

MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER



# *Occupations classification of national staff on international missions*

## *Friday news # 5*

# *Revision of the salary policy for international missions*

## *9<sup>th</sup> of July 2021*

# Introduction - reminder of the framework



OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » **Revision of the salary policy is one of the four deliverables of the occupation classification project for national staff on international missions** (alongside the occupation descriptions, the weighting tool \_\_\_\_\_ and the occupation grid).
- » **Reminder of the objectives of the classification project:** to have a shared occupation grid for all international missions which is harmonised with the “France” grid to enable:
  - A definition of an overarching HR framework to facilitate management (adaptation of the human project)
  - The roll-out of Homère (SDSI)
- » **Why has the salary policy review been included in the project?**
  - In order to integrate the future occupation grid, which represents a major change in the way the salary scale for the fields is implemented.
  - There is a need to clarify and specify the HR framework and positions.
  - It extends the principle of harmonisation (between the fields but also between France and international missions)
  - Minor changes have been made to the policy since its creation and implementation in 2006.



MÉDECINS D  
LÄKARE I VÄ  
KTERS VAN D  
VÄRLDEN ME  
生组织 DOCTO



# Principles and working methodology

OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » **The salary policy is intended to reflect our employer values**
  - Fairness, clarity, objectivity
  
- » **The salary policy as a communication tool**
  - Internal (management tool)
  - External (supporting document for our donors with regard to our management rules)
  
- » **Approach:**
  - Establish our position on the principles of our HR policy.
  - Be pragmatic, integrate feedback and issues from the field.
  - Align with policies/principles that apply to employees covered by French law
  
- » **Methodology:**
  - Three internal HR working groups to draft the document
  - Consultation and advice: DOI - DFSI - HR Board delegate
  - Approval process January 2021, COPIL + CODIR of the project (February 2021 + May 2021 on financial aspects)
  - Presentation to MdM community at « Friday news » on 9th of July 2021



# Implementation

OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » No “one shot” implementation – 2<sup>nd</sup> semester of 2021 is a transition / preparation time →  
Objective 2022
- » Significant support to be provided by the head office HR department
- » Work to be carried out by the fields with the support of HR advisors at headquarters:
  - Audit of the existing situation, identification of adjustments to be made
  - Study of how well the salary policy conforms to local employment legislation
  - Calculation of the possible financial impact (that which can be absorbed by the current budget, which should be anticipated in the revised budget, in the 2022 budget, in future proposals to donors, etc.).
  - Preparation of an action plan
  - And, importantly, a communication plan for teams and employees in the field

MÉDECINS D  
LÄKARE I VÄ  
DOKTERS VAN D  
VÄRLDEN ME  
生组织 DOCTO



OF THE WORLD العالم منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS  
S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO  
ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة LÄKARE I VÄ  
KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医  
织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ



## Local legislation applies above all!

**Under no circumstances** should the principles laid down in the salary policy be seen as a substitute for the local legal framework. These principles supplement local legislation where it is lacking or insufficient.

