

NGO Global Pay Survey

Compensation Survey Report

December 2021

Prepared for
Organization X

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Report Settings & Assumptions in Data Analysis:

- a. Data for the reports is based on 8 employers. Organization X data has been excluded from market data in Section C.
- b. Compensation data is presented in Gross (before application of any taxes due). For legally tax-exempt employers where compensation elements are expressed in net amounts, data will be grossed up using headquarters country taxes.
- c. Data is expressed in U.S. Dollar (USD). In the case of any data provided in other currencies, these are converted to U.S. Dollar using the prevailing Open Exchange Rates as of 1 December 2021.
- d. The comparison with the external employers is undertaken on conditions on offer for employees on a global pay scale for each organization.
- e. Analyses are based on Base Salary level at the Minimum, Midpoint and Maximum rates.
- f. A minimum of 5 employer matches is required for data to be included in this report.



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HOW TO navigate the electronic version of this report:

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- To return to the 'Table of Contents', click on the  icon on the upper left
- To jump to the beginning of a specific section, click on the corresponding tab on the left



Section A. Survey Overview

Survey Scope

Thank you for your participation in the Birches Group NGO Global Pay Survey! This report provides insights into the status of the global market for internationally recruited / expatriate staff working in the NGO sector as of 1 December 2021. Base salary ranges applicable to internationally recruited / expatriate staff at a global level are presented here organized by Birches Group grade level.

What is in this section?

This section begins with an executive summary of your data against the market, followed by Birches Group's salary survey methodology, and a market overview.

Sub-Sections

1. Executive Summary
2. Our Salary Survey Methodology
3. Survey Participants
4. General Policy: Salary Structure



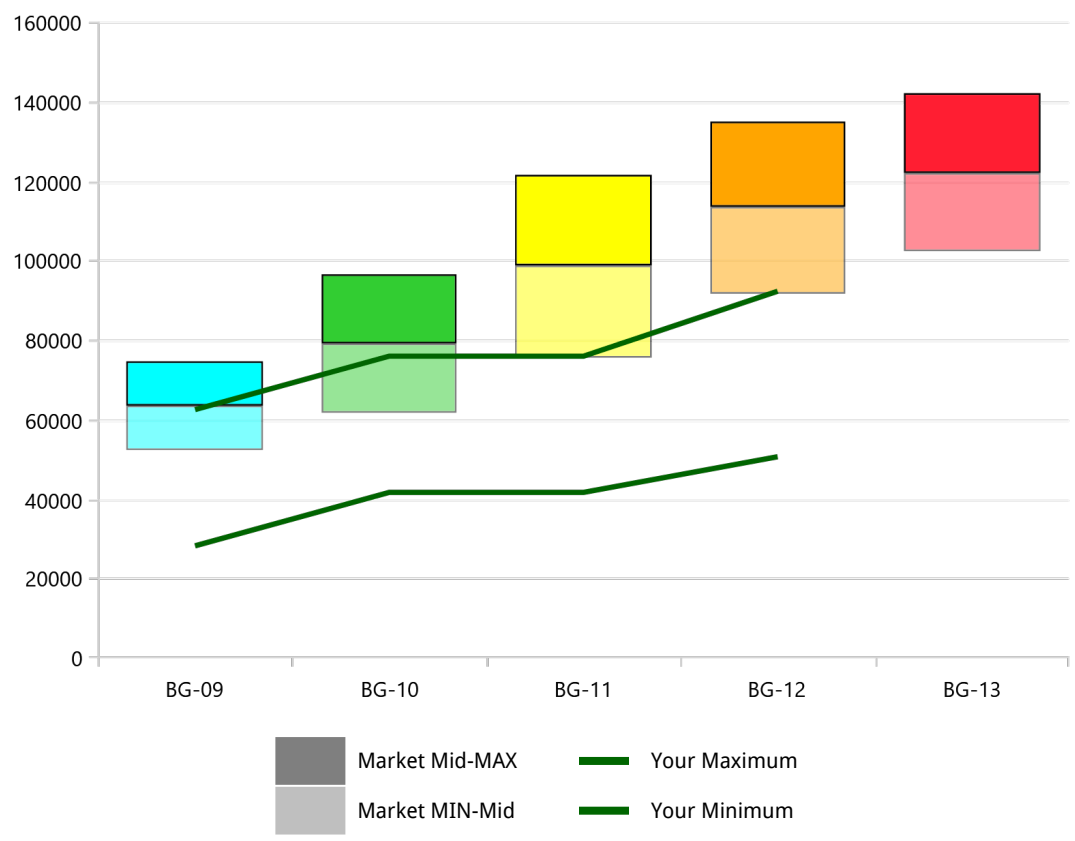


1. Executive Summary

Your Position Against the Market

Organization X is **behind** the December 2021 global market **50th Percentile** by **56.14%** on average (positive values indicate market is ahead your organization). Organization X is currently at the **at the market Low at its minima** and **at the market Low at its maxima**.

Below is a chart comparing your organization with the global market 50th Percentile, based on **base salary in U.S. Dollar (USD)**, organized by Birches Group Community™ levels.



maximum. A closer examination of this variance is found in **Section C 'Market Grade Average Data'**, and additional percentiles are also shown.

While your organization differs from the market on average by the previously stated amount, this difference may be of a smaller or larger magnitude at each grade's minimum and



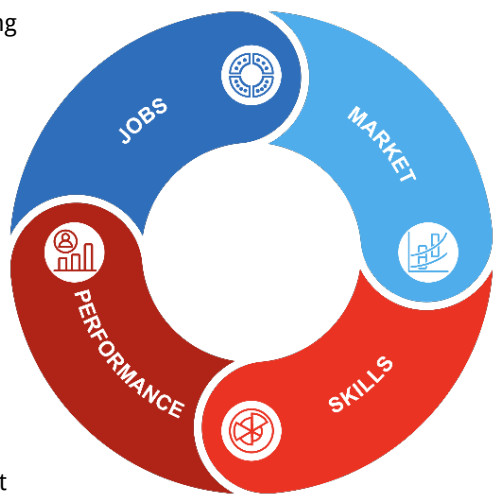
2. Our Salary Survey Methodology



The Community™ Framework – An Integrated Approach

This salary survey report is a product of a larger integrated Human Resource Management framework called Community™. It brings together solutions across four main areas of Human Resources, namely:

- **Jobs** focuses on Job Evaluation and establishing job/grading structures aligned to Birches Group’s three factors of evaluation and 14 levels



- **Market** focuses on using job structures to align your organization’s pay with the market and creating job-based salary scale structures

- **Performance** focuses on the evaluation of individual achievement aligned to the job standard

- **Skills** focuses on measuring employees' accumulated knowledge aligned to the job standard

The salary survey is built on the principles common throughout the whole Community™ platform.

Establishing a Common Standard - Community™ Job Evaluation Framework

Birches Group data collection methodology seek to establish an alignment of each survey participant’s grades to Birches Group’s Community™ Job Evaluation 14-level structure, which then allows us to observe & compare local labour market practices in terms of compensation across hierarchy of roles. Birches Group’s levels are used to form a “measuring stick” across all organizations, enabling the consistent comparison of data from each employer per a rigorous standard.

The Birches Group’s Community™ Job Evaluation 14-level structure can be found in the following sub-section, **Grade Alignment is Key.**

Establishing Generic Values – The Use of Grade Data

Birches Group’s approach to comparing pay is based on a comparison of grading structures between and across employers.

Employers typically use generic salary ranges to cover all jobs at a particular level. We do not separately report specific occupational differences or incumbent data; this is not truly “job-based”, but rather, reflect individual incumbent characteristics such as experience, performance, etc., which is unrelated to the job. Additionally, most organizations do not usually create distinct pay scales by occupation. Should there be an employer with occupationally variant salary structures, their occupational data will have been merged based on the generic Birches Group levels.

Employer jobs have been matched to specific benchmark jobs established following the grade mapping between Birches Group Levels and the Employer Grades. It may be noted that additional generic (GEN) matches have been added in the list of benchmark jobs. The application of GEN matches or generic matches in our surveys serves two purposes: the first is to capture data for unique jobs in our survey where we currently do not have specific benchmarks with thumbnail descriptions. The second, which is of equal value, is to ensure that our surveys show data which represents the market broadly. The generic positions represent the aggregate of all individual occupational titles at the same contribution level, including those for which insufficient data prevents us from showing separately.



Reporting the Full Range – The Use of Minimum and Maximum Data

Grade data in the survey is reported using the minimum and maximum values. These correspond to a salary structure's hiring rate and maximum attainable salary per grade. This structural approach to data is robust because it represents the full range of an organization's compensation footprint; for example, your organization may trail the market at the hiring rate but be more competitive at your maximum salaries. The "market footprint" provides a good understanding of the range of compensation for any job at a particular level and allows the employer to target their market position effectively.

Global Market Based on Global Comparison

Our market benchmarking approach is to include staff on a global pay line regardless of where their job may be located. In other words, all staff in scope for this survey are within the same pay range regardless of their "home" or "host" country and therefore comparison at this level can be used to assess market worldwide competitiveness. Data from organizations that establish different base salaries for expatriates based on location have been excluded from this global report but may be included in location-specific data extracts available separately. Benefits provided by location are not included in this report and are typically driven not by market competitiveness but by establishing internal equity between members of this global staff group within the same organization serving in different locations.





