

# Remuneration & Benefits Policy for IS Staff

Effective October 2012

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# 1. Introduction

This Remuneration and Benefits Policy has been designed to provide you with information about your remuneration and benefit entitlements as referred to in your contract of employment as well as our other non-contractual policies, procedures and benefits associated with working for ActionAid International (AAI).

This policy governs staff who work for the International Secretariat (IS) and whose contracts are administered by the IS Human Resources Team in Johannesburg, South Africa. For all other IS staff, including National IS staff, this policy should be applied in principle, but will be superseded by local labour laws and in-country policies wherever these are binding. Further information about policies relating to remuneration and benefits for staff in countries that are not covered within this policy can be accessed directly from the countries HR department.

AAI values its employees and recognises that they are crucial to the effective delivery of our work. Therefore we have applied and imbedded the principles of the People in Aid Code of Good Practice within this policy and its related procedures.

ActionAid's Remuneration Committee is responsible for overseeing and providing advice on issues related to remuneration and any related policies. The committee have provided input and guidance on this policy and have ensured the principles and content of this policy are in line with ActionAid's values.

## 2. Principles underpinning the AAI remuneration and benefits policy

AAI's Global HR standards, which have been created with **People in Aid** and are non-negotiable, have been applied to AAI's remuneration and benefits package and will apply to all staff, unless the policy or employment legislation in the country you are working in is more beneficial to you as an employee then that will be applied.

Overall we recognise that the better we manage people the more effective our overall impact is. Signing up to People in Aid demonstrates the value we place on our staff and recognises the role they play in achieving our vision, mission and values. In addition, compliance with the People in Aid Code will fulfill some of our commitments to the Humanitarian Accountability Partnership (HAP) and other donor requirements and it will also help us in attracting the great people, as the accreditation demonstrates that we care for our staff.

AAI's remuneration and benefits model attempts to address regional inequities, provides stability against exchange rates, remains flexible and sensitive to critical skills in key jobs and is well suited to the global nature of AAI. With AAI's pay philosophy being based on internal equity, external competitiveness and the ability to pay we endeavor to remunerate our staff between the 50<sup>th</sup> and the 75<sup>th</sup> percentile of the comparable market standards.

This policy also aim to encourages staff development by investing time in developing capacity of our staff internally mainly through internal mobility such as secondments, dual roles and personal development through further studies.

## 3. AAI's Definition of Job Categories

AAI's employees will fall into one of five contract types, which are linked to certain Grades as shown in the table below:



AA Grade	Expatriate	International Plus	International	National Plus	National
H	X	X			
G	X	X			
F		X	X		
E		X	X		
D				X	X
C				X	X
B					X
A					X

Each of these contract types will be governed by specific policies, procedures and their own specific remuneration and benefit packages.

The criteria for these categories are as follows:

### 3.1. National

National contract status refers to staff on IS Grade D and below who are employed locally on national terms and conditions and their contracts will be governed by respective local labour laws. Their salaries will be aligned to the equivalent IS grade and pay scales.

### 3.2. National 'Plus'

In National positions the 'Plus' status, are the benefits linked to a National contracts on Grade D and below, which are extended to positions regarded as "hard to fill" posts, specialist skills, etc. This implies that all positions in local offices that are regarded as scarce skills will also carry the 'Plus' status to their employment status with the intention of attracting candidates from outside the country.

This will provide additional benefits such as relocation support, housing allowance, portion of the school benefits for a specified period. Refer to **Appendix 1** for a detailed outline of the specific benefits applicable to this category.

### 3.3. International

International contract status will apply to functional and mission related heads of units and senior subject matter specialists employed by the IS on IS Grade E and F. The international staff category will include the following:

- Roles of a senior management nature with international and/or federation-wide scope;



- Roles with a significant proportion of international quality work or international responsibility of a managerial / senior nature;
- Roles that are recruited from the “international market” by the IS HR Team (i.e. local candidates are not the only candidates considered for the role).

### **3.4. International ‘Plus’**

The ‘Plus’ status are the benefits linked to an International contracts on Grade E to H will be extended to all staff outside the senior leadership team who are required to relocate from their home country to take up a position with AAI in a host-country. In other words, all staff members who do not belong to the SLT and are required to relocate to a country that is not their home country will carry the ‘Plus’ status to their employment status.

The ‘plus’ status will provide additional benefits to your existing job category such as relocation support, housing allowance, portion of the school benefits for a specified period. Please refer to **Appendix 1** for a detailed outline of the specific benefits applicable to this category.

If you are required to relocate back to your home country to take up a role with AAI, then AAI will help with your repatriation costs, in line with this policy, but ‘plus’ benefits will not apply once in-country.

### **3.5. Expatriate**

Expatriate contract status will be extended only to the Chief Executive, the Senior Leadership Team (SLT) on IS Grade G and H. Expatriate benefits do not apply to SLT staff and roles based in their home countries rather the policy of the country will apply and will be linked to in-country market valuations

### **3.6. IS Staff based in London**

IS Staff based in London on Grade E and above have their salaries aligned to the AAI salary grades, but are governed by their UK terms and conditions and UK labour law. Staff based on Grade D and below are governed by their UK terms and conditions and UK labour Law and should contact our UK IS Business Partner for a copy of the relevant policies.

International ‘Plus’ benefits i.e. housing and school allowances will apply to non-national IS staff of Grade F (Unit Heads) and above who are required to relocate to London from their home country to carry out their role.

### **3.7. IS Staff to be based in IS Hubs**

All Grade F and above roles (Unit Heads) are required to be based in an IS Hub (Bangkok, Brussels, Johannesburg, London, Nairobi and Rio de Janeiro). Where financially possible all other IS staff should be based in an IS Hub, but if someone is working in their home country which has an AA office/programme then a hosting agreement will be put in place for the IS staff to be based out of the AA office in-country.



### 3.8. Localisation of Expatriate and 'Plus' Categories

Localisation is defined by AAI as a point at which an employee ceases to be an expatriate or is no longer eligible for the benefits associated with the 'plus' status. After a period of five years in post the staff will cease to be an expatriate or 'plus' status and the additional benefits linked to these will cease. During the localisation process the 'expatriate' and 'plus' benefits will be reduced by 50% over a fixed period of one year (6th year) in order avoid a sudden reduction of the employee's income.

If you are recruited in-country, but are considered an expatriate in that country, you will have to demonstrate working there for less than 5 years to be eligible for expatriate or 'plus' benefits to apply to you. The policy of localisation will apply to you based on the number of years you have been working in the country prior to starting with ActionAid. You will be considered a national to that country until you provide proof of residency.