# Elements that make up remuneration



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

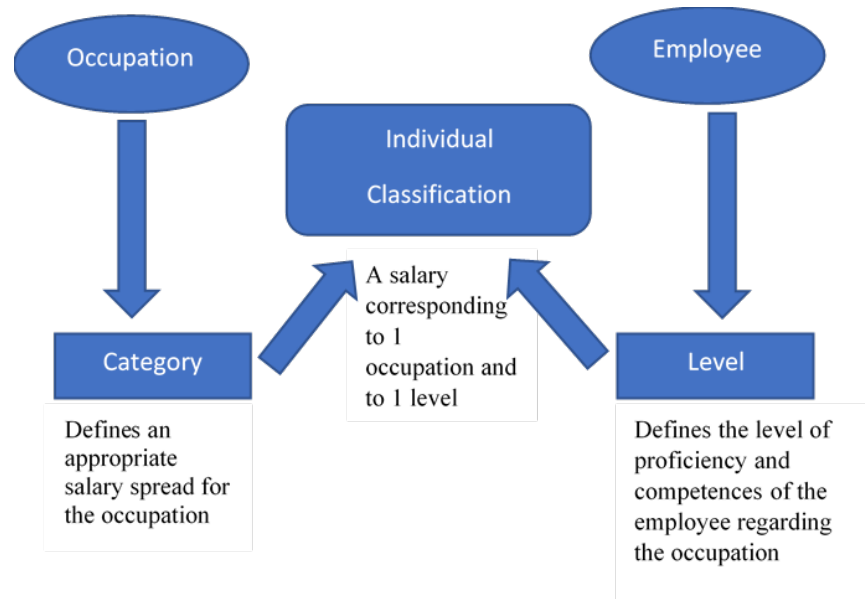
- » **Basic salary** = Gross salary excluding remuneration variables → Contract salary and salary scale
- » **Remuneration variables** = Bonuses, allowances, overtime
- » **Gross salary** = Basic salary + remuneration variables → Basis for calculating social security contributions
- » **Net salary** = Gross salary - employee contributions - income tax → This is what the employee receives
- » **Salary charged** = Gross salary + employer's contribution → Total cost of the employee (salary for budgets)
- » **Social security contributions** = employee contributions (paid by the employee) + employer contributions (paid by the employer)
  - The social contribution system is highly specific to each country - It is important to know and to monitor the local fiscal context
  - Be aware of the possibility of partial or total exemptions
  - **No compensation in the event of a decrease or increase in remuneration as a result of changes in local taxation (changes in tax rates or employee contributions).** In other words, it is the basic salary that is guaranteed, not the net salary.
- » **The local currency is the reference currency** (possibility of adjusting this, with approval and in extreme cases)

# The salary scale 1/5



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » The salary scale is expressed in terms of the basic salary (gross, excluding remuneration variables)
- » 10 categories (previously 8) and 4 levels
- » It is an approach that distinguishes between occupations and individuals:



- » It is built around three elements:
  - The occupation grid
  - The reference salary
  - The identification of discrepancies between categories and levels

# The salary scale 2/5 - The occupation grid



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » **The occupation grid assigns each occupation to a category**
- » The occupations grid has been finalized and has just been validated (CODIR of July 8). Presentation is planned during the « Friday news » of september 10.
- » **It applies to all national staff working in international missions**
  - **As a result, it cannot be unilaterally modified.** Any change of category or creation of a new occupation must be the subject of a centralised overall work process at HR Department level



# The salary scale 3/5 - The reference salary



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » **The reference salary corresponds to category 1 level A.**
  
- » **This is the most favourable option between:**
  - What is applicable in the local market for comparable employment
  - The legal minimum wage plus 20% (alignment with the “France” principle)
  - The national poverty threshold for a family of four plus 20%
  - The international poverty threshold set by the World Bank (1.90 USD/day/person), i.e. 274 USD for a family of four, plus 20%
  
- **No salary can be lower than 274 USD** (World Bank data as of October 2020 and to be updated as it changes)

# The salary scale 4/5 - intervals



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΓΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΓΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΓΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

## » Each mission will have to define intervals:

- **Between levels** - A level of progression in the same occupation corresponding to the individual acquisition of skills demonstrated in that occupation.
  - Care should be taken to consider the interaction with the length-of-service bonus - The difference between two levels must not be less than the % bonus granted for length of service
  - It is accepted and acceptable that level D of one category can be higher than level A of the category immediately above it.
  - The level at which an employee is positioned and progress they make in their occupation with regards to the different levels is linked to the annual appraisal (see work in progress at the HRD).
- **Between one category and another - there is a need to position ourselves for each occupation with regard to our attractiveness on the labour market**
  - A “benchmark” study has to be carried out in each field, keeping a critical eye on a local labour market, which may often be deregulated.
  - Our attractiveness should not be limited to salary issues alone (social values, medical coverage, the meaning of our actions, etc.)