Grade Alignment is Key

Good job evaluation is the foundation of accurate comparisons between organizations in any salary survey. The Community™ framework is built on three evaluative factors:

- Purpose – the substantive focus of work; the reason why this job exists in the organization;
- Engagement – the communications aspect of work; the level of collaboration within the organization and with its clients;
- Delivery – the execution component of work; how one organizes and delivers work.

These factors are central to the articulation of fourteen distinct, generic levels comprising four (4) clusters of work: General, Process, Design, and Leadership. Any one job and, ultimately, any one employer’s grading structure will be aligned against these levels.



Internationally recruited or Expatriate Staff can be seen from levels BG-8 and up but are more prevalent from BG-10 and up. While BG-8 is the beginning of the “Design’ cluster, it must be noted that the BG-8 job level is not commonly found across organizations. The BG-8 level functions as a traineeship or fellowship level for organizations with established management/ technical trainee programs, as such BG-8 jobs are never designed to be permanent assignments but are used to build professional capacity in incumbents. Incumbents in these BG-8 jobs would often have advanced degrees/training but not significant experience and so are hired into the trainee program for a limited duration and either are promoted to BG-9 as a fully-qualified professional or would exit the organization. BG levels 1-7 relating to general and process work are not included in this survey but are shown below for context.

The three job evaluation factors arranged to the fourteen generic levels are seen in the table below. Each of these factors and level milestones are defined in **Annex D - Job Level Definitions**.

| Level | Purpose | Engagement | Delivery |
|--------|--------------------------------|------------------|--|
| BG-14+ | Lead | Inspire | Vision |
| BG-13 | Advance | Position | Corporate Planning |
| BG-12 | Integrate / Transform | Empower / Compel | Define Programme / Business Line Cycle |
| BG-11 | Innovate | Advocate | Define Project Cycle |
| BG-10 | Adapt | Persuade | Adapt the Project Cycle |
| BG-9 | Analyze | Collaborate | Manage the Project Cycle |
| BG-8 | Apply Basic Concepts | Acquire | Understand Project / Business Cycle |
| BG-7 | Manage Integrated Processes | Align | Sustain Service |
| BG-6 | Ensure Process Integrity | Advise | Sustain Standards |
| BG-5 | Execute Intricate Transactions | Inform | Prioritize and Select |
| BG-4 | Process Basic Transaction | Inform | Basic Information Organization |
| BG-3 | Provide General Support | Exchange | Present |
| BG-2 | Provide Mechanical Support | Aware | Consistent Repetition |
| BG-1 | Provide Physical Support | Aware | Consistent Repetition |

Leadership positions may be found higher than BG-14 for larger, more complex organizations. These higher levels will typically consist of positions that are no longer defined or categorized using job evaluation—instead, these positions are likely person-based so positions at BG-15 and above will simply represent the hierarchy at the highest levels of the organization.

The alignment of your grades with the Birches Group Community™ levels can be found in Section B ‘Your Data’ and will serve as the basis of structural comparison with all comparator groups.



3. Survey Participants

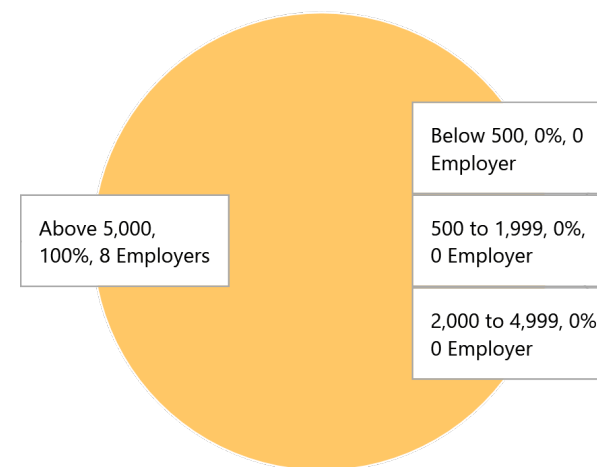
List of Participating Organizations

1. Organization A
2. Organization B
3. Organization C
4. Organization D
5. Organization E
6. Organization F
7. Organization G
8. Organization H

Profile of Participants

8 organizations participated in the Global Pay Survey in 2021. They vary in worldwide budgets and number of employees.

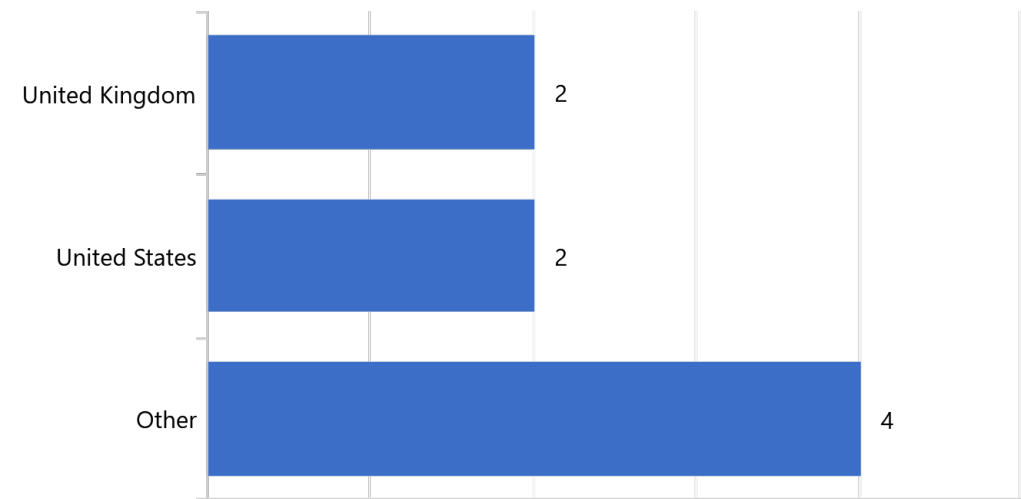
Percentage of Employers by Total Staff Size



| Staff Size | Average Number of Employees | | | |
|----------------|-----------------------------|------------|--------------------------|-------------------------------|
| | Expats | | Total # of Expat on Avg. | Proportion HQ / Outside HQ |
| | HQ | Outside HQ | | |
| Below 500 | 0 | 0 | 0 | 0% / 0% |
| 500 to 1,999 | 0 | 0 | 0 | 0% / 0% |
| 2,000 to 4,999 | 0 | 0 | 0 | 0% / 0% |
| Above 5,000 | 96 | 458 | 554 | 17% / 83% |