#### Localisation Criteria

When localisation occurs the staff member on an expatriate contract and an international 'plus' will be placed on an international contract and those on national 'plus' contract will be placed on a national contract. The following changes will also take effect:

- IS Staff placed on a national or international contract, will no longer be entitled to 'Plus' benefits (education & housing allowances etc.)
- Salaries will be paid in the local currency for those on national contracts (in GBP/Euros/Thai Baht etc.)
- Staff grades will be aligned to the specific countries salary grades and pay-points
- Staff remuneration & benefits are determined through a mark to market in-country compensation survey
- Staff Terms & Conditions will be aligned and governed by the specific countries HROD policies, procedures and labour law
- Staff employment will be governed and aligned to both the specific countries organizational policies and in-country labor legislation.

### 3.9. Localisation and Internal Equity

Through the concept of localisation ActionAid aims to encourage internal equity, which will be achieved over a 5 year period through:

- Nationalisation of Staff Contracts will promote equity in that staff will be employed under the same terms and conditions, narrowing the gap between National and National 'Plus' Staff in locations. It would also mean that the same policies and procedures will be applicable to all staff based in a specific location. However, there will always be the International Staff cadre.
- Localisation of salaries will ensure that all staff in location is remunerated based on the same salary scale which is locally determined on local market salary benchmarking. This again promotes internal equity by addressing inequality of pay between staff categories.



- Internal Equity across the IS will also be promoted through localisation of salaries by addressing currency fluctuations and the impact of this on employee's actual earnings in the country where they are located.

### 3.10. Payment in the Local Currency

For staff on Grade D and below the localisation of the employment contract essentially entails your pay being received in the local currency, and the employment contract being aligned and conforming to all applicable local and in-country labour laws, the salary remittance localisation process, to protect you from earning erosions arising from foreign currency fluctuations, AAI has adopted a currency mark-up process to arrive at a fixed exchange rate figure. This fixed currency exchange rate is based on the average currency rates of the GBP versus the in-country local currency (e.g. GBP v/s Thai Baht , Kenyan Shilling etc.) over a three year period, a mark-up percentage is then factored to compensate the currency fluctuation differential in exchange rates, for the relevant period. This will be reviewed on an annual basis. For country-wise details, please refer to **Appendix 2** on fixed exchange rate currency conversion figures.

### 3.11. Exceptions to Localization of Contracts

AAI acknowledges that there are practical challenges in implementing the localisation process across the federation, given the country specific contexts and circumstances. The following criteria are used to arrive at exceptions to this decision:

- High security risk country as outlined by the AAI Global Security Risk Matrix (Unaccompanied Status)
- Scarce talent market / Hard to fill positions through national job market
- Tight government regulations on Work Permits & Taxation for alien workers
- Unreliable banking system
- Unstable currency / high currency fluctuation

Presently the following countries qualify for exemption from the localization (and nationalization) of contracts based on the above criteria: Afghanistan, DRC, Somaliland, Myanmar and Pakistan.

### 3.12. Examples of Localisation

**Example 1:** John is a Ugandan who has been working in South Africa for a South African based company for the past 4 years and has been considered an expatriate (under expatriate terms and conditions). He applies and is successful in the selection process for a position with ActionAid that is based in Johannesburg. John will be eligible for the 'plus' benefits for the first year with ActionAid and in his second year his "plus" benefits will be reduced by 50% in order to avoid a sudden reduction of his income. In his 3<sup>rd</sup> year with ActionAid he will no longer be entitled to any "plus" benefits. This will all be based upon the fact that he provided HR with evidence of his residency (work permit).

**Example 2:** Edward is a Malawian who has been working in South Africa for a South African based company for the past 4 years and has been considered an national (working under national terms and conditions). He applies and is successful in the selection process for a position with ActionAid that is based in Johannesburg. Edward will not be eligible for "Plus" benefits.



**Example 3:** Ava is a Canadian and she has been working for AAI in Thailand for 5 years and has been considered an expatriate. Next year she will be entitled to 50% of the expatriate benefits in order to avoid a sudden reduction of her income before being localized in the 7<sup>th</sup> year. Ava will at this point be employed on a national contract; national terms and conditions will be applicable to her.

## **4. Hours of Working**

### **4.1. Working Hours**

The working hours for full time staff are 40 hours per week worked between 8:30am to 5:30pm with one hour (unpaid) lunch break, from Monday to Friday. The working hours for part time staff are as identified in the contract of employment.

### **4.2. Flexible Working**

AAI aims to support those with external responsibilities and it is up to the Line Manager to agree flexible working arrangements with their individual team members. When making arrangements the Line Manager should keep in mind the AA Work-Life Balance Policy and consider local labour laws before formally agreeing flexible working hours.

The key issue in working flexibly is that this should not impact on completing work on time, and that staff have sufficient availability to be involved in meeting other members of staff throughout the working day. It is also important that there is sufficient cover within departments and teams.

### **4.3. Home-Working**

From time to time on an ad-hoc basis, you may work from home (for instance to complete a project requiring a quiet working environment) at the discretion and agreement of your Line Manager. In the case of highly mobile roles (30%-50% mobility), staff may work up to a maximum of two days from home per week.

Regular informal working from home does not result in any contractual rights to home working as a result of custom and practice.

When home-working you agree to maintain normal working hours and to be contactable by the office by telephone, Skype and email at all times during the normal working day. When home-working, AAI is not responsible for the health and safety of your environment. AAI is unable to pay incidental expenses while working at home.

### **4.4. Time off in Lieu (TOIL)**

If you work on AAI business, including field visits, over weekends or public holidays you are entitled to time off in lieu. No payment will be offered as reimbursement for this time.

The following rules apply to TOIL:



#### **4.4.1. Authorisation**

All TOIL must be agreed in advance by your Line Manager.

#### **4.4.2. Accrual Rates**

- TOIL will be accrued for full or half days only - a full day is 8 hours, and half day is 4 hours (this may be different in the UK and Belgium and the locally contracted hours should be applied).
- No more than 5 days TOIL can be accrued in any one month period
- If an individual is away from home for a weekend working on AAI business, TOIL is accrued at a rate of 1 day per weekend as it is expected that an individual will have at least one days rest per weekend (which may or may not include an overnight flight). If, in exceptional circumstances, both days of the weekend are spent working, 2 days TOIL will be accrued. These exceptions will need to be agreed with your Line Manager.
- Periods of time away from home on a weekend (for example on a field trip) where an individual is not working on AAI business (e.g. free days) will not be eligible for TOIL
- Shorter periods of time out of normal working hours spent undertaking pre-agreed AAI business will only accrue for the purposes of TOIL if they amount to at least 4 hours (i.e. a half day) at any one time (this includes travelling time from home if at a weekend). Shorter periods of time (e.g. occasional evening meetings) cannot be added together to form a half day of TOIL.

#### **4.4.3. Overnight**

Overnight stays in accommodation will not be eligible for TOIL. Overnight flights between 8pm and 8am lasting for at least 6 hours (including checking) will be eligible for 1 day's TOIL. However if this is attached to a day away from home working on AAI business, the maximum amount of TOIL that may be accrued is 1 day.

