

# Rewards Deliverables Update

Town Hall Meeting for MSF Mobile Staff

# Introduction and housekeeping

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## Presenters

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## Housekeeping Information

- ✓ Please use the Q&A and up-vote
- ✓ Microphone and video will be turned on for Q&A
- ✓ Session will be recorded
- ✓ Please note we discourage the use of AI Assistant as the translation is not always accurate and can cause confusion and misinformation.

# Aim of today's call

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Give you an update on the changes that have been implemented so far and give you an overview of the changes to our global rewards that are coming this year.

**We will not be providing details of how these changes will impact individual staff. Your contracting section will provide more detailed and specific information about what these changes mean for you.**

This session will present changes to global policies being developed as part of the Rewards Review. The project is being finalized at global level and, where applicable, will be subject to local consultation and adaptation in accordance with the legal and regulatory requirements of each country and employing entity.

# What to expect today

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- Reminder: why we are making these changes
- What has already changed
- Changes coming up in 2026
  - Mobile Salary Grid
  - Individual Pay
  - Removal of Per Diem
  - GGF and Programme Function Grid
  - Transition measures and long-term salary protection
- What doesn't change
- How we are preparing for these changes
- Questions

# Why are we changing how we reward staff?



Ongoing perceptions of inequity and unfairness present a **reputational, financial and staffing risk** that could have long-term impacts to recruitment, fundraising and **MSF's ability to respond to operational needs**



Difficulties in attracting and retaining staff lead to high turnover and staffing gaps that have a negative impact on operations.



Inconsistent and inequitable rewards practices will hinder new ODs, hubs and working across entities.



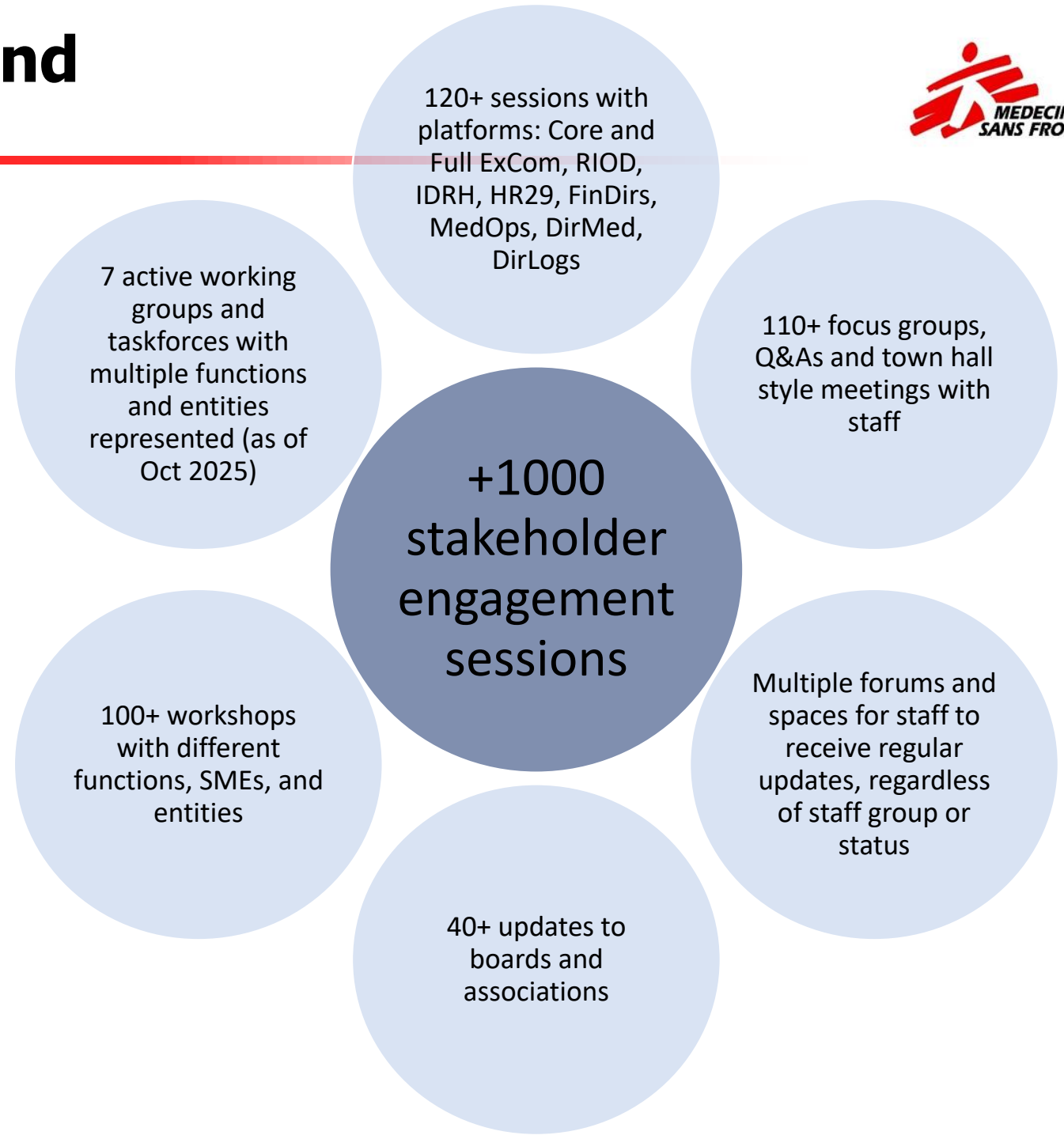
**Heightened global instability exacerbates these challenges** because increased operational demands (in response to fewer humanitarian actors and bigger humanitarian need) further amplify the need for a large, flexible and experienced MSF workforce. **To respond effectively, we need to ensure MSFs rewards practices will support and enable this.**