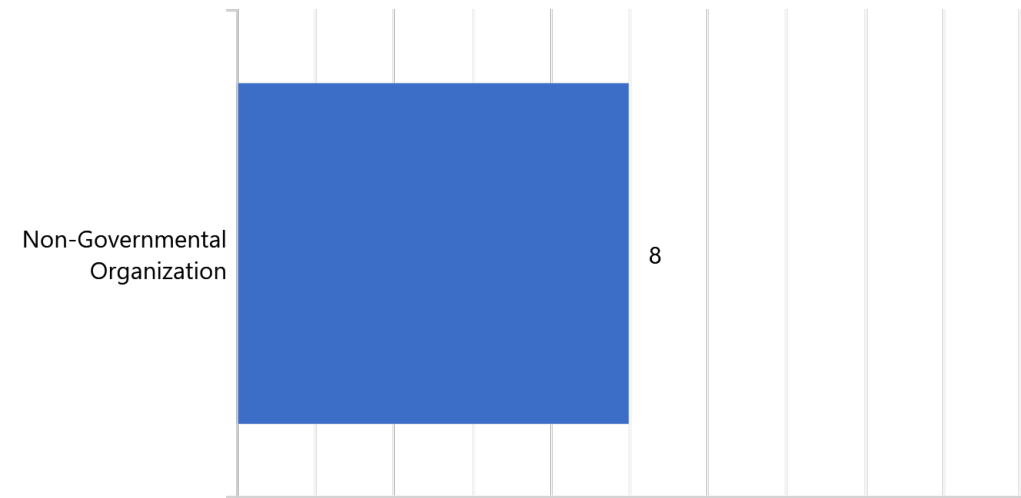


Number of Participants by Headquarters Location

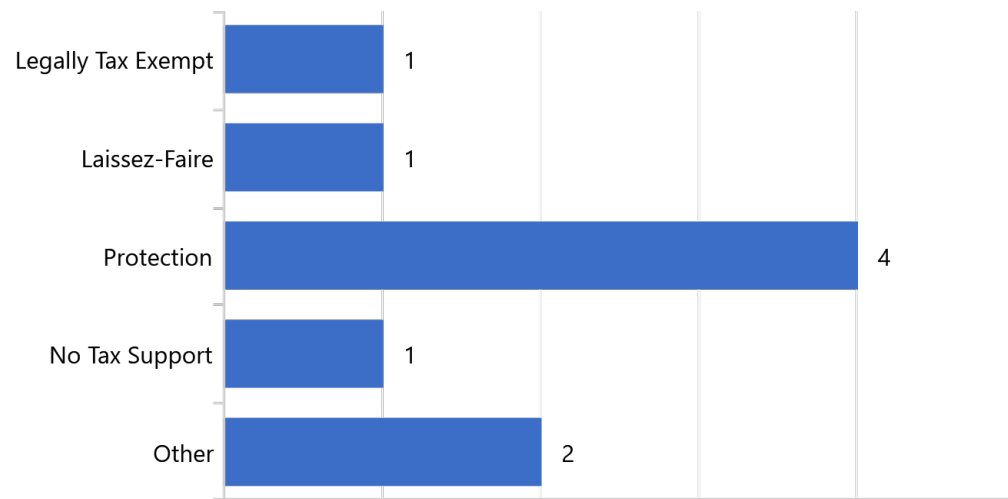


HQ included in Other are Switzerland, Spain, Norway, Denmark

Number of Participants by Organization Entity

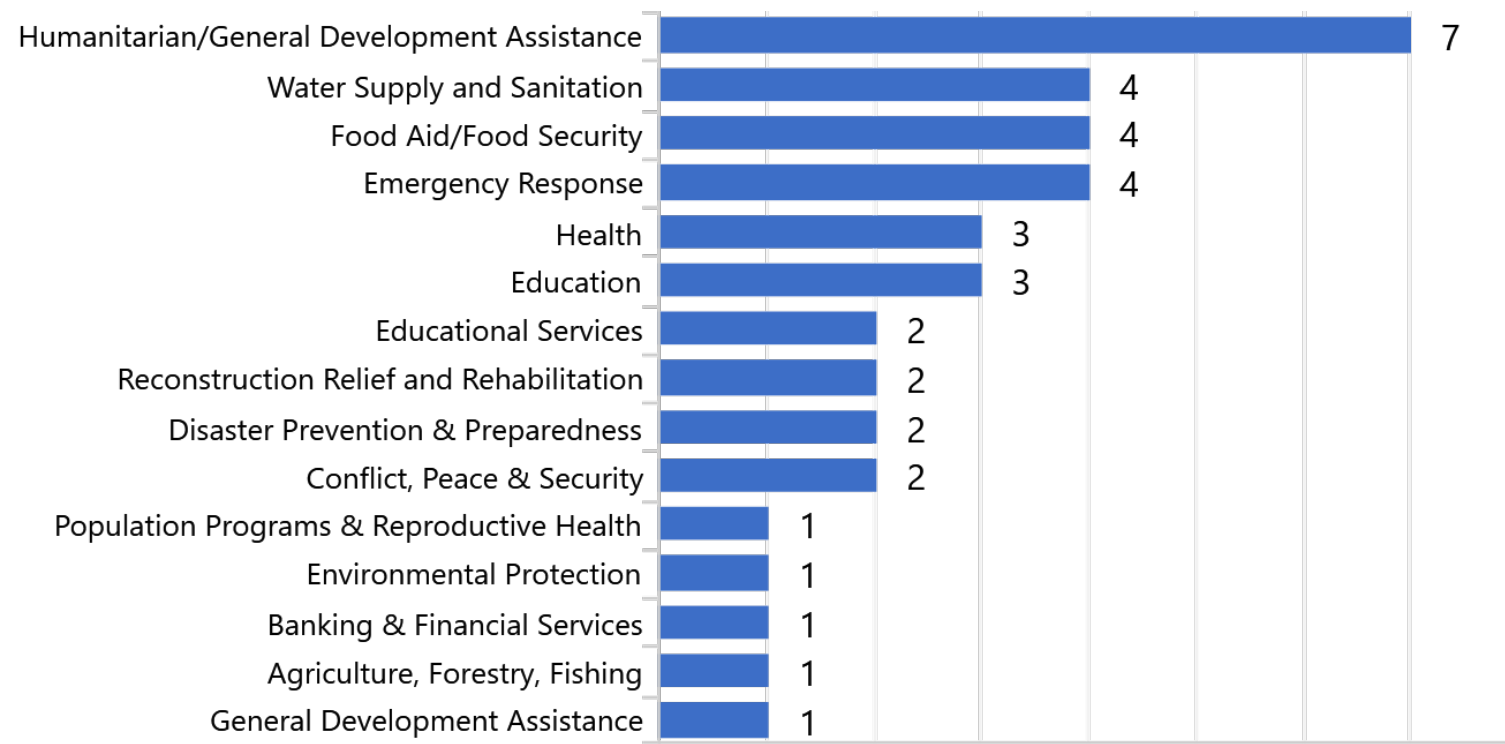


Personal Income Tax Treatment in the Market





Number of Participants Active in the Following Sector¹



Tailor the Data to Your Organization: Custom Cuts

A **custom cut** of the survey data, to include just the comparators you want, ensures your results will be most useful and relevant.

The most effective way to utilize survey data is to make sure the comparator market is made up of organizations that are relevant to you. There are many ways to determine the most relevant market, such as:

- Those working in the same/ similar sector
- Those to which you have lost staff or hired staff from

Requesting a Custom Cut

To request a custom cut, please email clientservices@birchesgroup.com

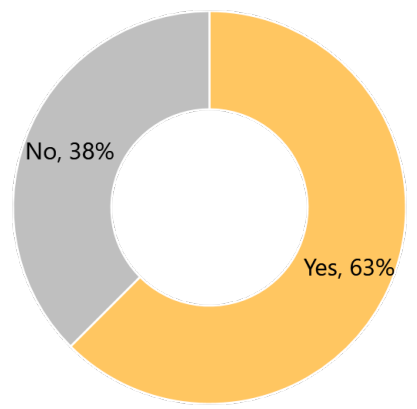
¹ Some participants may be active in more than 1 sector.



4. General Policy: Salary Structure

Market Practice

Percentage of Employers Who Adjusted Their Salary Scale in 2021



Not specified by 1 of 8 employers

Last average percentage adjustment applied:

- To Salary Scale = **9%**
- To Incumbent Salaries = **2%**

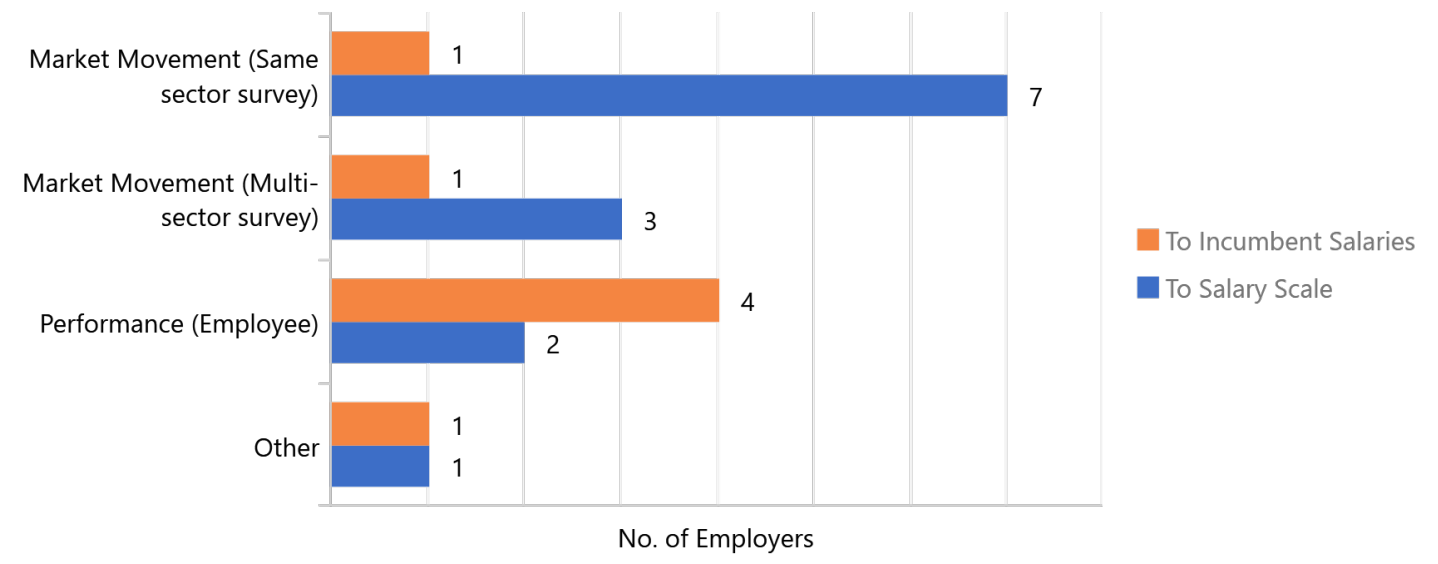
Your Practice

Did adjust salaries in 2021.

Last average percentage adjustment applied

- To Salary Scale = **Not specified**
- To Incumbent Salaries = **Not specified**

Basis for Salary Adjustment



Uses **Other, Market Movement (Same sector survey)** as basis for salary adjustments to salary scale.