» The ratio between the lowest (category 1 level A) and the highest (category 10 level D) salary in the grid must not be higher than 10 (previously 5).

» There are no recommendations as to the linearity of these intervals

# The salary scale 5/5 – example



MÉDECINS D  
LÄKARE I VÄ  
DOKTERS VAN D  
VÄRLDEN ME  
生组织 DOCTO

OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS  
S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO  
ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄ  
KOŞMUY DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医  
生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

		Example of intervals between categories and levels						
		Reference salary = 100						
		Level A	Interva I A/B	Level B	Interva I B/C	Level C	Interva I C/D	Level D
	<b>Cat.1</b>	<b>100,00</b>	<b>6%</b>	<b>106,00</b>	<b>7%</b>	<b>113,42</b>	<b>8%</b>	<b>122,49</b>
<i>Interval Cat.1 lev. A and Cat.2 lev. A</i>	20%							
	<b>Cat.2</b>	<b>120,00</b>	<b>6%</b>	<b>127,20</b>	<b>7%</b>	<b>136,10</b>	<b>8%</b>	<b>146,99</b>
<i>Interval Cat.2 lev. A and Cat.3 lev. A</i>	20%							
	<b>Cat.3</b>	<b>144,00</b>	<b>6%</b>	<b>152,64</b>	<b>7%</b>	<b>163,32</b>	<b>8%</b>	<b>176,39</b>
<i>Interval Cat.3 lev. A and Cat.4 lev. A</i>	30%							
	<b>Cat.4</b>	<b>187,20</b>	<b>6%</b>	<b>198,43</b>	<b>7%</b>	<b>212,32</b>	<b>8%</b>	<b>229,31</b>
<i>Interval Cat.4 lev. A and Cat.5 lev. A</i>	25%							
	<b>Cat.5</b>	<b>234,00</b>	<b>6%</b>	<b>248,04</b>	<b>7%</b>	<b>265,40</b>	<b>8%</b>	<b>286,64</b>
<i>Interval Cat.5 lev. A and Cat.6 lev. A</i>	25%							
	<b>Cat.6</b>	<b>292,50</b>	<b>6%</b>	<b>310,05</b>	<b>6%</b>	<b>328,65</b>	<b>6%</b>	<b>348,37</b>
<i>Interval Cat.6 lev. A and Cat.7 lev. A</i>	30%							
	<b>Cat.7</b>	<b>380,25</b>	<b>6%</b>	<b>403,07</b>	<b>6%</b>	<b>427,25</b>	<b>6%</b>	<b>452,88</b>
<i>Interval Cat.7 lev. A and Cat.8 lev. A</i>	25%							
	<b>Cat.8</b>	<b>475,31</b>	<b>6%</b>	<b>503,83</b>	<b>6%</b>	<b>534,06</b>	<b>6%</b>	<b>566,10</b>
<i>Interval Cat.8 lev. A and Cat.9 lev. A</i>	30%							
	<b>Cat.9</b>	<b>617,91</b>	<b>7%</b>	<b>661,16</b>	<b>6%</b>	<b>700,83</b>	<b>5%</b>	<b>735,87</b>
<i>Interval Cat.9 lev. A and Cat.10 lev. A</i>	15%							
	<b>Cat.10</b>	<b>710,59</b>	<b>7%</b>	<b>760,33</b>	<b>6%</b>	<b>805,95</b>	<b>5%</b>	<b>846,25</b>
<b>Ratio between the highest and lowest salaries:</b>								<b>8,5</b>

# Changes in salary



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » **Individual development** is part of the employee's career path and is based on the annual appraisal interview.
  - **Change of level** due to the demonstration that a new skill has been acquired in the occupation – proposal from the manager to be centralised at HR coordination level, which will ensure that all employees are treated fairly and that the budget is respected - Genco may arbitrate if necessary.
  - **Change of category** as a result of change of occupation (mobility)
  - **No changes in salary other than in these two cases** - the individual bonus as a reward for a positive appraisal will no longer be used as this is contrary to the principle of fairness.
  