#### **4.4.4. Taking TOIL**

- The amount of TOIL being taken and its timing must be agreed with your Line Manager.
- TOIL accrued should normally be taken in the same week.
- Where this is not possible, it must be taken within 4 weeks of being incurred otherwise it will be lost and will not be paid for in lieu.
- If annual leave has previously been booked; this cannot be substituted by TOIL.

#### **4.4.5. Recording TOIL**

All TOIL accrued and taken must be recorded on your annual leave record and approved by your Line Manager

### **4.5. Overtime**

Overtime may occasionally be requested by a Head of Department or Director. Overtime requirements will be on the basis of reasonableness. Where overtime is worked, it will be reimbursed as time off in lieu in line with the TOIL policy.

### **4.6. Unsocial Hours**

From time to time, and as reasonable, you may be required to work unsocial hours (evenings, weekends). This time will be reimbursed as time-off-in-lieu provided that it is authorized in advance by your line-manager and in line with the TOIL policy.



## **5. Leave Policies**

### **5.1. Annual Leave**

#### **5.1.1. Calculating annual leave**

All staff are entitled to a minimum of 21 days of annual leave in every complete year of service, or as defined by local labour laws or local policies – you will receive public holidays in addition to this.

If you fall under the expatriate, international and international 'plus' categories then you are entitled to 2.5 days per completed month of service which equates to 30 working days in every complete year of service. For national and national plus categories the in-country annual leave policy will be applied.

For Expatriate and International staff the annual leave year is from January to December. For the purposes of annual leave, one full week's annual leave is counted as 5 days working days.

Your annual leave entitlement will be pro rata in the first and last year of service (unless starting on 1st January or finishing on 31st December). This will also be pro rata if you are part time staff.

#### **5.1.2. What are the rules for agreeing leave?**

The value of an individual taking rest is undisputed and therefore employees and managers should take the responsibility to ensure that annual leave entitlements are used effectively throughout the leave year. Directors and Heads of Units should monitor and encourage all employees to take regular leave.

All applications for leave must be made to and agreed by your Line Manager, normally at least three weeks before the first day of the leave, in order to enable planning of cover – you must not make any annual leave commitments until your leave has been agreed by your, Line Manager. Your annual leave must be requested and recorded using the local mechanism such as, HRMenterprise online self-service module, and must be taken within the calendar year. A maximum of 3 weeks (15 working days) can be taken at any one time, except in exceptional circumstances and with prior agreement from your Line Manager and advice from HR.

#### **5.1.3. Carryover of annual leave entitlement**

You may carry over a maximum 10 days' annual leave (pro rata for part time staff) which must be taken by the 28<sup>th</sup> February of the following year; otherwise it will be lost and will not be paid in lieu. Any other annual leave (over the 10 days) not taken by the end of the calendar year will be lost and will not be paid in lieu.

Under exceptional circumstance, relating to AA commitments, your Line Manager (with Advice from HR) may use their discretion to waiver this. AAI will not financially reimburse this leave rather you will take leave owing within the next leave period.

#### **5.1.4. What happens if I am sick whilst on leave?**

If you are taken ill whilst on leave, then you should immediately inform your manager and follow the normal procedure for sickness absence, see section 4.5. Any remaining leave not



taken because you became sick will be added back to your annual leave entitlement by amending your leave record and getting it approved by your manager.

#### **5.1.5. Annual leave during notice period**

When you leave AAI, your annual leave entitlement for the current year will be recalculated up to your confirmed end date. If you have any annual leave left, you should agree with your Line Manager whether it is suitable to take this within your notice period, bearing in mind the need to minimise any gaps in cover for your role, preparation of and handover to your replacement and local labour laws. If you have not been able to take your remaining leave by your end date, then any outstanding leave will be paid to you with your final month's salary.

#### **5.1.6. Paid annual leave entitlement**

Annual leave entitlements may not be commuted to their monetary value except on leaving AAI, at which time no more than the entitlement accrued in the final year of service will be paid. Any encashment for unused annual leave will be at basic salary at the time of leaving and will not include additional allowances.

#### **5.1.7. Postponing leave**

In very unusual circumstances AAI may ask an employee to postpone annual leave. In these circumstances your annual leave entitlement will not be lost and if costs have already been incurred i.e. flights, etc. we would not expect the annual leave to be forfeited.

### **5.2. Compassionate Leave**

In the unfortunate event that an immediate relative (your father, mother, primary caregiver, brothers and sisters, children and spouse/partner) becomes seriously ill or dies whilst you are working for AAI you will be provided up to 10 days compassionate leave on full pay in a leave year (January to December). For expatriate and both plus categories we will do what we can to facilitate your speedy return home should you require it, although it will be at your own expense.

Paid compassionate leave would not be expected to be in excess of a total of 10 working days in any twelve month period except in exceptional circumstances (with prior agreement from your Line Manager and advice from HR) and may be added to a period of annual leave, thereby extending the usual annual leave.

In cases of long term illness where a member of your immediate family may need constant supervision and care, it may be possible to take extended unpaid leave or temporarily amend contracted working hours. This should be discussed in the first instance with your Line Manager and the IS HR Coordinator/IS HR Business Partner and a proposal forwarded to the relevant SLT member for approval. Each case will be considered on its own merit.

### **5.3. Home Leave**

This benefit will apply to you if you fall in the expatriate job category. For contracts exceeding one year, you will be provided an economy return ticket (work station – home base – work station) for Home Leave at the end of each completed year of service.



Staff, who have worked for ActionAid for a continuous period of 12 months and extend their contract for a further 12 months, will be entitled to a cost of an additional flight home. Employees whose contracts are extended for shorter periods of time after the first 12 months are entitled to an additional flight once they have signed the contract that commits them to total length of continuous employment of 24 months. Employees who sign a 2 year contract with ActionAid are entitled to the cost of an additional flight home after completing 12 months of their contract.

Home Leave flights must be used within 6 months of eligibility and Home Leave flights will not be provided if they coincide with the entitlement for the end of contract flights.

Examples of how this system will be applied are as follows:

**One Year Contract:**

Start: Home Base to Work Station

End: Work Station to Home Base

**Two Year Contract:**

Start: Home Base to Work Station

12 months: Work Station to Home Base to Work Station

End: Work Station to Home Base

## 5.4. Public Holidays

You are entitled to the Public Holidays as declared by the country you are working in. Public Holiday days cannot be accrued to use as additional annual leave entitlement. There is no provision for payment in lieu of Public Holiday days that are not taken at the defined time, and any untaken Public Holiday days will not be paid for at the end of your contract.

## 5.5. Sick Leave

### 5.5.1. Sick pay

You are entitled to a minimum 10 working days paid sick leave over a 12 month period and for long-term/critical illness you are entitled to three months paid sick leave in a 12 month period, or as defined by local labour laws or local policies. Fixed-term employees are entitled to the amount of days paid sick leave as allowed for in accordance with the relevant legislation.

Payment will be calculated on basic pay plus allowances.