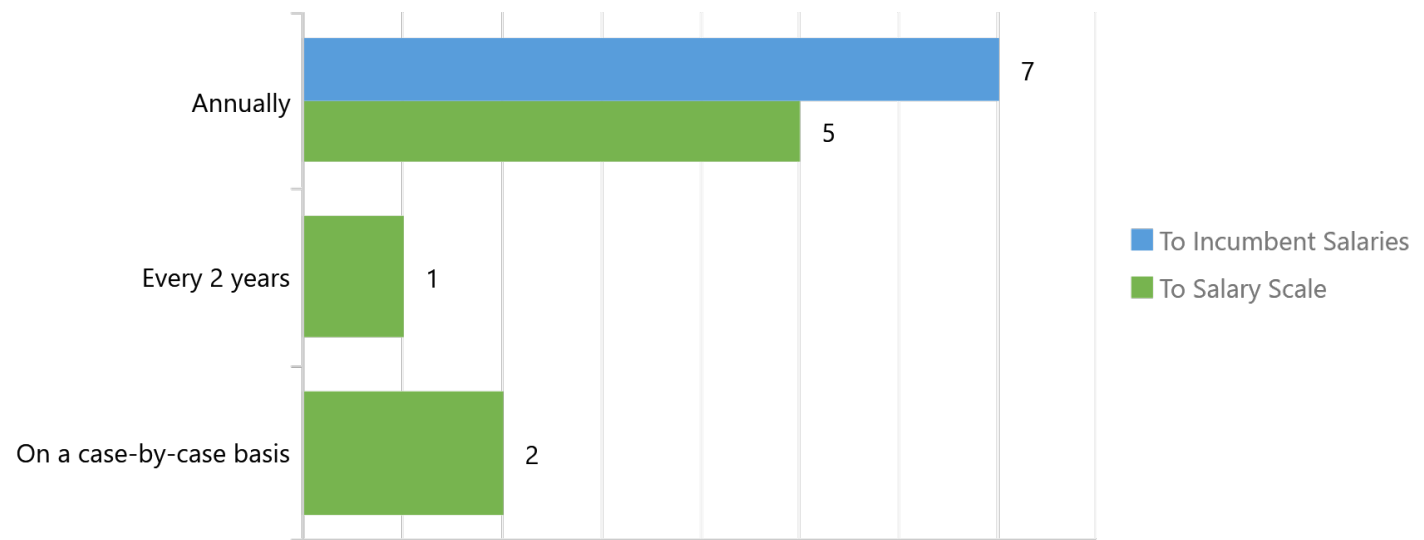
Uses **Other** as basis for salary adjustments to incumbents.



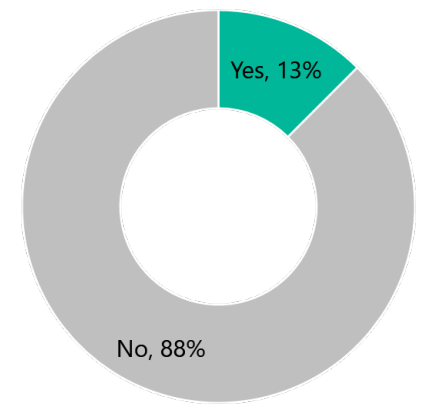
4. General Policy: Salary Structure (continued)

Market Practice

Frequency of Salary Adjustment



Target Market Composition Defined?



Your Practice

Adjusts salary scale **On a case-by-case basis.**

Adjusts incumbent salaries **Annually.**

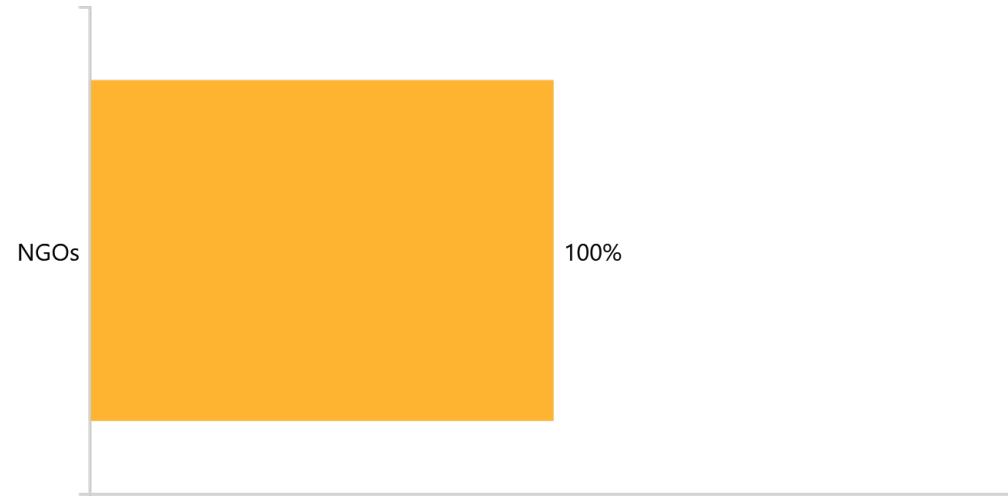
No, target Market Composition is not defined.



4. General Policy: Salary Structure (continued)

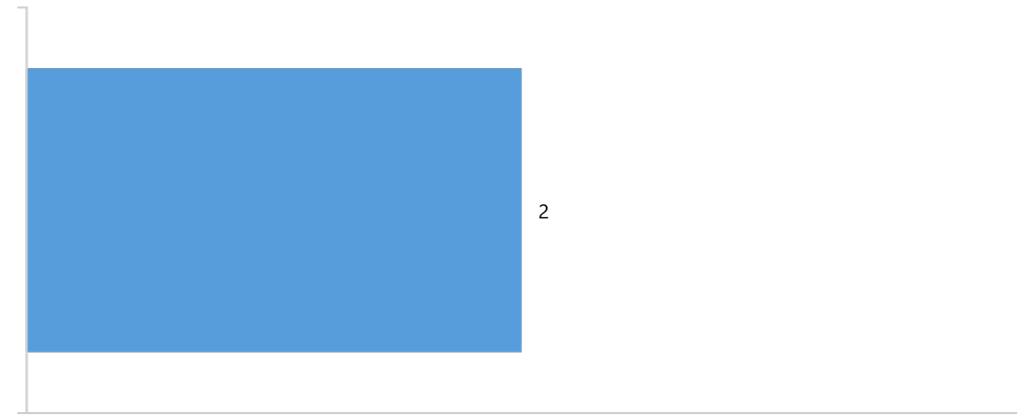
Market Practice

Average Market Composition Proportion



Not applicable to 7 out of the 8 employers

Top 5 Countries where Comparators are Based



2 Employers use single country market reference.

Not specified by 6 of 8 employers

Your Practice

Market Composition Proportion:

Not applicable.

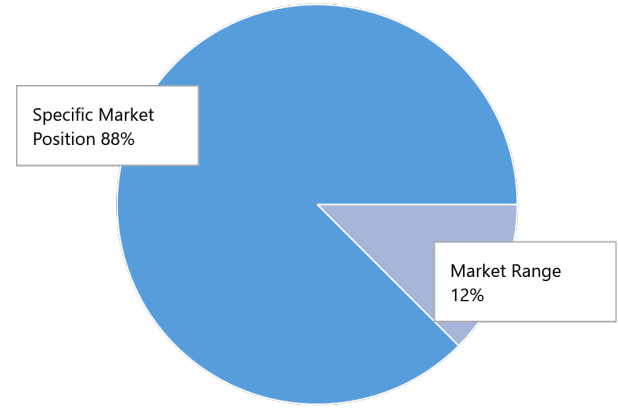
Not specified.



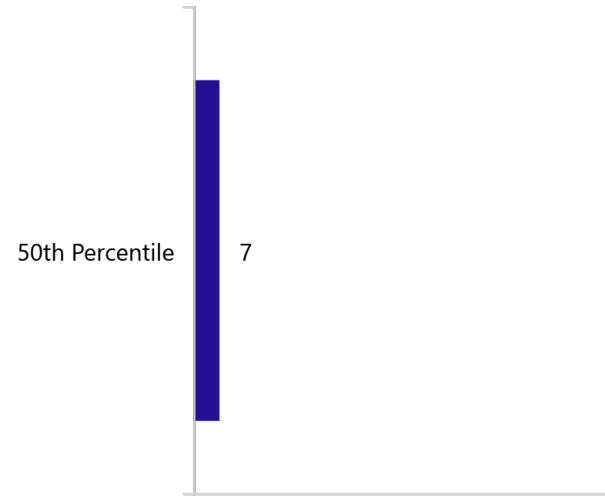
4. General Policy: Salary Structure (continued)

Market Practice

How is Market Target Defined?

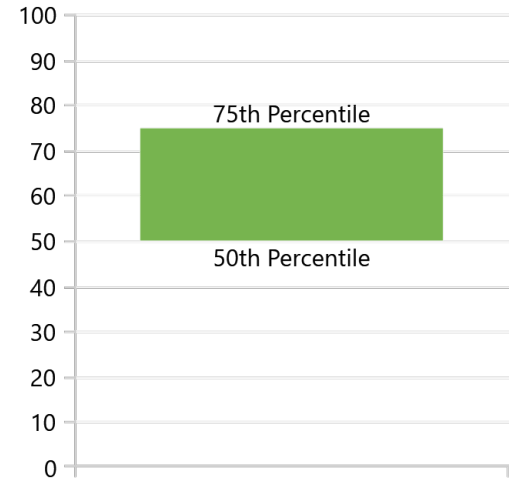


Target Market Position



Not specified by 0 of 7 employers

Target Market Range



Average percentile position range across 1 employers

Not specified by 0 of 1 employers

Your Practice

Targets **Market Range**

Not applicable.

Targets the **50th Percentile - 75th Percentile** of the market.



Section B. Your Data

What is in this section?

This section outlines the base salary data gathered from your organization. This allows you to see how the data your organization provided for the survey was analyzed. It also allows you to see how your results are calculated prior to being compared to the market data.

