



BENCHMARKING



BENCHMARK UNIT

MSF aims to be a socially responsible employer for our more than 67 000 employees worldwide, recruiting the best, most committed people to fulfil our social mission. To do so, MSF needs in-depth knowledge of the markets in the countries that we operate. We provide both regular and special-focus market intelligence. Our analyses contribute to informed decision-making in various technical platforms and departments.

SERVICES

Professional, in-person salary and rewards surveys by trained Remuneration Analysts, with a specified comparatio.

FINISH READING ON PG. 2



MARKETS

Responsibility for 68 countries globally with surveys conducted in complex, conflict-affected, and access-restricted environments.

FINISH READING ON PG. 3



REPORTS

More than 100 comprehensive and confidential reports detailing market trends, basic salaries, total compensation, and economic and cost of living indicators.

FINISH READING ON PG. 4





BENCHMARK

Salary & Labour Market Studies

MSF employs tens of thousands of people worldwide in a broad range of jobs and skill levels who ensure that MSF can deliver quality health care to those who need it. We often work alongside other organisations and actors in response to emergencies and humanitarian need. Benchmark salary surveys are conducted on location in these environments to ensure that MSF is not disrupting the local labour market with its presence.

We often work in locations that lack publicly accessible information on common market practices, cost of living and decent living wages. We strive to collect and analyse this information first hand in order to increase awareness of the local markets and promote quality employment opportunities with just remuneration practices.

MSF wants to ensure that our mandate can be carried out under the highest quality standards while also providing our staff with fair wages that support their families and communities. Salary surveys are a key way to; identify retention strategies, foster intrinsic motivation, avoid disrupting the labour market, highlight relevant differences between capitals and rural areas, and ensure compliance with local labour and employment laws.

MSF salary surveys consists of both field and desk research, including data and document collection, semi-structured in-person interviews, community engagement, and information gathering from local staff, businesses and legal practitioners.

AVAILABLE SURVEYS

- National Staff Compensation and Benefits Surveys
- International Headquarter Staff Salary Surveys
- Specialised and Spot Surveys
- Expertise in Rewards Systems Reviews
- Monthly Household Expenditures Surveys

REMUNERATION ANALYSED

- Minimum Base Salaries
- Fixed Allowances
- Total Guaranteed Cash
- Secondary Benefits

HOUSEHOLD EXPENDITURES

- Housing
- Food
- Non-Food Items
- Energy
- Transportation
- Education

Ensure your salary revision is based on factual, socially-informed market data that upholds compliance with legal HR practices and a relevant economic context



MARKETS

Local Pay. Global Conscience.

Since 2013 the Intersectional Benchmarking Unit at MSF has provided over 140 independent benchmark surveys covering some 68 countries and over 2 800 participants.

Providing access to labour market information in resource- and information-poor settings, including conflict zones and areas of economic turmoil ensures that MSF remains a fair and engaged employer for our staff around the world. Our commitment to ourselves equates to an increased availability of market data for organisations and institutions in shared locations, as we make a report available to each participant in every survey.

MSF has a targeted focus on the development of and human resources available to the non-governmental sector, tailoring our market research to include comparators of similar size and function. A complete market picture is developed through the evaluation of positions across a wide variety of job families, including Medical, Paramedical, Administration, Logistics & Supply, and Operational Support.

MSF Surveys have been conducted in the following regional markets:

- **Asia & Middle East** (31)
- **Africa** (49)
- **Europe** (14)
- **Oceania** (2)
- **Americas** (6)

Approximately 25 individual surveys are conducted every year, following a three- to five-year cycle depending on the relative volatility and complexity of the reference market.

Along with a majority of international non-governmental organisations our reference markets include:

- **Local NGOs**
- **Local Businesses**
- **International Private Companies**
- **International Agencies**
- **Local Government Ministries.**

REPORTS

The benchmarking methodology is a disciplined approach for determining the relative importance and value of different jobs, and the critical relationships between them. It ensures that jobs are compared based on requirements and accountabilities, and not by title, status or other bias.

In order to ensure that jobs of similar requirements and accountabilities are compared, emphasis is put on the core content of each function, reflecting the level of responsibility (knowledge, skills and supervision level) and complexity of tasks.

Reports include an analysis of Total Guaranteed Cash (TGC) as composed of a minimum base salary plus any guaranteed, fixed, cash allowances per function or per comparator. Additional analyses of benefits and legal contexts provide a more complete picture of competition and resource availability in each market.

Each report covers:

- Executive summary of the market
- Prevalent local wages and social benefits
- Socio-economic context and labour market practices
- Household Expenditure and Living Wage assessment
- Market response to economic turmoil or context changes
- Analysis of regulatory compliance

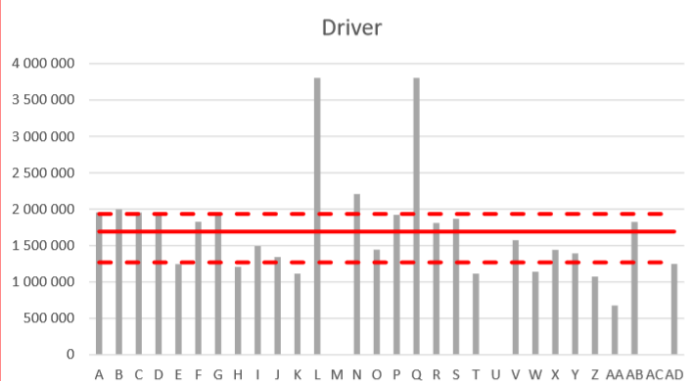
Reports are used by participants to assess market competitiveness, identify market trends, and review and structure HR policies to ensure recruitment and retention success. MSF Labour Market Surveys offer a comprehensive analysis of a local market within a given period of time, essential to understanding the impacts of remuneration packages on staff motivation and legal compliance. Reports are viable as both primary and secondary sources for the development of salary scales, function grids, internal regulations and regular strategic reviews for rewards adjustments.

For more information, please contact benchmarking@oslo.msf.org or visit our website at <https://benchmarking.msf.org>.

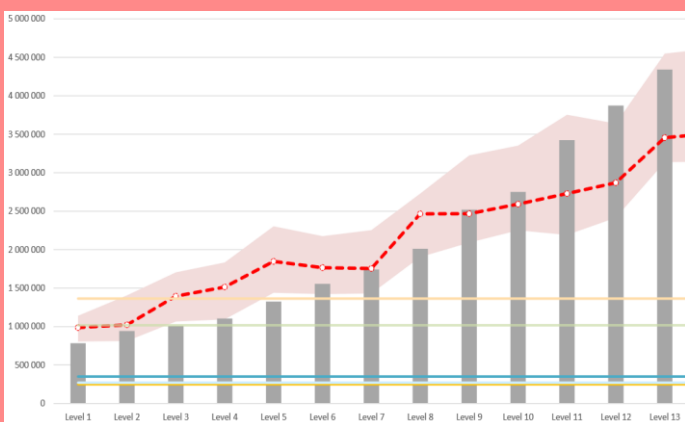
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A complete overview of compensation structures and market trends



Information on median compensation per function



Market median, upper and lower quartiles, and economic per level of responsibility