If you have used all the sick leave days to which you are entitled, and need to remain off work for a further period, accumulated annual leave days may be used as sick leave. Once this too has been used, any further period of absence has to be taken as unpaid leave and this should be discussed in the first instance with your Line Manager and the IS HR Coordinator/IS HR Business Partner and a proposal forwarded to the relevant SLT member for approval. Each case will be considered on its own merit.

### 5.5.2. Reporting illness

AAI recognises that there may be instances when you may not be well enough to attend work. On such occasions you are responsible for ensuring you follow the correct absence



reporting procedure as stated below. AAI will treat your illness and reason for absence in confidence at all times.

You must notify your Line Manager before 10.00am on your first day of absence, and continue to keep him/her updated on your progress and your likely date of return to work by telephoning the office every day by 10.00 am or within an agreed timeframe for longer periods of sickness absence. If your Line Manager is not available you should talk to another member of your team. Messages left with the receptionist, text messages or emails are not sufficient or appropriate notification of absence.

If you have been absent for longer than 3 working days because of illness, you must submit a medical certificate which is signed by a registered medical practitioner and which reflects the necessary details.

If you know in advance that you will require sick leave, a sick leave request has to be submitted prior to the leave being taken. In all other cases you should submit a leave request on the day that you return to work.

If you are absent from work through sickness, AAI does not expect you to participate in any activity which is inconsistent with the nature of your illness e.g. sports, social activities, home improvements.

### **5.5.3. Critical Illness**

If you are absent due to ill health for more than half of your maximum paid sickness entitlement, AAI reserves the right to ask you to undergo a medical examination, at AAI's expense, by a doctor nominated by AAI. AAI will consider your absence in the light of the information available to it and may consider action under the capability procedure or the ill health dismissal process.

### **5.5.4. Doctors, dentists and other medical practitioner appointments**

AAI recognises that it is often difficult to arrange planned visits to the Doctor, Dentist etc. outside of working hours. Therefore we accept that staff may need to arrange these appointments during working hours. We ask that staff try to arrange these either first thing in the morning or at the end of the day to minimise disruption to their working day. Alternatively, if agreed with your Line Manager and if it meets operational requirements, staff may request to work at home on a day where they have a planned appointment. Emergency visits should be treated in the same way as sickness absence.

### **5.5.5. Monitoring attendance**

You are required to attend work consistently and therefore AAI monitors the attendance levels of all staff. We do this by reviewing sickness absence logged on your leave record on a monthly basis to identify and respond to potential sickness absence problems as quickly as possible. We also identify any patterns of absence (e.g. absence either side of a weekend, absence regularly occurring on a particular day of the week), recurring periods of short term absence, or issues of longer term sickness absence.

AAI has set sickness absence levels, which, once exceeded, will normally require management action. These levels are known as "trigger points" and are as follows:

- more than 4 days absence and/or three periods of absence within 8 weeks.
- more than 12 days absence and/or five periods of absence within a rolling 6 month period.



- a pattern of absence on a Monday/Friday or a day before or after a Public Holiday on more than 3 occasions.

## 5.6. Rest and Recuperation Leave

As well as the standard annual leave entitlement AAI will provide you with R&R if; you are in the expatriate and both 'plus' job categories in an unaccompanied location and in an approved R&R location (currently AAI approved locations are Afghanistan, Pakistan and the DRC, but this will be continually reviewed and updated).

R&R entails: an additional five working days every three months to be taken out of the country for rest and recuperation as well as an allowance of \$1600 for each R&R leave, to be used as you deem suitable. If you do not take your R&R leave at the allocated time, or within 2 weeks of the R&R date, you will forfeit this allowance and the right to take that R&R leave, except in exceptional circumstances such as an emergency.

While annual leave can provide the opportunity to return to your home country, R&R should be seen as a complementary opportunity to remove you from the stressful work environment and is not designed as supplementary annual leave. If you choose to combine R&R and annual leave the maximum of 3 weeks (15 working days) being taken at one time will still apply i.e. you can combine 5 days R&R and 10 days annual leave, except in exceptional circumstances.

## 5.7. Study Leave

AAI encourages staff to further their formal studies. These studies must be related to your current position, or an additional specialist qualification, or a defined career path in the near future, which is agreed with your Line Manager. Study leave is pre-approved and two days are granted per exam for the purpose of studying for and writing examinations. Should you fail the examination or not complete the qualification on your second attempt, the study leave awarded will be converted to normal leave.

You must use your annual leave for any additional leave required to study for and write examinations and tests and to attend related classes or workshops.

AAI offers study assistance to all IS staff. Please speak to your Line manager and the IS HR Coordinator/IS HR Business Partner for advice on entitlements.

## 5.8. Sabbatical Leave

After 5 year's continuous service staff may request 1 year's unpaid sabbatical leave, in addition to their normal paid annual leave. This sabbatical leave must be added to annual leave to enable a substantial break and easier provision of cover, in one period during the year.

Requests to take a Sabbatical must be made in writing to your Line Manager and Director and at least 3 months prior to the proposed start of your Sabbatical. Your request may be refused if the dates you have chosen cannot be accommodated for operational reasons, but may be rescheduled for a mutually agreed future date. This benefit is pro rata for part time staff.



## 5.9. Other Leave

Leave enforceable by the laws of any country in which an employee is employed, such as family responsibility leave, and which is not addressed herein will be granted to the relevant employee entitled thereto and managed in accordance with such applicable legislation.

## 6. Maternity, Paternity and Adoption Leave Policies

### 6.1. Maternity Leave

You are entitled to take up to 4 months paid maternity leave or equivalent to that offered locally whichever is greater will be given. If you would like to take additional unpaid leave; this will be at the discretion of your Line Manager and to a maximum of 2 months.

Your maternity leave can commence at any time from 4 weeks before the expected date of birth, or on a date specified by a medical practitioner as being necessary for your health and/or the health of your unborn child. You aren't allowed to work for the first 6 weeks after the birth unless approved in writing by a medical practitioner.

#### 6.1.1. Entitlement

Entitlement is dependent upon the employee having accrued at least 12 months' continuous service within AAI (in any full-time capacity) and being currently on a contract of at least two year's duration.

Employees on full-time contracts who have not completed one full year with AAI will be provided with an option of 4 months paid maternity or unpaid leave. The option of full pay will be on the employee's request stating their intent to return to work and agreeing to repay the full amount should they fail to return to work for a minimum of 4 months upon completion of the paid maternity leave.

Your maternity entitlement will be pro rata if you are working part-time.

#### 6.1.2. Benefits while on maternity leave

During your maternity leave you will continue to receive and accrue any contractual benefits you would normally receive as if you were at work.

You continue to be an employee throughout your whole 4 months of maternity leave (also during any additional unpaid leave), and this forms part of your continuous employment.

#### 6.1.3. Time off work for antenatal care

You are entitled to paid time off to attend ante-natal appointments and classes which are advised by your medical practitioner. Where extra time is needed for antenatal care, this will not be unreasonably refused. AAI may reasonably ask for evidence of your appointments from the second appointment onwards.