# Reminder: Engagement and consultation

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Many of you have contributed in various capacities and in multiple roles.



**What has already changed**

# What has already changed

**Removal of indemnity period for mobile staff**

**Two-year salary review cycles for programme countries**

**Improved Living Wage policy for country-based staff**

**Attractiveness for programme coordination positions**

## Benefits for staff

New mobile staff get a full salary from the start of their work with MSF.

Country-based staff have salary reviews regularly so their pay doesn't become less competitive.

All staff get salaries that enable them to cover the costs of everyday living in their country.

Country-based coordinators get more competitive pay that is more in line with their Mobile staff colleagues.

## Benefits for MSF

Attracting and retaining mobile staff supports operational stability.

Staying relevant in local labour markets with improved living wage minimums keeps MSF competitive and improves retention.

Maintaining salaries above living wage ensures we are an ethical and fair employer.

Being more competitive in these senior roles enables MSF to attract and retain staff with the right skills, reducing gaps and turnover that reduce quality and capacity

# What has already changed

**Mandates policy** for country-based coordination

**Global Pay Policy Framework**

**Paid leaves**

**Cap weekly contractual working hours at 48H**

**Provision in the event of death**

## Benefits for staff

Staff will have increased opportunities for mobility in coordination roles.

Staff are rewarded using consistent principles and guidance, which means they will be more equitably rewarded regardless of their staff group.

A consistent and coherent minimum level of paid leaves supports staff by enabling a stronger work-life balance.

Country-based staff in programmes will have more equitable contracting hours which will improve pay equity and work life balance.

All programme staff now have equitable coverage in the event of death.

## Benefits for MSF

Maintaining a balance in staff turnover of top management positions ensures dynamism.

Supports alignment of all entities' rewards policies especially where programmes and entities exist in the same country.

Helps ensure MSF is an ethical employer that treats staff consistently, enabling a healthy life/work balance and improves staff well-being and motivation.

MSF does not require staff to work excessively long hours, and supports staff well-being and motivation.

MSF is an ethical employer with fair and consistent provisions for families of staff who die.

# What has already changed

## Healthcare Plan

## New approach to Staff Groups

Benefits for staff	Benefits for MSF
<p>Staff understand the healthcare benefits and services that MSF aim to provide, and how this is provided in the variety of contexts where MSF staff work and live.</p> <p>Staff understand that MSF has a consistent approach in determining rewards, justified by needs not status and supporting fairness and equity.</p>	<p>MSF has a clear plan to guide what healthcare to provide and how to provide it in the variety of contexts where MSF staff work and live.</p> <p>More consistent approach in determining rewards based on needs of position rather than who and where staff are from:</p> <ul style="list-style-type: none"><li>• <u>Mobile staff</u> for positions that involve working away from home</li><li>• <u>Country-based staff</u> for positions that involve working where you are hired, in a programme or in an entity office</li></ul>

# Changes coming up in 2026

# Changes coming up in 2026 and beyond

## Mobile Staff Rewards Policy

New Mobile Salary  
Grid

Removal of Per Diem

Changes to individual  
pay

Programme Function  
Grid  
(replacing IRFFG)