Sub-Sections

5. Your Grades
6. Base Salary Data Provided by Your Organization





5. Your Grades

The following table is arranged by Birches Group (BG) level aligned to your grades.

| BG Level | Your Grades |
|----------|-------------|
| BG-12 | 2, 1 |
| BG-11 | 3 |
| BG-10 | 2 |
| BG-09 | 5, 4, 4, 3 |



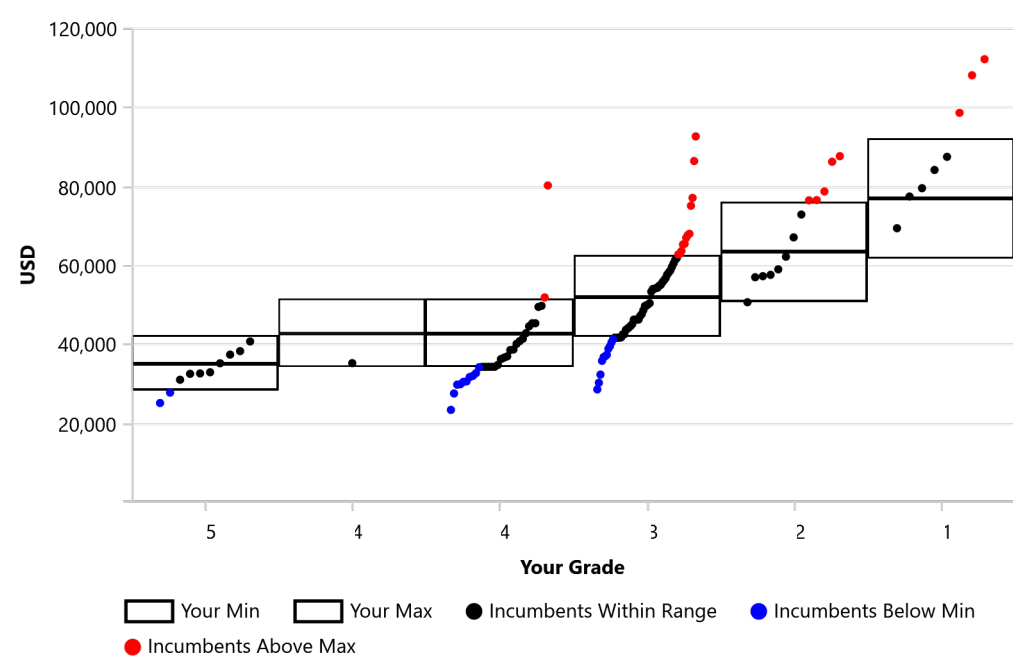
6. Base Salary Data Provided by Your Organization

The table below shows your salary scale applicable globally to your internationally recruited/expatriate staff.

Your Salary Scale

| Effective Date: 1-August-2021 | | |
|-------------------------------|--------|--------|
| Gross Scale in Euro (EUR) | | |
| Grade | Min | Max |
| 1 | 53,234 | 79,851 |
| 2 | 43,798 | 65,697 |
| 3 | 36,034 | 54,052 |
| 4 | 29,647 | 44,471 |
| 4 | 29,647 | 44,471 |
| 5 | 24,392 | 36,588 |

Organization X Incumbent Base Salaries in Current Annual Base Salary Scale



The above chart illustrates the distribution of worldwide expatriate staff within the current salary structure.



Section C. The Market Data

What is in this section?

This section compares your organization's base salary with the market.

All tables are in annual terms U.S. Dollar (USD) and gross (before tax).

Sub-Sections

7. You vs. the Market
8. Market Data by Grade (Base Salary)





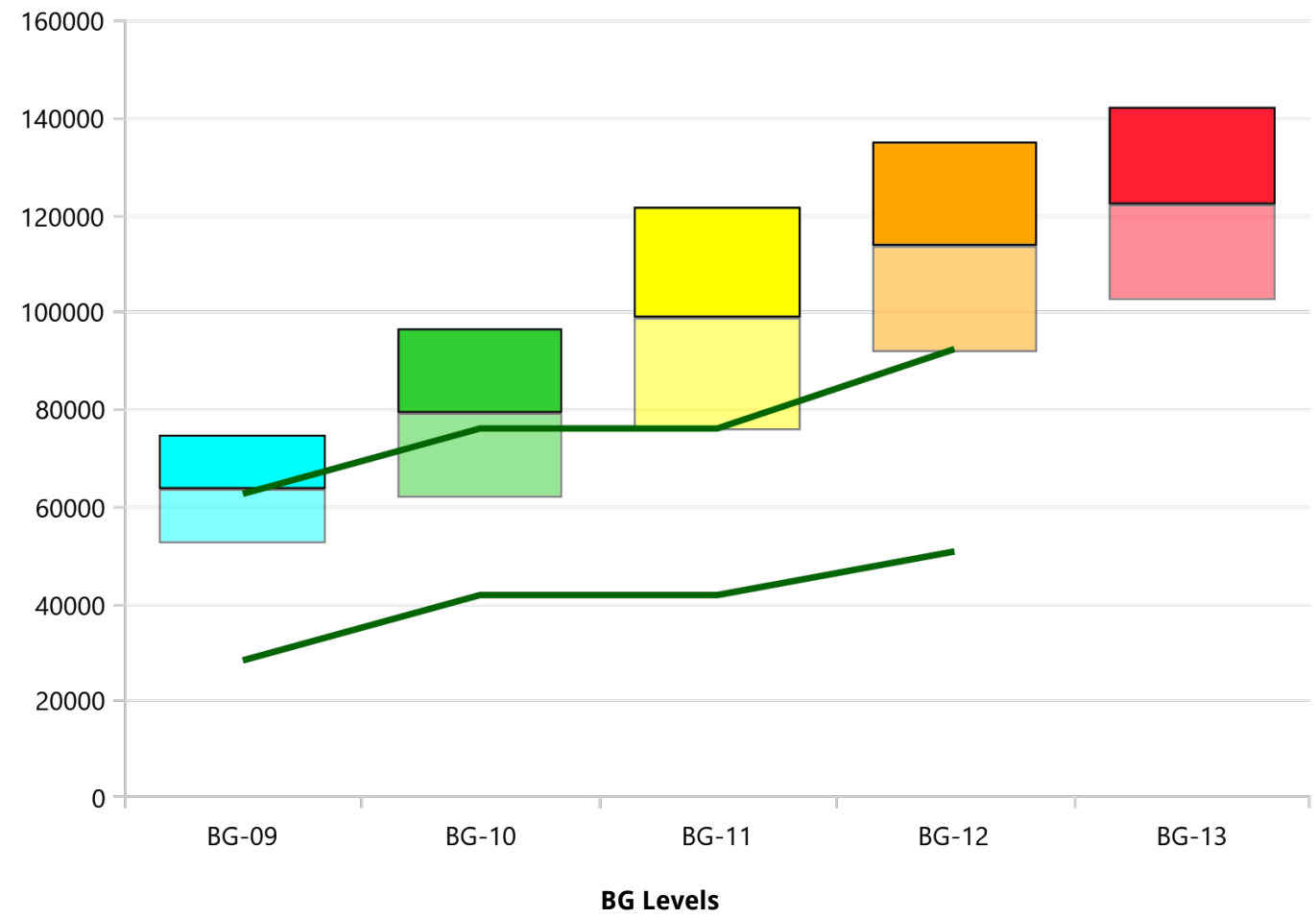
7. You vs. the Market

| BG Level | Your Grades |
|----------|-------------|
| BG-15 | |
| BG-14 | |
| BG-13 | |
| BG-12 | 2, 1 |
| BG-11 | 3 |
| BG-10 | 2 |
| BG-09 | 5, 4, 4, 3 |
| BG-08 | |

Market Mid-MAX
 Market MIN-Mid
 Your Maximum
 Your Minimum

Note: Market data is raw. Spikes or dips in the data are not unusual and may be due to different prevalence of matches among employers of different competitiveness in different grades.

Annual Base Salary Comparison, 50th Percentile
U.S. Dollar (USD)





7(a) You vs. the Market - Leadership Job Cluster

| BG Level | Your Grades |
|----------|-------------|
| BG-15 | |
| BG-14 | |
| BG-13 | |
| BG-12 | 2, 1 |