#### 6.1.4. Miscarriage

In the unfortunate event that you experience a miscarriage you will be eligible for up to 6 weeks' leave or as prescribed by the medical practitioner to heal and come to terms with your loss.



## **6.2. Paternity Leave**

You are entitled to take up to 15 days paid paternity leave or equivalent to that offered locally whichever is greater will be given. If you would like to take additional unpaid leave; this will be at the discretion of your Line Manager and to a maximum of 2 weeks.

### **6.2.1. Entitlement**

Entitlement is dependent upon the employee having completed at least 12 months continuous service within AAI (in any full-time capacity).

You may be requested to produce a certificate from your doctor or a registered midwife giving the expected week of childbirth.

Paternity leave can only be taken within a 3 week period before or after the birth of a child during the agreed contract period. Paternity leave not taken during this period will be forfeited.

### **6.2.2. Benefits while on paternity leave**

During your paternity leave you will continue to receive and accrue any contractual benefits you would normally receive as if you were at work.

## **6.3. Adoption Leave**

Employees are entitled to apply for adoption leave as provided for in maternity and paternity leave policies above, subject to the following:

- The child being adopted is younger than twenty-four (24) months old.
- The employee provides proof of the adoption from a registered adoption agency.

Adoption leave shall apply to all employees on a totally non-discriminatory basis, irrespective of gender or sexual orientation.

## **7. Relocation Policy**

### **7.1. Relocation Support**

Our staff in the expatriate and 'plus' job categories who are required to relocate from one country to another will be entitled to a one-off relocation allowance to help defray expenses associated with moving and re-settling in the new country. This support will be given to; an individual staff member and a staff member plus dependents if the posting is deemed to be accompanied.

Your initial accommodation will be provided by AAI. It will be for a maximum of two months and on a self-catering basis. You will also be given support with your work permit and your dependents visas if applicable, opening bank accounts, tax consultants, seeking suitable housing and schools.

For staff relocating within a country (i.e. from Cape Town to Johannesburg), then the local in-country relocation policy will be applied.



## 7.2. Relocation Allowance

AAI will provide a relocation allowance of £500 for you the employee and £250 for each of your dependents, up to a maximum of £1500 in total.

## 7.3. Flights Home

Air tickets between your home base/work station will be provided at the start and completion of employment for you and any accompanying dependent family members, on the basis of the least expensive scheduled economy flights.

You will not be given the cash equivalent as replacement of the cost of the flights. However, tickets to and from alternative destinations may be provided by AAI who will contribute, but not exceed, the equivalent cost of the flights between the work station and home base. If the cost of the flights to the alternative destination is cheaper than the cost of the work station/home base tickets the difference will not be paid.

Any unused entitlement for end of contract tickets will expire within 6 months of the termination of employment and no benefit under this clause can be paid as a cash equivalent.

## 7.4. Shipment Entitlements

When relocating you and any dependent family members will be entitled to either shipment or airfreight of your belongings as follows (you can choose one option):

		<b>Cubic meters – for shipment via sea or land</b>	<b>Kilograms - for unaccompanied air freight</b>
<b>Category 1</b>	Employee only or employee plus partner	20	120kg for staff member & 60kg per partner
<b>Category 2</b>	Employee (with or without partner) with one or two children	30	120kg for staff member & 60kg per dependent
<b>Category 3</b>	Employee (with or without partner) with three or more children	50	120kg for staff member & 60kg per dependent

The country you are relocating to will be responsible for obtaining three quotes for the shipment of your goods via ship, air or road (the weight of all packing materials will be included in the limits described above). The most efficient and cost effective option will be used.

If you choose an alternative means of shipment to what AAI has given this will only be reimbursed up to the equivalent of the cost of shipment quote obtained and chosen by AAI

Any additional costs of shipment of your belongings will be covered by you.

AAI will provide you with two months storage for your belongings and the cost of delivering them to your chosen accommodation.



The entitlement for this benefit will not accumulate and will be the same upon return to the home country.

## 7.5. Housing Allowance

For our staff in the expatriate and 'plus' job categories a housing allowance will be given based on the agreed local (in-country) limits. These limits can be amended both up and down by AAI at any time without consultation. Please see **Appendix 3** for further details.

## 7.6. Household Insurance

It is the responsibility of the host-countries AA office to provide adequate insurance cover for your personal effects during the contract period.

## 7.7. School Fees

For expatriate job categories AAI will provide reimbursement per child per annum of primary and secondary day school fees for dependent children as their Education Allowance as shown in **Appendix 1**. For the 'plus' categories AAI will provide reimbursement per child per annum of primary and secondary day school fees (tuition only) for dependent children as their Education Allowance as shown in **Appendix 1**. This will be based on the receipt of an expense claim signed off by your Line Manager.

School fees for the regular curriculum only will be reimbursed; this excludes books, uniforms, transport, special excursions or trips, special classes or any other miscellaneous charges.

Any entitlements are only payable until the child's 19<sup>th</sup> birthday or to completion of the final year of secondary school education (whichever comes first) during the period of this contract.

These limits can be amended both up and down by AAI at any time without consultation.

Education Allowance will only be applicable if the child / children accompany and live in the host location. The same will not be applicable if children / child are based in the home location.

## 7.8. Safety and Wellbeing of Dependents

While in country the responsibility of the wellbeing and safety of your dependents ultimately lies with you and we ask that you ensure that they act sensibly at all times. If an evacuation is deemed necessary, AAI will assist in the evacuation of your dependents.

## 7.9. Similar Benefits Provided by a Partner or Employer

Where the partner of AAI's employee is also provided with accommodation and/or insurance, school fees, relocation costs, flights, vaccination costs etc. by their employer for themselves and/or accompanying family members, the costs will be shared with the other employer so that duplicate benefits are not provided by AAI. It is the responsibility of the member of staff to proactively disclose this information to AAI and failure to declare such benefits will be considered an offence according to AAI's disciplinary procedures.



## 7.10. Reimbursement of Costs for Early Resignation

If you leave AAI early (apart from if you are dismissed, made redundant, or because of security or personal health reasons), the following associated costs of an accompanied post will be reclaimed from your final salary payment:

- Relocation costs, if early resignation is within the 1st year
- The cost of any school fees already paid in advance by AAI for the period of time after the employee leaves.

## 7.11. Support during Repatriation

Repatriation is the process of providing you with support to return to your home or original place of residence, work or citizenship. At the end of your contract AAI policy is to cover all expenses the expatriates and staff in the 'plus' job categories may encounter back to their place of original residence.

## 8. Salary and Benefits Policy

### 8.1. How AAI Salaries are Reviewed

AAI will undertake a full salary review of all job roles at least every three years. Salaries will, however, be reviewed annually by IS HR by participating in the Birches Group annual Salary Survey. If a general percentage increase is required for specific job roles, to maintain our pay philosophy of positioning our salaries at the 50<sup>th</sup> percentile of the market value then those job roles may receive an increase prior to the three year review if deemed appropriate and affordable.