- » **Collective changes**
  - Annual re-evaluation of the salary scale in line with **inflation**
  - Regular analysis (every 2/3 years) of the local labour market to reassess our attractiveness and **review** the salary scale.
  
- » Any proposals to modify the salary scale must be made **before the annual budget** is drawn up and must be **approved by the Desk Officer** in consultation with the HR advisor as to the methodology and with the Finance Officer in order to anticipate the impact on the budget.

# Matrix of levels



MÉDECINS D  
LÄKARE I VÄ  
DOKTERS VAN DE  
VÄRLDEN ME  
生组织 DOCTO

OF THE WORLD العالم منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS  
S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO  
ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة LÄKARE I VÄ  
KOŞMUY DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医  
生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

LEVEL OF COMPETENCES DEMONSTRATED IN THE MDM OCCUPATION				
LEVEL A	Partial proficiency	Able to do	requires proficiency - the basic techniques to be implemented in the field covered by the competences - the formal conditions of application (procedures, quality and safety standards). Period of adjustment to the context, implementation of competences in the environment, understanding of operational and procedural issues.	ability to act and react appropriately. knows what to do knows how to act in an emergency ability to do a series of actions depending on the aim
LEVEL B	Standard proficiency	Able to adapt	requires proficiency - of all standard techniques to be implemented in the field covered by the competences - in all standard conditions of application (procedures, quality, safety and economic standards) - adjustment of solutions to partly new situations that the post-holder has not necessarily encountered - increasingly complex cases dealt with	ability to combine resources ability to construct competences based on resources and to use them in a context ability to arbitrate, negotiate, decide ability to go beyond the basics ability to draw lessons from experience ability to use their resources but also those in the environment
LEVEL C	Advanced proficiency	Able to adapt to all complexities. Proficiency beyond what is expected	requires proficiency - of all techniques to be implemented both routinely and exceptionally in the field covered by the competence in question of all standard conditions of application and their short- and long-term impacts can contribute to cases involving bigger issues than their field of employment the choice of solutions corresponding to situations that are totally or partly new an additional complexity of cases treated supervision/management of 1/3 people not covered in the occupation assist and train employees	ability to transpose ability to memorise multiple situations and solutions ability to take a step back and operate simultaneously in two fields ability to use meta-competences to create a model ability to identify and interpret contextual indicators ability to learn
LEVEL D	Expert	Innovates and teaches others	Masters areas covering the entire occupation in different working situations including the most exceptional and complex situations. The post-holder must, among other things, carry out the following three additional activities: carry out mentoring; develop new, innovative working methods applicable to others holding the same occupation; make particular expertise available in the occupation's areas of competence and outside the strict scope of their occupation	ability to learn ability to transform their action into experience ability to describe how to learn ability to take risks ability to create conditions for transposing using transfer mechanisms ability to take initiative

# Remuneration variables 1/6 - Bonuses



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

## » Bonuses that we want to keep and/or want to create:

- Recurrent (collective) premiums:
  - Length of service
  - Transport
  - Food
  - Extra month (13<sup>th</sup> month)
- Bonuses linked to an exceptional event (individual):
  - End of contract
  - Dismissal
  - Retirement
  - Death / Disability
  - Acting
  - Relocation

## » Bonuses that are not acceptable (unless required by law):

- Performance
- Bonuses for religious reasons (if necessary, the payment of the 13<sup>th</sup> month may coincide with cultural events in the country)
- **If the legislation provides for other bonuses**
- Study the possibility that these could replace bonuses that already exist.
- **Principle of harmonisation with internal agreements for contracts under French law.**

- » **On length-of-service bonuses** - Principle that length of service is systematically included when the gap between two successive contracts is less than six months