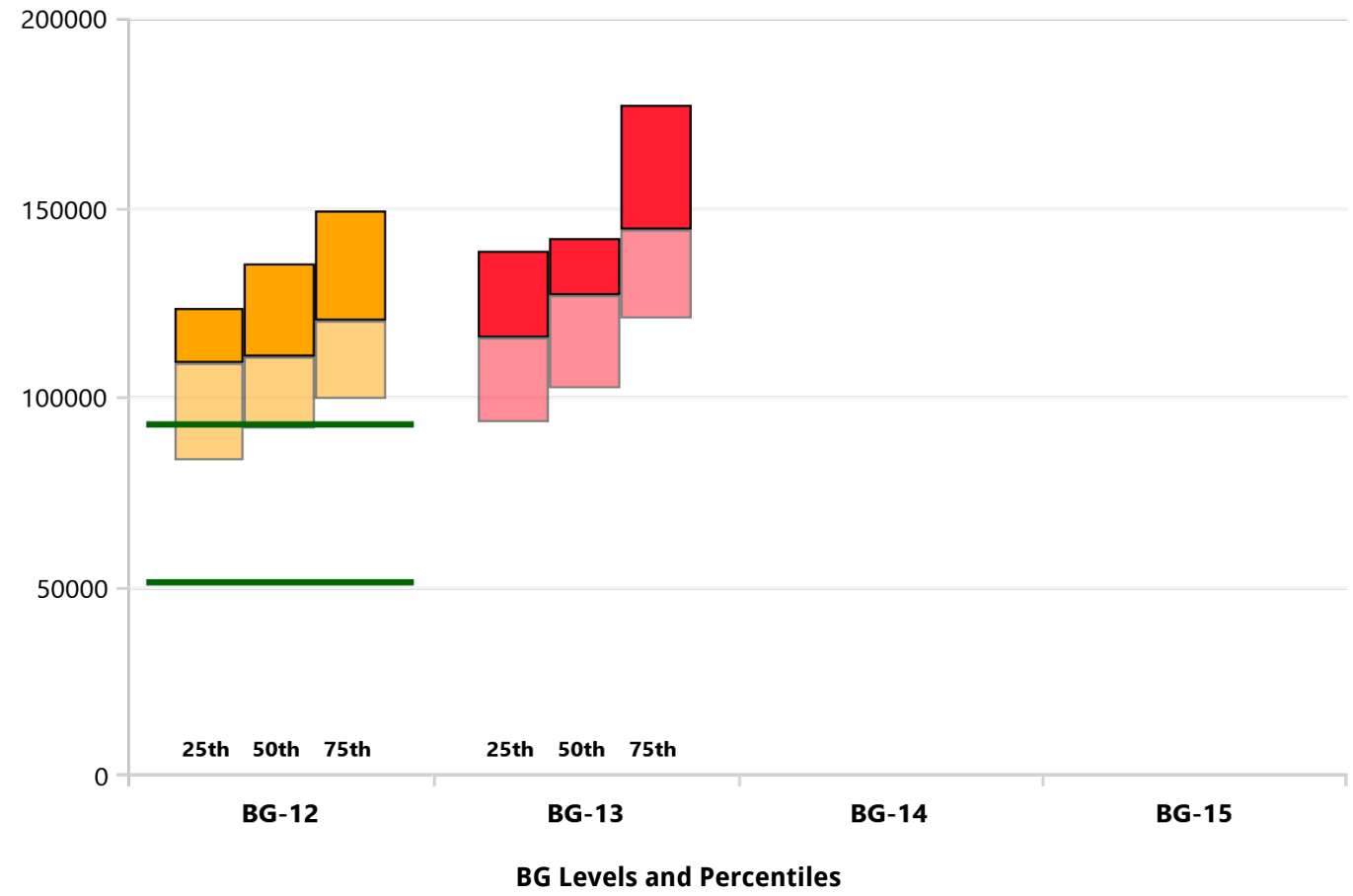
Market Mid-MAX
 Your Maximum

Market MIN-Mid
 Your Minimum

Note: Market data is raw. Spikes or dips in the data are not unusual and may be due to different prevalence of matches among employers of different competitiveness in different grades.

Annual Base Salary Comparison Across Market Percentiles

U.S. Dollar (USD)





7(b) You vs. the Market - Design Job Cluster

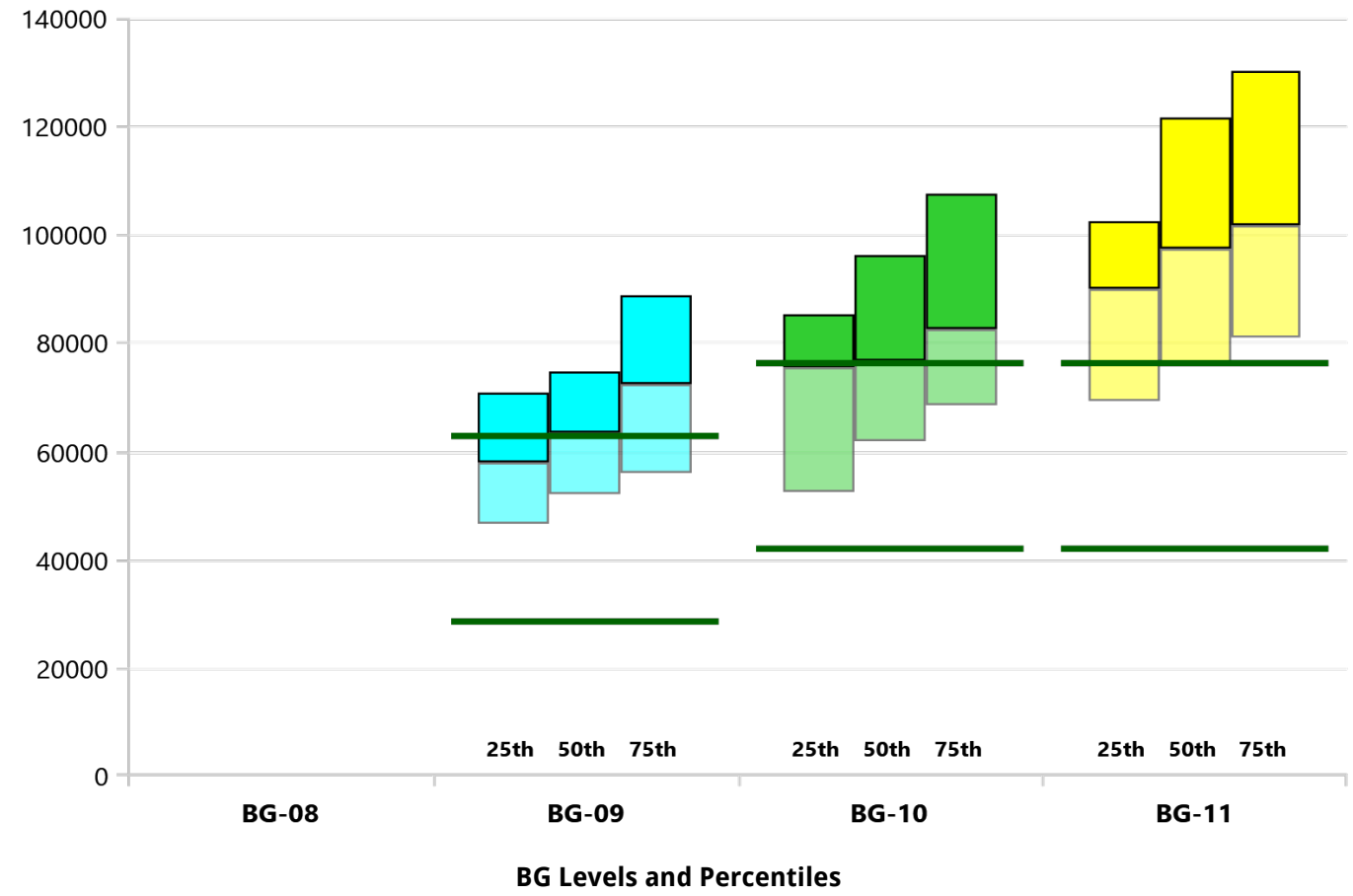
| BG Level | Your Grades |
|----------|-------------|
| BG-11 | 3 |
| BG-10 | 2 |
| BG-09 | 5, 4, 4, 3 |
| BG-08 | |

Market Mid-MAX
 Market MIN-Mid
 Your Maximum
 Your Minimum

Note: Market data is raw. Spikes or dips in the data are not unusual and may be due to different prevalence of matches among employers of different competitiveness in different grades.

Annual Base Salary Comparison Across Market Percentiles

U.S. Dollar (USD)





The table below compares your organization's **base salary ranges (minimum and maximum)** with the market base salary ranges at three percentiles – it is the basis for the preceding charts in this section. Values in the 'Percentage Difference' columns represent how far ahead or behind the market is compared to your organization. Positive values indicate the market is ahead (i.e. your organization lags the market), while negative values indicate that the market is behind your organization (i.e. your organization is ahead). The average of these differences are shown in the row 'Average Difference with the Market (Overall)', while separate averages are also computed for the Maxima and Minima. The value for the 'Average Difference with the Market (Overall)' is the overall adjustment to the compensation structure needed to align with the desired market percentile position.

| BG Level | Your Grades | | Organization X | 25th Percentile | Percentage Difference | 50th Percentile | Percentage Difference | 75th Percentile | Percentage Difference |
|---|-------------------|------------|----------------|-----------------|--------------------------------|-----------------|--------------------------------|-----------------|--------------------------------|
| BG-13 | | Max | | 138,707 | | 142,011 | | 177,125 | |
| | | Min | | 93,431 | | 102,204 | | 120,494 | |
| BG-12 | 2, 1 | Max | 92,279 | 123,388 | 33.71 % | 135,000 | 46.30 % | 148,928 | 61.39 % |
| | | Min | 50,615 | 82,980 | 63.94 % | 91,719 | 81.21 % | 99,512 | 96.61 % |
| BG-11 | 3 | Max | 75,922 | 102,456 | 34.95 % | 121,639 | 60.22 % | 130,278 | 71.59 % |
| | | Min | 41,642 | 69,180 | 66.13 % | 75,687 | 81.75 % | 81,096 | 94.74 % |
| BG-10 | 2 | Max | 75,922 | 85,182 | 12.20 % | 96,355 | 26.91 % | 107,506 | 41.60 % |
| | | Min | 41,642 | 52,457 | 25.97 % | 61,705 | 48.18 % | 68,300 | 64.02 % |
| BG-09 | 5, 4, 4, 3 | Max | 62,465 | 70,727 | 13.23 % | 74,568 | 19.38 % | 88,685 | 41.98 % |
| | | Min | 28,188 | 46,642 | 65.47 % | 52,198 | 85.17 % | 55,873 | 98.21 % |
| Average Difference with the Market (Overall) | | | | | 39.45% Behind Market | | 56.14% Behind Market | | 71.27% Behind Market |
| Average Difference with the Market (Maxima) | | | | | 23.52% | | 38.20% | | 54.14% |
| Average Difference with the Market (Minima) | | | | | 55.38% | | 74.08% | | 88.40% |