Country-based staff  
in programme countries  
and Mobile staff

## Programme Function Grid

## Mobile Salary Grid

## Individual pay

Examples of function	GGF level	Salary level	Individual pay												
			Entry salary	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10		
Head of programmes (Former HoM)	<b>20</b>	<b>8</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Medical Coordinator	<b>19</b>	<b>7</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Logistics Coordinator Project Coordinator	<b>18</b>	<b>6</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Project Medical Coordinator (former PMR)	<b>17</b>	<b>5</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Learning & development manager	<b>16</b>	<b>4</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IT manager	<b>15</b>	<b>3</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Psychologist	<b>14</b>	<b>2</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>10 to 13</b>	<b>1</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

+2%

+10%

+20%

**1** Each function occupied by Mobile Staff has a defined GGF level

**2** GGF level has a corresponding Salary level in the Mobile Salary Grid

**3**

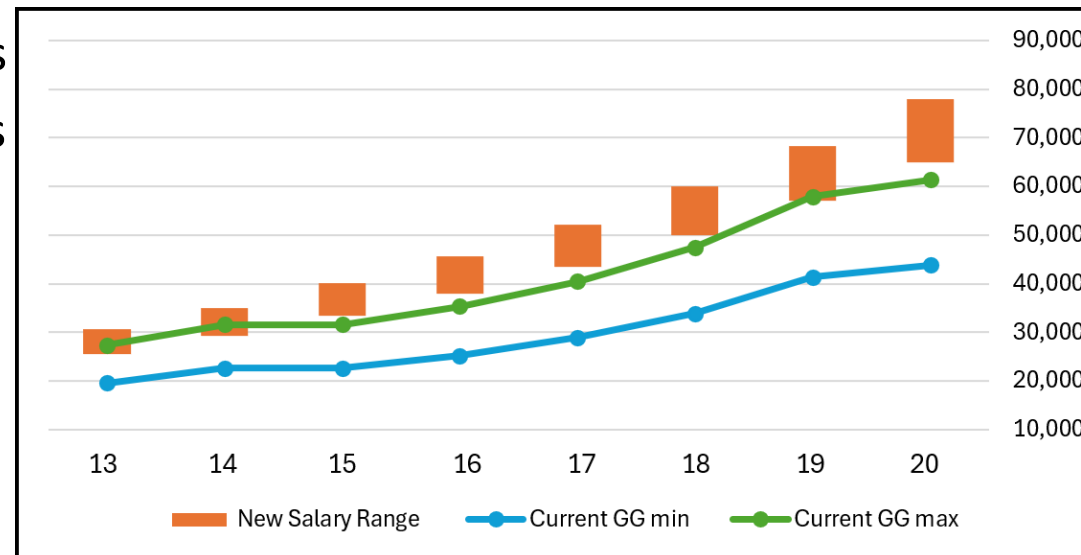
- There is a total salary range of 20% per Salary level (entry salary + 10 steps of 2% per year)
- Placement in the correct step is based on Individual pay
- Two types of experienced are recognised and combined: « Time worked in MSF », and « Relevant external experience » (assessed for a job in GGF level 15+).

# Mobile Salary Grid

New Mobile Salary Grid

## Reminder of main changes

- **89% of mobile staff will see an increase in overall gross package.**
- Salaries are benchmarked to be much more competitive compared to other European INGOs.
- **Top ups are removed** so no more differences linked to domicile
- Improved salary progression for staff taking a higher position. **No more entry-mid-upper rates.**
- **Same HCA amount for all:** as one grid remain the previous HCA for Global Grid become the standard for all.



Salary level	Entry salary (in euros)	Entry salary +20 % (max salary range)
8	65000	78000
7	57000	68400
6	50000	60000
5	43500	52200
4	38000	45600
3	33500	40200
2	29250	35100
1	25500	30600

*Values in euros have been converted and shared with Contracting Sections*

# Changes to Individual Pay

Changes to individual pay

## Why change?

- Simplifies system
- Aligns practices between staff groups
- Supports mobility across MSF
- Recognises all types of MSF work experience
- Better recognises external experience more broadly

Positioning in the steps will be gained through:

Time worked in MSF

- Any experience with MSF will now count, including “HQ” experiences.
- Mobile staff with 10 or more years of MSF experience will be placed at step 10.
- Recognised **for all function levels.**

Relevant external experience

- **Professional external experience** that directly relates to the requirements and responsibilities of the role.
- **Recognised for staff occupying functions of GGF level 15 and above. Capped at 5 steps (10%) to preserve internal growth opportunities.**

Changes will be implemented for mobile staff with the Mobile Salary Grid.

MSF is exploring implementation plans for country-based staff in programmes.