# Remuneration variables 2/6 - Bonuses



OF THE WORLD الْعَالَمِ اطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD الْعَالَمِ اطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD الْعَالَمِ اطباء منظمة LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

## » Length-of service bonus:

- 5% after three years
- 2% after each additional two years
- Limited to 15 years

## » Transport bonus:

- 50% coverage
- Defined and allocated according to three areas
- Calculation of a fixed cost for each area
- Costs are not covered if the mission transports the staff to and from their homes

## » Food bonus:

- Covered at 50%
- Based on a benchmark of local restaurants
- The actual presence of the employee, including teleworking
- No coverage if the mission employs a cook
- Ensure that this does not duplicate per-diem travel costs

## » 13th month bonus :

- Conditional upon six months' service
- Payment timing to be defined by each mission (one, two or more instalments)
- 1/12<sup>th</sup> of basic salary received during the previous six months

For transport and food bonuses, it is important that the amount of the bonuses corresponds to 50% of the costs really incurred → Otherwise it is hidden salary

# Remuneration variables 3/6 - Bonuses



OF THE WORLD الْعَالَمِ اطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD الْعَالَمِ اطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD الْعَالَمِ اطباء منظمة LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

## End-of-contract bonus:

- » No end-of-contract bonus if the individual **resigns**
- » These bonuses are paid if the law does not provide for the payment of compensation or if the compensation is lower, in which case it will be supplemented by the amount of the bonus.
- » **Non-renewal of a fixed-term contract** - principle of taking precariousness into account → Half a month of the last basic salary per full year of length of service (otherwise pro rata)
- » **Dismissal** (!! Be aware of the legal framework !!)
  - For misconduct: No MdM bonus - strict application of the legal framework
  - For so-called “personal” reasons (inaptitude, professional inadequacy):
    - A quarter of a month of the last basic salary per full year of service (otherwise pro rata)
  - For so-called “economic” reasons (e.g. closure of a programme):
    - Half a month of the last basic salary per full year of service (otherwise pro rata)
- » HRD not in favour of early payment of the end-of-contract bonus (each year or at the end of the donor contract) - Legal risk + contrary to the principle of covering the loss of the occupation.



# Remuneration variables 4/6 - Bonuses



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

## » Retirement bonus:

- Age to be defined according legislation if no according life expectancy
- Bonus based on length-of-service :
  - If less than five years service = Half a month of the last basic salary per year of service
  - If more than five years of service = one month per year of service
- Bonus capped at the equivalent of one year's salary (12 times the last basic salary)
- Purpose and interest of the retirement bonus = to allow a breach of contract which is neither a dismissal nor a resignation.
- Low probability of event : more than 82% of the staff is under 45 years old, median and average length of service are around 3 years. Today 15 staffs (1,2% of the national staff) are over the retirement age and 46 (3,7%) will be eligible within the next 5 years

## » Compensation in the event of death or disability

- It is recommended to cover risks with insurance
- If no or insufficient coverage is possible, coverage to the level of
  - 24 months of the basic salary for death and disability related to an accident at work
  - Three months in the event of death (excluding accidents at work)
  - Invalidity not covered outside accidents at work

# Remuneration variables 5/6 - Bonuses



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

## » Acting bonus:

- To be allocated when an employee is required to cover the duties of a vacant post with a higher level of responsibility and for a period of more than one month
- As an annex, currently being prepared by the HR Administration department, this will be presented to you shortly.

## » Relocation bonus:

- For the purposes of the project and at the request of the employer, whenever an employee is required to work permanently outside their place of residence
  - Relocation should only be considered when recruitment in the area of intervention is problematic (lack of competent candidates, safety issues, etc.) or as part of an employee's mobility (reclassification, promotion, etc.).
  - A framework that must be defined by and for each mission
  - Two options:
    - A relocation bonus to cover the moving expenses of the employee and their family
- OR
- A monthly lump-sum bonus to compensate for the costs incurred by the relocation (accommodation, regular return transport to the family's place of residence, etc.)

