)
- Visas, return airfares and vaccinations
- Additional return airfares to visit the place of domicile and travel back to the assignment country, depending on the duration of the assignment.

<sup>14</sup> <https://www.msf.org/irp2-staff/field-benefits>

## SPECIAL PACKAGES 1/2

There are special benefits packages provided to staff who commit to MSF for longer periods of time. Some of them require MSF experience, so speak to your career manager or human resources person if you think you may be interested.

### STANDARD PACKAGE



#### 'INTERMISSIONERS'

Commitments on an assignment by assignment basis (less than 12 months' duration)

#### Paid leave

25 working days off per year<sup>15</sup>

#### Luggage allowance

20kg

### INTERMISSIONER EXTENSION PACKAGE

#### Additional return ticket home

An extra return ticket home if you extend your contract to 12 months or longer. (For contracts of less than 12 months, there are no additional tickets home during this time).

### PLUS: GLOBAL, HOME AND HOST-BASED BENEFITS<sup>16</sup>

### SPECIAL PACKAGE



#### LONG-TERM ASSIGNMENTS (LTA)

For staff members who make an up-front commitment of 12 months or more on a single assignment

#### Paid leave<sup>17</sup>

**LTA 12 - 23 month commitment:** 30 days per year (pro-rated e.g. 45 days off over an 18-month period)

**LTA 24 month commitment or more:** 35 days per year (pro-rated e.g. 70 days off over a 24-month commitment, 87.5 days off over a 30 month commitment)

#### Luggage allowance

40kg

#### Home Child Allowance

Financial support for dependent children remaining in your country of domicile, paid monthly with your salary.<sup>18</sup>

#### Additional return ticket home

a return trip home every six months when on assignment without accompanying dependents or partner in the field.

### PLUS: GLOBAL, HOME AND HOST-BASED BENEFITS<sup>16</sup>

<sup>15</sup> & <sup>17</sup> Since every assignment context is unique, each mission has its own policy on when and where staff may take leave. Where possible, it is recommended that international staff members take a week's leave at least every three months.

<sup>16</sup> See page 15

<sup>18</sup> Conditions apply per operational centre. See online for more information: <https://www.msf.org/irp2-staff/specific-package-benefits>



## SPECIAL PACKAGES 2/2

### SPECIAL PACKAGE



#### VOCATIONER

For staff members who make an up-front commitment of three to five years at a time (upon invitation) (multiple assignments)

#### Paid leave

45 working days off per year<sup>19</sup>

#### Luggage allowance

40kg

#### Home Child Allowance

Financial support for dependent children remaining in your country of domicile, paid monthly with your salary.

#### Additional return ticket home

A return trip home every six months when on assignment without accompanying dependents or partner in the field. If the Vocationer has children under the age of 18 back in his/her country of domicile, they are entitled to a return trip every three months of an assignment.

#### Completion bonus

A cash bonus paid after completion of the contract (4.5 months of salary after three years; another three months' salary after an additional two years).

**PLUS: GLOBAL, HOME AND HOST-BASED BENEFITS<sup>20</sup>**

### SPECIAL PACKAGE



#### EMERGENCY TEAM (ET)

For staff members who make an up-front commitment of 12 months or more on a single assignment

#### Paid leave

45 working days off per year<sup>21</sup>

#### Luggage allowance

20kg

#### Home Child Allowance

Financial support for dependent children remaining in your country of domicile, paid monthly with your salary.

#### Additional returns home

At least one return home during the 12 month period (though it can be more often, depending on the duration of each assignment, needs of the field, visa constraints, country of domicile of the person, etc.).

#### Completion bonus

A cash bonus (1.5 months' salary) paid after completion of the 12-month contract.

**PLUS: GLOBAL, HOME AND HOST-BASED BENEFITS<sup>20</sup>**

<sup>19</sup> <https://www.msf.org/irp2-staff/specific-package-benefits>

<sup>20</sup> see page 15

<sup>21</sup> Emergency projects are very intense especially at the onset. As with all other missions, these projects have their own policy on when and where staff may take leave but as assignments are generally short(er), fewer opportunities for leave and travel will be available to the international staff in those projects. Paid leave for ET members will likely be taken between assignments.



# Still have questions?

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## More information online

Frequently asked questions related to this publication:

<https://www.msf.org/irp2-staff/faq>

Further explanation of MSF pay and benefits:

<https://www.msf.org/irp2-staff>

International Reference Field Function Grid:

<https://irffg.msf.org/>

## Your personal situation

Contact your contracting section<sup>22</sup> or operational centre to find out whom to ask

<https://www.msf.org/irp2-staff/contacts>

<sup>22</sup> i.e. the MSF office that issues your contract.



## HOW PREVIOUS EXPERIENCE IS TAKEN INTO ACCOUNT

See pages 13-14 of this guide for further explanation.



Ahmed will soon go on a one-year assignment with MSF as a Personnel Administration Manager, where he will be responsible for all administrative and legal human resources (HR) issues in his assignment country.

He has a total of five years' professional experience in the private sector, however only three of these were in the 'same' HR role (prior to this, he worked in recruitment, which is only a very small part of what his MSF position will entail). He also spent eight months working internationally on a field project for another NGO, doing the same job as he will do for MSF.