When undertaking the salary reviews AAI uses Mercer's International Position Evaluation (IPE) System to evaluate job roles. In order to grade jobs appropriately and consistently the IPE factors applied are Impact, Communication, Innovation, Knowledge and Risk. Once the jobs are correctly graded, then the market remuneration levels given annually by the Birches Group will be assigned to each role.

### 8.2. Grading and Salary Scales

AAI's salary grades are based on the International Grading Scale shown in **Appendix 5**, which are linked to AAI's Percentile Pay Spread as shown below.

Percentile Pay Spread									
Pay Spread	Grade H	Grade G	Grade F	Grade E	Grade D	Grade C	Grade B	Grade A	
Minimum	£ 124,654	£ 81,857	£ 54,372	£ 45,489	£ 36,035	£ 31,617	£ 27,503	Local	
50th Percentile	£ 129,385	£ 96,423	£ 63,574	£ 49,740	£ 40,593	£ 33,809	£ 29,629	Local	
75th Percentile	£ 131,814	£ 104,654	£ 68,742	£ 52,012	£ 43,084	£ 34,960	£ 30,753	Local	
Maximum	£ 134,288	£ 112,155	£ 74,432	£ 54,372	£ 45,489	£ 36,035	£ 31,617	Local	

\*\*This Percentile Pay Spread is to be effective from the 1<sup>st</sup> January, 2013.



Pay percentiles describe the distribution of earnings within each Grade. AAI has developed the above percentile based pay from the market data received from the Global Mercer Benchmarking Survey in 2011 for each of the roles within AAI.

New staff are normally placed on the minimum pay spread though some flexibility exists for placing individuals above their salary scale entry point if they demonstrate a significant level of relevant previous experience. It is the responsibility of the Line Manager with advice and input from the IS HR Coordinator/IS HR Business Partner to determine the salary level and benefits for new appointees and for managing the remuneration system.

The maximum pay spread is the top of the salary range for a specific Grade, if a staff member reaches the maximum pay spread of their particular grade they are no longer eligible for a pay increase and will only receive the Cost of Living Increase, if given.

### **8.3. Cost of living/inflation increases**

Where funds allow AAI will adjust and review salaries and AAI pay spread based on the cost of living annually. If possible, and based on affordability, all IS staff will receive an inflation / cost of living increase in February each year, with a fixed percentage will be applied to all salary levels in the specific country. This fixed percentage may or may not be greater than the local inflation / cost of living increase. The inflation rate to be applied to the salary scales will be approved by the Board of Trustees.

You will be notified in writing of any salary changes.

### **8.4. Acting Allowance**

An Acting-up role needs to be formally agreed by all parties prior to commencement and cannot be backdated. The person's responsibilities should cover the whole role they are acting up into. If there are more than two people capable of acting up to the role the most suitable candidate should be identified through a formal selection process.

An Acting-up allowance will normally be based on the entry level Step of the Grade you are acting into. The allowance will be paid for any acting-up assignment covering a minimum of 4 weeks and a maximum of 6 months. The payment will be made monthly for the duration that the acting up role is undertaken. Acting-up for positions of the same or lower grades will not be entitled to any additional remuneration.

Under unusual circumstance you may be acting into the role, but not performing 100% of the acting role. When you are acting into a limited remit, then you will get paid an additional 25% of your current salary not the full acting-up allowance.

### **8.5. Extra Responsibility Allowance**

In exceptional circumstances agreement may be made for payment of an extra responsibility allowance for an employee taking on short-term extra responsibilities, of a position in their same or lower grade, as part of their existing role on a temporary basis, subject to the following:

- The extra responsibility will be for a period of at least 6 weeks and for a maximum of 12 weeks



- It must be agreed in advance with your Line Manager and the IS HR Coordinator/IS HR Business Partner that the additional payment is appropriate and in line with this policy.

The extra responsibility allowance will normally be based on 5% of current base salary.

The payment will be made monthly for the duration that the extra responsibilities are undertaken.

This Extra Responsibility Allowance should not be used for Super User Roles, which take on additional work which is not of a similar nature to one's regular role.

## 8.6. Dual Role Policy

If you are taking on elements of two regular roles please refer to the Dual Role Policy for guidance.

## 8.7. Hardship Allowance

This allowance is for our staff in the expatriate and 'plus' job categories based in a hardship location. AAI recognizes the extra level of stress that can be placed on an individual by the nature and location of their work, differing standards of accommodation, security threats and lack of opportunity to have a break from the work place. In recognition of this hardship you will be entitled to 10% of your basic monthly salary. AAI's hardship locations are currently: Afghanistan, Pakistan, DRC and Somaliland

## 8.8. Pension

It is compulsory for Expatriate, International and 'Plus' job categories staff to contribute a minimum of 3% of your basic salary to a pension scheme, AAI will then contribute 10% of your basic salary.

Both contributions will be paid into an appropriate pension scheme, including Off-Shore Pension Schemes, as instructed by you. You will be required to produce written evidence of the existence of a personal pension scheme and of your contribution of at least 3% of your basic salary to the scheme. If a suitable personal pension plan cannot be found, AAI will make its contribution of 10% to a High Interest Bank account, similarly subject to receipt of documentary evidence (requested annually) that you are contributing a minimum of 3% to the account. If you choose the later then AAI will not pay your salary and your pension contribution into the same bank account. For staff in the national job category an identified provider will be nominated by AAI in the country you are working and a percentage of your basic salary will be contributed.

For those staff who have their pension contribution paid into a high interest account they will be required to provide a written statement to the IS HR Coordinator/IS HR Business Partner on an annual basis declaring that they are maintaining their contributions.

## 8.9. Medical Reimbursement

For Expatriate, International and 'Plus' job categories staff AAI will reimburse the cost of private medical insurance or alternative medical cover for you and your immediate dependent family members. This cover is currently provided at a maximum of GBP£500 per person per annum, for employee, spouse/partner and a maximum of three children. See **Appendix 4** for country specific medical reimbursement rates. Medical Reimbursement will



vary according to each IS Hub, but the process will be dependent on the Finance payment cycle in each Hub.

It is advisable that the staff member seeks to join a health scheme which covers their needs and those of their family as soon as possible and that the annual premium is not in excess of the above-allocated allowance. Any excess will be payable by you or deducted from your salary.

In addition, expatriate staff and their dependent family members will be insured for medical repatriation in the case of an emergency or serious illness to their home base or to a country designated by the doctors attending the patient as the most appropriate country providing adequate medical facilities.

## **8.10. Life Assurance**

On taking up employment with AAI Expatriate, International and 'Plus' job categories will be covered by our Life Assurance Scheme, and subject to the rules of the insurance company. You will be covered for both death and short-term disability. A sum equivalent to four times the annual salary at time of death is payable upon the death of the employee in service. Further information relating to the scheme is available from the IS HR Coordinator/IS HR Business Partner.