8. Market Data by Grade - Base Salary

The following section will have table arranged as below. Each level will have data presented for Minimum (i.e. hiring rate), Midpoint, and Maximum (i.e. highest attainable) base salary.

| BG Level | Your Grades | Percentage of Sample Matched | | Your Organization | Low | 25th Percentile | 50th Percentile | 75th Percentile | High | Mean |
|----------|-------------|------------------------------|-----|-------------------|--------|-----------------|-----------------|-----------------|---------|--------|
| BG-11 | E, F, G | 17% (3) | Max | 55,414 | 23,142 | 39,885 | 90,113 | 119,882 | 129,805 | 81,020 |
| | | | Mid | 46,087 | 14,767 | 33,604 | 90,113 | 119,882 | 129,805 | 78,229 |
| | | | Min | 36,759 | 6,392 | 27,323 | 90,113 | 119,882 | 129,805 | 75,437 |
| BG-10 | D | 17% (3) | Max | 42,626 | 14,898 | 26,914 | 34,043 | 41,866 | 50,125 | 33,430 |
| | | | Mid | 35,451 | 10,645 | 20,790 | 27,647 | 34,606 | 44,855 | 27,740 |
| | | | Min | 28,276 | 6,392 | 14,666 | 21,250 | 29,345 | 39,585 | 22,050 |
| BG-09 | B, C | 17% (3) | Max | 27,498 | 21,293 | 20,358 | 22,347 | 27,877 | 38,024 | 24,004 |
| | | | Mid | 25,298 | 9,079 | 16,242 | 18,169 | 22,684 | 34,333 | 19,630 |
| | | | Min | 23,098 | 5,865 | 12,125 | 13,990 | 17,490 | 30,641 | 14,630 |
| BG-08 | | 17% (3) | Max | | 18,095 | 25,262 | 25,262 | 25,389 | 27,335 | 24,260 |
| | | | Mid | | 14,645 | 20,146 | 20,197 | 20,980 | 22,346 | 19,721 |
| | | | Min | | 10,232 | 15,029 | 16,571 | 16,571 | 17,357 | 15,181 |



8(a) Market Data by Grade - Base Salary

The table below compares your organization's **base salary** with the market base salary ranges. Data is annual in U.S. Dollar (USD) and gross (before tax).

| BG Level | Your Grades | Percentage of Sample Matched | | Organization X | Low | 25th Percentile | 50th Percentile | 75th Percentile | High | Mean |
|----------|-------------|------------------------------|-----|----------------|---------|-----------------|-----------------|-----------------|---------|---------|
| BG-13 | | 75 % (6) | Max | | 128,630 | 138,707 | 142,011 | 177,125 | 217,204 | 159,382 |
| | | | Mid | | 110,174 | 115,856 | 126,561 | 143,925 | 181,185 | 134,414 |
| | | | Min | | 90,000 | 93,431 | 102,204 | 120,494 | 145,167 | 109,445 |
| BG-12 | 2, 1 | 100 % (7) | Max | 92,279 | 100,000 | 123,388 | 135,000 | 148,928 | 195,375 | 139,287 |
| | | | Mid | 71,447 | 81,000 | 108,727 | 110,500 | 120,106 | 162,630 | 115,971 |
| | | | Min | 50,615 | 62,000 | 82,980 | 91,719 | 99,512 | 129,886 | 92,656 |
| BG-11 | 3 | 100 % (7) | Max | 75,922 | 97,311 | 102,456 | 121,639 | 130,278 | 164,813 | 121,319 |
| | | | Mid | 58,782 | 73,500 | 89,752 | 97,458 | 101,683 | 137,526 | 98,765 |
| | | | Min | 41,642 | 47,000 | 69,180 | 75,687 | 81,096 | 110,239 | 76,211 |
| BG-10 | 2 | 100 % (7) | Max | 75,922 | 81,100 | 85,182 | 96,355 | 107,506 | 142,984 | 100,830 |
| | | | Mid | 58,782 | 64,500 | 75,442 | 76,458 | 82,341 | 118,971 | 82,214 |
| | | | Min | 41,642 | 47,000 | 52,457 | 61,705 | 68,300 | 94,959 | 63,597 |
| BG-09 | 5, 4, 4, 3 | 100 % (7) | Max | 62,465 | 64,104 | 70,727 | 74,568 | 88,685 | 123,337 | 82,976 |
| | | | Mid | 45,327 | 53,484 | 57,718 | 63,383 | 72,279 | 102,599 | 68,494 |
| | | | Min | 28,188 | 39,000 | 46,642 | 52,198 | 55,873 | 81,861 | 54,013 |



Section D. Annexes

What is in this section?

This section provides more detailed information that has been summarized and/or mentioned in previous sections.

Sub-Sections

- a. Currency Exchange Rate
- b. Job Level Definitions
- c. Glossary





Annex A - Currency Exchange Rate

Foreign Exchange is decentralized, so there's no single market that dictates rates. Instead, there are global financial centers made up of governments, banks, and other institutions. Birches Group sources exchange rates from a commercial exchange rate data provider which in turn uses multiple international sources to ensure that the currency data reflects accurate global rates. Clients who are subscribers to our Indigo™ survey data platform have the option of overriding currency conversion calculations with their own custom rates.

All data presented in this report is presented in a single currency for consistency, comparability and ease of use. Examples of when we use exchange rates to convert currencies include:

- When clients choose to generate a report in a currency other than the prevailing currency used by the employers in the market;
- When different employers in the market denominate salaries or certain portions of their compensation or benefits plan in different currencies.

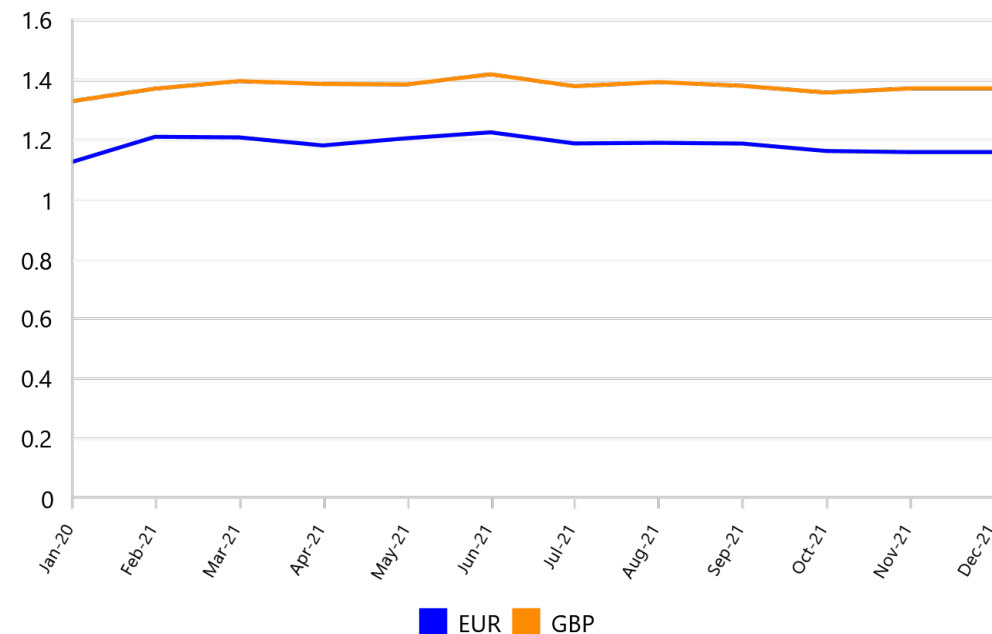
Exchange Rate Tables

USD vs EUR: Last 12 months (December 2020 - November 2021)

| Dec 2020 | Jan 2021 | Feb 2021 | Mar 2021 | Apr 2021 | May 2021 |
|----------|----------|----------|----------|----------|----------|
| 1.12 | 1.21 | 1.2 | 1.18 | 1.2 | 1.22 |
| Jun 2021 | Jul 2021 | Aug 2021 | Sep 2021 | Oct 2021 | Nov 2021 |
| 1.18 | 1.19 | 1.18 | 1.16 | 1.16 | 1.16 |

USD vs GBP: Last 12 months (December 2020 - November 2021)

| Dec 2020 | Jan 2021 | Feb 2021 | Mar 2021 | Apr 2021 | May 2021 |
|----------|----------|----------|----------|----------|----------|
| 1.33 | 1.37 | 1.39 | 1.38 | 1.38 | 1.42 |
| Jun 2021 | Jul 2021 | Aug 2021 | Sep 2021 | Oct 2021 | Nov 2021 |
| 1.38 | 1.39 | 1.38 | 1.35 | 1.37 | 1.37 |





Annex B - Job Level Definitions

The Community™ Job Levels are presented as a multidimensional model that uses three factors (Purpose, Engagement, and Delivery) to illustrate distinct levels of contribution. Each factor is further divided into two indicators that help understand the content and values for each level. The job levels are also clustered into groupings that represent broad categories of work.