### HIS PRIOR EXPERIENCE WILL COUNT AS FOLLOWS:

#### INDEMNITY

**Kind of experience:** NGO field experience

Duration	Counted at rate	Qualifying experience
8 months, external NGO	x50%	4 months

**12 months (maximum indemnity period) – 4 months = 8 months indemnity period**

#### POSITION IN THE SALARY LEVEL

After his indemnity period, Ahmed would enter his salary level (level 2) at midpoint, based on the following experience doing the same job:

**Kind of experience:** Professional experience in the 'same' job

Duration	Counted at rate	Qualifying experience
8 months at MSF, same job	x100%	8 months
8 months external NGO, same job	x50%	4 months
36 months external private sector, same job	x50%	18 months

**Total of 30 months' qualifying experience = midpoint of salary level**



## HOW PREVIOUS EXPERIENCE IS TAKEN INTO ACCOUNT

See pages 13-14 of this guide for further explanation.



Marta is a generalist medical doctor, with five years' experience as a practicing physician in a hospital. She has never worked for another NGO.

Marta will soon go on a one-year assignment with MSF as a Medical Activity Manager, where she will oversee the primary health care services for a project. Although she will do some consultations as part of her job, her main responsibilities will be to define, coordinate and monitor the medical activities of the primary health care of an MSF project. It will be quite a different role to the full-time clinical work she has been doing until now.

### HIS PRIOR EXPERIENCE WILL COUNT AS FOLLOWS:

#### INDEMNITY

**Kind of experience:** NGO field experience

Duration	Counted at rate	Qualifying experience
None	-	0 months

**12 months (maximum indemnity period) = 12 months indemnity period**

#### POSITION IN THE SALARY LEVEL

After her indemnity period, Marta would enter her salary level (level 3) at entry point.

**Kind of experience:** Professional experience in the 'same' job

Duration	Counted at rate	Qualifying experience
12 months at MSF, same job	X100%	12 months

**Total of 12 months' qualifying experience = entry point of salary level**

## HOW EXPERIENCE AND LOYALTY INCREASE SALARY

See pages 14-15 of this guide for further explanation.

- Elements of total pay are provided below. You can find the current global salary grid and countries with top ups on our [rewards website](#)<sup>22</sup>.
- The home-based top-up amounts used are the average top-up for all applicable countries.
- These examples presume no external experience in the position and the staff member started at the entry point of their salary level. However, prior experience may mean a staff member starts at the midpoint.



Bopha works as a Logistics Coordinator with one year's experience in the job. In total, she has been an international MSF field staff member for six years (but five of those were in other positions).

### EXPERIENCE

#### ONE YEAR

Experience doing the same job  
(defines point within salary level)

#### SIX YEARS

MSF field experience (as an MSF internationally mobile staff member  
(defines loyalty bonus)

### TOTAL PAY

Global base salary	Home-based top-up	Loyalty
Entry point of level 5 salary		6 years x 2% (entry point of level 5 salary + home-based top-up)

**Total Salary =**      **Global salary L5**  
    **+ Top-up if relevant**  
    **+ 12%**



Wilfred works as a Logistics Coordinator, with five years' experience in the job, including 2 as locally hired staff. In total, he has worked as MSF internationally mobile staff member for 8 years (but five of those years were in a different position).

### EXPERIENCE

#### FIVE YEARS

Experience doing the same job

#### TEN YEARS

MSF field experience (2 years as a locally hired staff member and 8 as an MSF internationally mobile staff)

### TOTAL PAY

Global base salary	Home-based top-up	Loyalty
Upper point of level 5 salary		10 years x 2% (applied to entry point of level 5 salary + home-based top-up)

**Total Salary =**      **Global salary L5 + 20%**  
    **+ Top-up if relevant**  
    **+ 20%**



Clément is a Nursing Activity Manager, with one-and-a-half years' experience in the job and has been an internationally mobile MSF staff member for two years in total.

#### EXPERIENCE

##### ONE YEAR AND A HALF

Experience doing the same job  
(defines point within salary level)

##### TWO YEARS

MSF field experience (as an internationally mobile staff member)  
(defines loyalty bonus)

#### TOTAL PAY

Global base salary	Home-based top-up	Loyalty
Entry point of level 2 salary		2 years x 2% (entry point of level 2 salary + home-based top-up)

**Total Salary =**      **Global salary L2**  
                                  **+ Top-up 'if relevant**  
                                  **+ 4%**



Adama is a Finance Coordinator with three years' experience in the job, who started with MSF in HQ as an accountant for two years, went as an internationally mobile staff to the field, returned to for 2 years as finance controller in a cell, returning to the field for another 1-year assignment. She has five years total experience as an internationally mobile staff (but two years were in different positions).

#### EXPERIENCE

##### FIVE YEARS

Three years experience doing the same job as internationally mobile staff and two years in HQ (desk position considered equivalent)

##### FIVE YEARS

MSF field experience (as an internationally mobile staff member)

#### TOTAL PAY

Global base salary	Home-based top-up	Loyalty
Upper point of level 5 salary		5 years x 2% (entry point of level 5 salary + home-based top-up)

**Total Salary =**      **Global salary L5 + 20%**  
                                  **+ Top-up if relevant**  
                                  **+ 10%**