## **8.11. Personal Accident and Travel Insurance**

If you travel with AAI outside your country of residence you are insured for personal accident and travel which include:

- personal effects whilst in transit
- personal effects in country of posting
- personal accident & travel
- life and medical cover – accident, illness, repatriation

More comprehensive details of the insurance cover is available from your IS Office Hub Management if required.

## **9. Accompanied Status Policy**

### **9.1. Accompanied/ Unaccompanied Status**

An Expatriate or 'Plus' post is classified as accompanied when the employee is accompanied by their immediate family members/dependents.

Accompanied posts will cover the staff member, their partner/spouse and up to three under 19 years of age or still busy with secondary education, whichever comes first including legally adopted children.

Accompanied status benefits will only be extended to you if these family members/dependents accompany you to the country of posting.

Due to certain circumstances within some countries, AAI can declare individual posts to be on an unaccompanied status.



Accompanied posts and the benefits attached to accompanied status will not be available to relevant expatriate, international and 'plus' status staff who are residents of the country where they work.

## 9.2. Co-assigned Partners

If you and your partner / spouse are assigned to the same country, but employed by different organizations, then all benefits are applicable and remain intact. However, there should not be any duplication of benefits, resulting in a double dipping of benefits. It is the responsibility of the member of staff to proactively disclose this information to AAI and failure to declare such benefits will be considered a disciplinary offence.

In the situation where you and your partner / spouse are deployed together by AAI, medical, housing and schooling benefits only apply to one of the partners / spouses, but all other benefits are applicable as usual.

## 10. Pay and Payroll

Details of your pay are outlined in your contract of employment. All paid roles at AAI have a job description and person specification and are evaluated using the Mercer Evaluation Scheme.

### 10.1. Monthly Pay and Deadlines

We pay all salaries on the 25th of the month. If the 25th falls on a weekend or public holiday, then you will be paid the nearest working day before the 25th of the month.

In order to pay you on a monthly basis, you will need to complete an **Initial Information Form** (or the equivalent in-country for local staff) which will provide us with details such as bank account number, sort code, IBAN code, swift code, bank name and address, and the name that the account is held in (it must be the employee's name). It is suggested that you provide supporting documentation in the form of a letter from the bank or any document on the bank letterhead with your full bank details including account name. Please note that payments often get held up in the banking system if we do not have the correct IBAN and swift codes so it is particularly important that you have this information.

Processing payroll is complicated and involves both HR, Finance, an external payroll bureau, and of course the banks. In order to make correct calculations and get the payments to the banks in time, you or your manager must meet our deadline, which is the **7<sup>th</sup> of the month** to get information about any changes to HR.

If we get information any later than this it will either mean that:

- the changes don't go through on your pay until the following month
- we have to withhold your pay until we have the correct information
- you may be paid late

Staff are responsible for the payments for the cost of the bank charges and also any currency conversions required.



## 10.2. Salary Advances

AAI can make one salary advance per calendar year of up to, but not exceeding, half of your basic total monthly salary. Advances should be agreed with your Line Manager and requested from the IS HR Coordinator/IS HR Business Partner using the Salary Advance Form who will report them to Finance in order that it can be paid out and then to payroll who will deduct it from your salary through the monthly payroll. Advances will be reclaimed in full by AAI within two months of being given. Where possible, and under exceptional circumstances, more than half your monthly salary be given and with the approval of the IS HR Coordinator/IS HR Business Partner.

## 10.3. Allowable Deductions

AAI is authorized to make deductions from your pay when:

- They are statutorily required
- Any specifically agreed with the employee in writing
- Any in respect of unauthorised absence from work
- A miscalculation has been made in previous pay.
- You leave and you owe AAI money such as any outstanding advances, or personal expenses that have not yet been reimbursed.
- You leave and you hold assets belonging to AAI and do not return them to AAI before you leave

## 10.4. Tax

Payment of income tax in the country where you work is the responsibility of the employee and AAI will not compensate the employee for income tax liabilities. AAI expects all employees to make prompt and regular payments to their income tax authorities as may be required by local national law. You will be required to submit proof of annual payment or exemption, as appropriate.

You will be required to submit proof of tax registration and proof of annual tax payment or exemption to the host country's Finance and Human Resources departments. Where practical and/or required by local regulations, AAI will deduct the monthly tax payable from your salary and pay it to the local tax authority.

## 10.5. Gratuity (only applicable in certain countries)

There are a number of countries where a gratuity payment is a legal requirement. If you are on a Fixed-term contract based in a country where this is a legal requirement and on completion of 12 months service you will be entitled to a gratuity of one months' basic salary, subject to the following conditions. The gratuity will be paid to you only on the expiry of your existing fixed term contract (or any extension to or renewals of it) in circumstances where AAI is unable to offer suitable alternative employment and you leave AAI's service. The gratuity will be accrued annually on completion of 12 months' service at the basic rate of salary applicable to the end of each 12-month period.

Gratuity, in these countries, is not paid when you give notice to terminate before the expiry of your fixed term contract. Pro rata entitlements will be calculated for incomplete years of service.





# Appendices

## Appendix 1 - Summary of Benefits and Allowances per Job Category

CONTRACT TYPE	EXPATRIATE	INTERNATIONAL	INTERNATIONAL 'PLUS'	NATIONAL	NATIONAL 'PLUS'
GRADE	GRADE H & G	GRADE F & E		GRADE D & BELOW	
EMPLOYEE GROUP	CE & SLT <b>RELOCATED OUTSIDE HOME COUNTRY</b>	UNIT HEADS, FUNCTION HEADS, SUBJECT MATTER EXPERTS, ETC <b>BASED IN HOME COUNTRY</b>	UNIT HEADS, FUNCTION HEADS, SUBJECT MATTER EXPERTS, ETC <b>RELOCATED OUTSIDE HOME COUNTRY</b>	PROFESSIONALS, ADMINISTRATIVE & SUPPORT STAFF <b>BASED IN HOME COUNTRY</b>	PROFESSIONALS, ADMINISTRATIVE & SUPPORT STAFF <b>RELOCATED OUTSIDE HOME COUNTRY</b>
<b>Tax</b>	Employee responsibility	Employee responsibility	Employee responsibility	Employee responsibility	Employee responsibility
<b>Education allowance</b> <i>Global maximum £3500 per child per annum</i>	Per country limit	N/A	Maximum 50% of global limit	N/A	Maximum 50% of global limit
<b>Hardship allowance</b> <i>Only approved for high risk locations</i>	10% of monthly basic salary	N/A	10% of monthly basic salary	N/A	10% of monthly basic salary locations
<b>Healthcare Insurance</b> <i>Amount locally determined</i>	Minimum 500 GBP per dependent	Minimum 500 GBP per dependent	Minimum 500 GBP per dependent	Based on local policy	Minimum 500 GBP per dependent
<b>Relocation Support</b>	<u>Cash allowance:</u> £500 (single), £250 for each additional accompanying dependent  <u>Shipping of personal goods</u>  <u>Initial accommodation:</u> For the first two months in self-catering accommodation  <u>Settling support:</u>	N/A	<u>Cash allowance:</u> £500 (single), £250 for each additional accompanying dependent  <u>Shipping of personal goods</u>  <u>Initial accommodation:</u> For the first two months in self-catering accommodation	N/A	<u>Cash allowance:</u> £500 (single), £250 for each additional accompanying dependent  <u>Shipping of personal goods</u>  <u>Initial accommodation:</u> For the first two months in self-catering