The Design Cluster – BG-08 to BG-11

This grouping of job levels supports the development of products and services which distinguishes the organization. Divided between roles focused on individual projects as part of a larger program (BG-08/09) and roles focused on adapting and originating programs (BG-10/11).

| BG-08 | | <i>Indicators</i> | |
|-------------------------------------|---|--|--|
| Purpose | Conceptual Knowledge | Applied Knowledge | |
| Apply Basic Concepts | Assess project/product component/s and provide conceptual analysis under close guidance | Identify relevant applications for subject-based analysis supporting project development/delivery | |
| Engagement | Internal Communication | External Communication | |
| Acquire | Acquire information from peers supporting analysis and providing depth and relevance to project/product design/implementation | Contact subject-area specialists researching information enhancing quality project design/implementation | |
| Delivery | Timeliness | Quality | |
| Understand Project / Business Cycle | Provide timely input in support of project/product framework/execution | Provide research relevant to project/product assessment/development | |

As noted under the **Grade Alignment is Key** section of this report, while BG-8 is the beginning of the 'Design' cluster, it must be noted that the BG-8 job level is not commonly found across organizations. The BG-8 level functions as a traineeship or fellowship level for organizations with established management/technical trainee programs, as such BG-8 jobs are never designed to be permanent assignments but are used to build professional capacity in incumbents. Incumbents in these BG-8 jobs would often have advanced degrees/training but

not significant experience and so are hired into the trainee program for a limited duration and either are promoted to BG-9 as a fully-qualified professional or would exit the organization.

| BG-09 | | <i>Indicators</i> | |
|--------------------------|---|--|--|
| Purpose | Conceptual Knowledge | Applied Knowledge | |
| Analyze | Identify project/product design frameworks/ models for project development/assessment application | Analyze existing projects/products using conceptual models/policy frameworks enhancing value and relevance to the larger program framework | |
| Engagement | Internal Communication | External Communication | |
| Collaborate | Initiate constant feedback with team and partners on project/product quality and deliverables | Engage clients and partners obtaining feedback on project/product performance | |
| Delivery | Timeliness | Quality | |
| Manage the Project Cycle | Execute projects ensuring content/services meet established timelines and standards | Set project/product work plans in accordance to established policy and resources, ensuring responsiveness and relevance to client expectations | |

| BG-10 | | <i>Indicators</i> | |
|-------------------------|---|---|--|
| Purpose | Conceptual Knowledge | Applied Knowledge | |
| Adapt | Adapt program initiatives, priorities and methods in response to changing operational/technological conditions and client needs | Tailor program portfolios reflecting thorough understanding of team capacities, organizational priorities, resources, client needs, and operational/technological context | |
| Engagement | Internal Communication | External Communication | |
| Persuade | Advise managers and teams on new approaches that sustain product/project quality or delivery | Build collaborative networks with clients that assess performance, anticipate needs and enable adaptation of product/s services | |
| Delivery | Timeliness | Quality | |
| Adapt the Project Cycle | Sustain timeliness of program delivery while incorporating new policies and procedures and evolving client needs | Sustain quality of program amidst adaptations from changing operational demands and client feedback | |



| BG-11 | | |
|----------------------|--|---|
| <i>Indicators</i> | | |
| Purpose | Conceptual Knowledge | Applied Knowledge |
| Innovate | Assess critically and originate new policies/programs that strengthen the organization's reputation | Design and lead new policy/ implementation frameworks that target emerging business priorities and client needs while distinguishing the organization from others |
| Engagement | Internal Communication | External Communication |
| Advocate | Secure internal support and understanding for new policies or programs | Advocate with clients and collaborators to adopt new positions and policies, including when controversial or contentious |
| Delivery | Timeliness | Quality |
| Define Project Cycle | Create and/or challenge program execution frameworks to optimize/ manage resources and improve collaboration amongst teams/clients | Create new ideas that address client needs and demonstrate program quality and relevance |

The Leadership Cluster – BG-12 to BG-14

This grouping of job levels supports expert roles and functional management (BG-12) and corporate management (BG-13/14). Two roles have been defined for level 12: a functional manager (12 A) and a substantive expert (12 B). The two BG-12 definitions represent parallel tracks of career progression/development within the same equivalent level of complexity.

| BG-12 A | | |
|--------------------------------------|---|---|
| <i>Indicators</i> | | |
| Purpose | Conceptual Knowledge | Applied Knowledge |
| Integrate | Integrate and synthesize strategic frameworks that enhance execution capacities | Design functional teams that enable innovative program design, reflecting corporate strategic objectives |
| Engagement | Internal Communication | External Communication |
| Empower | Establish a dynamic work environment that promotes internal capacities, organizational values and team excellence | Build client networks that anticipate user needs and secure commitments that sustain program relevance and growth |
| Delivery | Timeliness | Quality |
| Define Program / Business Line Cycle | Establish high performing teams reflecting organizational objectives and standards | Deliver programs that uphold organization reputation and relevance |



| BG-12 B | | |
|--------------------------------------|---|--|
| <i>Indicators</i> | | |
| Purpose | Conceptual Knowledge | Applied Knowledge |
| Transform | Transform programs/business lines with ideas and insights that transcend subject specialization | Design programs/business lines that integrate seamlessly with wider corporate perspectives and sustain organizational dynamism |
| Engagement | Internal Communication | External Communication |
| Compel | Advance program team thinking to embrace transformative new approaches to work | Lead corporate relationships by demonstrating program evolution and its transformative impact on client needs |
| Delivery | Timeliness | Quality |
| Define Program / Business Line Cycle | Create new program delivery cycles/ thinking that transform program delivery capabilities | Create transformative program delivery cycles/thinking sustaining organizational reputation for excellence |

| BG-13 | | |
|--------------------|---|---|
| <i>Indicators</i> | | |
| Purpose | Conceptual Knowledge | Applied Knowledge |
| Advance | Leads corporate/program strategy, developing new business opportunities and capacities | Breaking ground with institutional partners and in new markets, creating new business opportunities |
| Engagement | Internal Communication | External Communication |
| Position | Empower teams to take on new challenges, pursue new ideas, and embrace change | Position the organization in new markets and secure new commitments/partnerships |
| Delivery | Timeliness | Quality |
| Corporate Planning | Set corporate standards on innovation, engagement, and reliability, ensuring delivery of corporate strategy | Define corporate quality standards underlying programs and advancing the corporate brand |

| BG-14 | | |
|-------------------|--|--|
| <i>Indicators</i> | | |
| Purpose | Conceptual Knowledge | Applied Knowledge |
| Lead | Define the organization vision and shape its role towards the achievement of its mission | Leads with vision and purpose, modeling organizational values of sound management and thought leadership |
| Engagement | Internal Communication | External Communication |
| Inspire | Serve as a role model, inspiring organization to remain connected to its mission; continuously embodying organization values | Secures trust of institutional partners demonstrating the organization's credibility and capacity to deliver |
| Delivery | Timeliness | Quality |
| Vision | Articulate organization structures and capacities critical to the achievement of the mission | Secures relationships and resources necessary for the organization's mission |



Annex C - Glossary

25th percentile or first quartile: The lowest observation in a sample below which 25% of the other observations in the sample are found; separate 25th percentile/first quartile values are observed at the Minima, Midpoint, and Maxima. (If no observation in the sample precisely meets this criterion, then the 25th percentile is interpolated between the two closest observations.)

50th percentile or median: The value obtained after arranging all the data in ascending order and selecting the middle value, or the observation that is greater than half of the other observations in the sample and less than the other half of the other observations in the sample; separate 50th percentile/median values are observed at the Minima, Midpoint, and Maxima. (If no observation in the sample precisely meets this criterion, then the 50th percentile is interpolated between the two closest observations.)

75th percentile or third quartile: The lowest observation in a sample below which 75% of the other observations in the sample are found; separate 75th percentile/third quartile values are observed at the Minima, Midpoint, and Maxima. (If no observation in the sample precisely meets this criterion, then the 75th percentile is interpolated between the two closest observations.)

Annual Base Salary: The monthly base salary times twelve.

High: The highest observation in the sample; separate High values are observed at the Minima, Midpoint, and Maxima.

Low: The lowest observation in the sample; separate Low values are observed at the Minima, Midpoint, and Maxima.

Maximum: The highest attainable compensation at each grade/level; no staff in the grade/level will be paid above this point.

Mean: The mean or arithmetic average of the data reported by all employers; separate Mean values are observed at the Minima, Midpoint, and Maxima.

Midpoint: The exact middle point between the grade's/level's Minimum and Maximum; computed as the arithmetic average between the Minimum and Maximum of the grade/level.

Minimum: The effective entry/hiring rate at each grade/level; no staff in the grade/level will be paid below this point.

Target Market Range: A variation of the market positions that an organization targets to adjust its salary scale, which may differ per level/grade or per staff category. For example, an organization targets the 40th percentile for grades 1-3, 50th percentile for grades 4-5, and 60th percentile for grades 6-8. The target market range is 40th to 60th percentile.

Taxation Treatment – Equalization: The organization ensures that employee pays no more and no less than the home tax.

Taxation Treatment – Laissez Faire: The employee is responsible for calculating and paying income taxes related to both home and host countries.

Taxation Treatment – Protection: The organization protects the employee from host taxes which are higher than home but they may also benefit if taxation is lower at host or does not apply to them.