\*12 months = 1step in the salary range of the mobile salary grid.

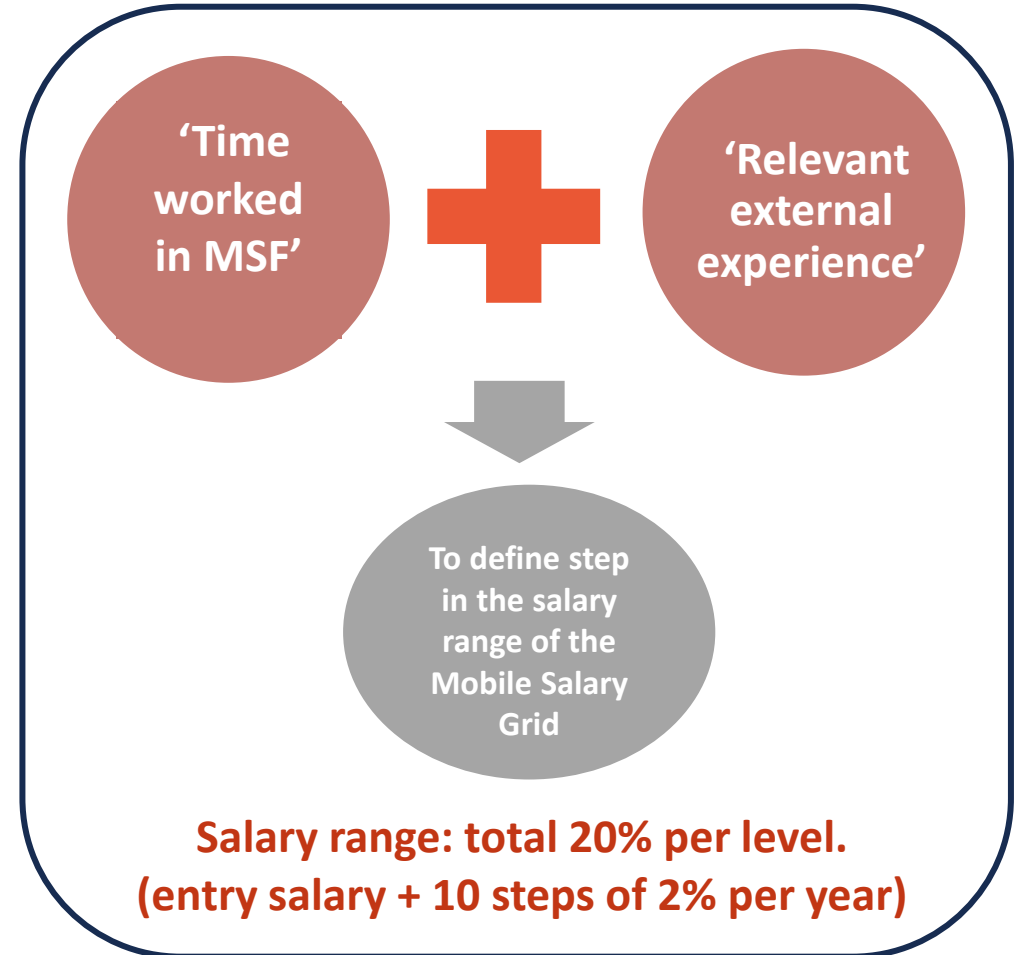
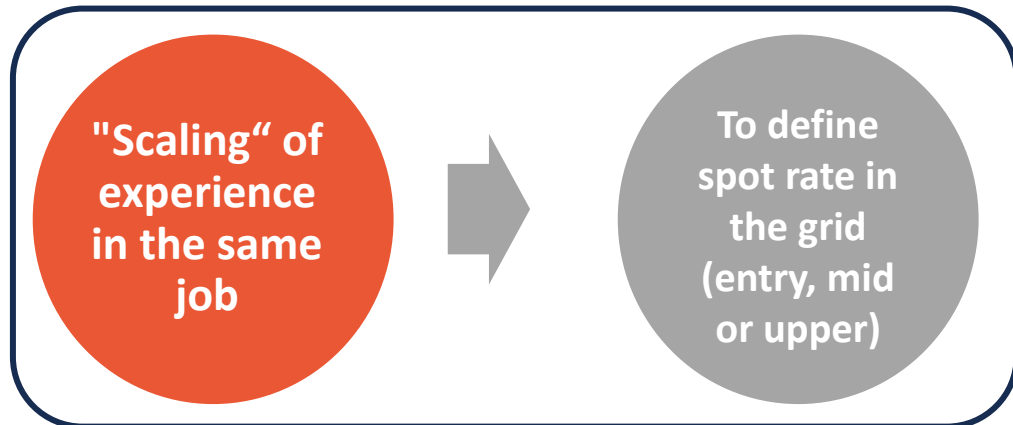
# Changes to Individual Pay