# Remuneration variables 6/6 -

## Overtime



OF THE WORLD LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » All hours worked above a defined threshold
- » This threshold is the same for all employees (no differentiated working time)
- » It must not be a common practice
- » Unless imperative, overtime is not paid but is recovered
- » Special case of on-call staff (guards, drivers, medical staff):
  - It is recommended that there is sufficient staff to organise shifts to ensure that “normal” schedules are adhered to
  - If this is not possible:
    - Given that setting up a recovery schedule is an additional organisational constraint, then payment of any overtime is possible
    - On the other hand, rest time must be guaranteed: at least 11 hours between each shift and weekly rest of 48 consecutive hours
- » Please be aware of possible surcharges (working on public holidays, night hours, weekends, etc.). The surcharge also applies to recovery time.

# Miscellaneous



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » **Salary advances:** possible under certain conditions
  - Only one advance per month
  - Must correspond to the salary actually earned
  - Establishment of a management system
  
- » **Staff loans cannot be granted.**

# Financial elements 1/2



OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم منظمة أطباء LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΔΤΡΟΪ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

Current costs	17 886 704
Estimated costs	21 217 230
<b>Total marginal costs</b>	<b>3 330 526</b>

- » A part of the marginal costs is eligible to the donors funds. **It is an imperative condition of the implementation**; the costs generated by the implementation of the salary policy must be charged to donors in the same proportion as their actual coverage in the mission budget.
- » This marginal costs is calculated on th bonuses (excluding end of contract and retirement) and the establishment of a minium wage.
- » The financial commitment regarding private funds, validated by the Executive Committee:
  - 776k€ to cover the following elements :

	Minimum wage	Food	Transport	Lenght of service	13th month	TOTAL
<b>Total marginal costs</b>	1 079 078	1 309 344	163 245	285 486	493 372	<b>3 330 526</b>
<b>Marginal costs on private funds</b>	331 984	259 158	40 166	72 528	72 464	<b>776 301</b>
<b>Marginal costs on donor funds</b>	747 094	1 050 186	123 078	212 958	420 908	<b>2 554 225</b>

- An annual financial envelope of 50k€ to cover the death or disability indemnity and the retirement bonus.

# Financial elements 2/2



OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄ KOSJOU DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 生组织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ

- » **Gradual implementation**, prioritizing measures with strong HR policy positioning values, while spreading the financial impact over 2 budget years.

Year Y	Minimum wage	Lenght of service	13th month	Total
Marginal costs	1 079 078	285 486	493 372	<b>1 857 937</b>
Marginal costs on private funds	331 984	72 528	72 464	<b>476 976</b>
Year Y+1	Food	Transport	Total	
Marginal costs	1 309 344	163 245	<b>1 472 589</b>	
Marginal costs on private funds	259 158	40 166	<b>299 325</b>	

- » Regarding the **end-of-contract bonus** (2,3M€ including 600k€ marginal costs), the costing corresponds to **provisions** that do not have budgetary impact unless the closure of the mission/program is planned for the coming year – To see according the IOD operational strategy. It means an additionnal enveloppe will have to be added / planened in case of effective closure.
- » **These financial éléments are precisely determined by mission and type of bonuses.** Details will be presented to financial directorate, desk managers and HR référents during the summer. Communication to field teams will be made in September thru classic hierachical and fonctionnal channel, but also with a handover report from the project manager which will be drafted as a contextualized implementation guide for each mission.

MÉDECINS D  
LÄKARE I VÄ  
KTERS VAN D  
VÄRLDEN ME  
生组织 DOCTO



OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS S 世界医生组织 MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DO ÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD العالم أطباء منظمة LÄKARE I VÄ KOSMΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医 织 LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZ



**Thank you!**

**Meet on September 10 for the last « Friday news » on this classification project!**