Changes to individual pay

## IRP2



## Mobile Staff Reward Policy Individual pay



# Transition measures & long-term salary protection

*At least 89% of mobile staff will not require transition measures and salary protection because their total gross package will be higher than it is currently.*

## **For mobile staff on assignments on Oct 1: transition measures on total package**

**Concerns only an estimated 11% of mobile FTEs:**

- 4% who would have a lower salary with the new Mobile salary Grid
- + another 7% have a higher salary but a loss in total gross package, considering per diem removal and change in HCA
- Loss in total gross package will be compensated for staff on assignments starting before October 1.
- Compensation will be paid with the salary in the Contracting section for the remainder of the assignment
- After Oct 1, extensions of pre-existing contracts on 'old' conditions will be limited

## **For mobile staff starting assignments after October 1, 2026: long term salary protection**

- Concerns an estimated 4% of mobile staff (i.e., 96% will have a higher salary)
- Last IRP2 salary (in same position) is protected
- Provided the break in service between assignments is max 12 months

# Removal of Per Diem and introduction to salary advances

Removal of Per  
Diem

## Why?

- Seen as “badge of privilege” that generates unjustifiable differences in treatment in staff
- Its original purpose is unclear given it is paid to staff living and working in a fixed location with paid accommodation.
- An increasingly outdated practice among other INGOs
- Generates fiscal and legal risks in many countries as it is not declared as it should be.

## Reminder of main changes

- Significant increase in overall package for the vast majority of Mobile staff with the new Mobile Salary Grid.
- Compensation will be provided for those on running assignments who experience a loss in total package.
- **Salary Advances** will be available in eligible locations with inadequate access to cash. This improved and globally aligned salary advance process will be simple, traceable and reportable for all involved.



# Programme Function Grid

The **Programme Function Grid** determines the levels of programme jobs using the GGF. **The Programme Function Grid replaces the IRFFG.**

## Changes compared to IRFFG

- The grading of most positions changes in line with the GGF levels (but these changes do not automatically impact salary).
- Some job titles change to reflect more inclusive language.
- The numbering system is different from the IRFFG.

Changes will be **implemented for mobile staff in October** with the Mobile Salary Grid.  
For **country-based staff in programmes**, MSF is exploring plans for implementation country by country from 2026 to 2030.

## HOW THE GGF, PROGRAMME FUNCTION GRID & MOBILE SALARY GRID ARE CONNECTED

The GGF is a scoring tool using a consistent methodology to determine levels for functions based on the content of the job.



The standardised jobs and job descriptions used in programmes, currently used in the IRFFG, have been graded using the GGF.

This resulted in the Programme Function Grid which shows the level of each function and how they relate to each other. **This will replace the IRFFG.**



The Mobile Salary Grid was developed based on the Programme Function Grid. A similar exercise will be done for each programme country.

# What doesn't change (Mobile Staff)

## CONTRACTS

Mobile Staff will continue being **contracted by their Contracting Section or by the ICO**

## SPECIAL PACKAGES

(Vocationers, LTAs, MALTAs)

All staff we currently consider Internationally Mobile will be on a MOBILE package (no **“RELOCATED”**)

**HOME CHILD ALLOWANCE (HCA)** eligibility

**MEDICAL COVERAGE and INSURANCE** for mobile staff and accompanying dependents

**HOUSING** for mobile staff while on assignment

# Mobile Staff – what happens next?

# Mobile Staff – what happens next



## Engagement and Awareness

- **Mobile staff will receive information on the individual impact from their contracting section.**
- Please avoid misinformation. Use the tools and information available on sites to ensure you are reading the most accurate and updated information. This will also prevent unnecessary confusion and anxiety.

## GGF & Programme Function Grid

- Mobile staff will receive information on their Programme Function Grid level and revised title (where appropriate) at the same time as information on individual salaries **starting mid-June.**

# Mobile Staff – what happens next

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## Changes to individual packages

- From mid-June onwards, entities will communicate individual salaries and any applicable changes for mobile staff who will be on assignment in October 2026. Note that some entities may require more time and will communicate with individual staff later.
- At this time staff will also be informed if transition measures or salary protection apply to them.

# Questions?

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For more detailed information, contact your entity's Focal Point