	Support with work permit, opening bank accounts, tax consultant, seeking housing and schools		<u>Settling support:</u> Support with work permit, opening bank accounts, tax consultant, seeking housing and schools		accommodation  <u>Settling support:</u> Support with work permit, opening bank accounts, tax consultant, seeking housing and schools
<b>Pension</b>	10% employer contribution; employee minimum 3%	10% employer contribution; employee minimum 3%	10% employer contribution; employee minimum 3%	Based on local policy	10% employer contribution; employee minimum 3%
<b>Housing Allowance</b>	Based on agreed local limit	N/A	Based on agreed local limit	N/A	Based on agreed local limit
<b>Rest and Recuperation Leave</b>	5 working days every 3 months for R&R – only approved locations	N/A	5 working days every 3 months for R&R – only approved locations	N/A	5 working days every 3 months for R&R – only approved locations
<b>Home Visits</b>	One return flight home per year including dependents	N/A	N/A	N/A	N/A
<b>Annual Leave</b>	30 working days per annum	30 working days per annum	30 working days per annum	Based on local policy	Based on local policy
<b>Compassionate Leave</b>	10 working days	10 working days	10 working days	Based on local policy	Based on local policy
<b>Sick Leave</b>	Casual – up to 10 days Serious – up to 3 months	Casual – up to 10 days Serious – up to 3 months	Casual – up to 10 days Serious – up to 3 months	Based on local policy	Based on local policy

## Appendix 2 - Currency Conversion Figures (£) May 2012

Country	AAI Exchange Rate £
Afghanistan	76.89
Australian Dollar	1.65
Bangladesh	116.68
Belgium	1.18
Brazil	2.86
Burundi	1 952.65
Cambodia	6 447.13
China	10.51
Congo DRC	740.79
Denmark	8.79
Ethiopia	26.94
Euro	1.18
France	1.18
Ghana	24.56
Greece	1.18
Guatemala	12.41
Haiti	63.54
India	77.23
Ireland	1.18
Italy	1.18
Kenya	140.17
Lesotho	12.10
Liberia	115.00
Malawi	248.09
Mozambique	46.09
Mymar	10.13
Nepal	118.23
Netherlands	1.18
Nigeria	247.36
OPT	
Pakistan	137.36
Rwanda	946.74
Senekal	135.59
Sierra Leone	6 877.17
Somaliland	2 528.92
South Africa	12.22
Spain	1.18
Sweden Kroner	11.03
Tanzania	2 506.52
Thailand	50.75

The Gambia	43.72
Uganda	3 995.77
USA Dollar	1.58
Vietnam	32 804.70
Zambia	7 712.29
Zimbabwe	886.54

## Appendix 3 - Housing Allowances

### a. Bangkok

LEVEL OF DEFINITION	ALLOWANCE
Employee only or employee plus partner	£7,714 pa
Employee (with or without partner) with one or two children	£12,122 pa
Employee (with or without partner) with three or more children	£15,429 pa

### b. Johannesburg

LEVEL OF DEFINITION	ALLOWANCE
Employee only or employee plus partner	£11,600 pa
Employee (with or without partner) with one or two children	£14,000 pa
Employee (with or without partner) with three or more children	£20,688 pa

### c. London

LEVEL OF DEFINITION	ALLOWANCE
Employee only or employee plus partner	£13,800
Employee (with or without partner) with one or two children	£16,800
Employee (with or without partner) with three or more children	£20,400

### d. Nairobi

LEVEL OF DEFINITION	ALLOWANCE (Less 10% paid by employee)
Employee only or employee plus partner	£8,261 pa
Employee (with or without partner) with one or two children	£11,014 pa
Employee (with or without partner) with three or more children	£12,850 pa

### e. Rio de Janeiro

LEVEL OF DEFINITION	ALLOWANCE
Employee only or employee plus partner	£13,444 pa
Employee (with or without partner) with one or two children	£15,756 pa
Employee (with or without partner) with three or more children	£18,068 pa

## Appendix 4 - Medical Reimbursements Rates

### a. Bangkok

LEVEL OF DEFINITION	ALLOWANCE
Recommended amount per dependent, with a minimum amount of £500 per annum	£500

### b. Johannesburg

LEVEL OF DEFINITION	ALLOWANCE
Recommended amount per dependent, with a minimum amount of £500 per annum	£1000

### c. Nairobi

LEVEL OF DEFINITION	ALLOWANCE (Less 10% paid by employee)
Recommended amount per dependent, with a minimum amount of £500 per annum	£500

### d. Rio de Janeiro

LEVEL OF DEFINITION	ALLOWANCE
Recommended amount per dependent, with a minimum amount of £500 per annum	£800

## Appendix 5 – International Secretariats Grading Scales

BAND	GRADE	LEVEL	LEVEL DESCRIPTORS
Executive	H	Chief Executive	This role leads and manages the whole organisation. It develops the overall strategy and provides clear and strong leadership on the future strategic direction. This role acts as the public figurehead, embodying the organisation's values and vision. This role possesses depth and breadth of professional knowledge across the industry.
	G	Senior Leadership Team	Roles at this level are accountable the performance of the whole organisation and help to establish the long-term strategic direction. They manage high level stakeholder relationships which have significant publicity and potential impact for the organisation. They are responsible for promoting the organisational vision and values to all employee levels within their remit. They solve complex issues without clear policy or precedent and champion continuous operational improvement. Roles at this level will possess depth and breadth of professional knowledge, within the context of the industry and have a deep understanding of the operational infrastructure of the business.
Management	F	Senior Management/ Heads of Unit	Roles at this level lead a department or significant area of the organisation. They are responsible for developing business plans and oversee their implementation ensuring resources are in place to achieve budgeted performance targets and monitoring overall performance against these. They play a key role in influencing decisions of stakeholders that are outside of their direct sphere of authority across the organisation. Roles at this level require broad organisational experience enabling them to manage a large team or teams as well as deep knowledge across a professional discipline that enable them to make significant improvements to policies and processes that lead to mid- to long-term success..
	E	Line Management/ Management/ Subject Matter Experts	Roles at this level have management responsibility for a team or independently contribute as a predominant subject matter expert. They will manage the implementation of policy or plans considered critical to the achievement of departmental objectives. These roles will frequently use persuasion when communicating with senior stakeholders to ensure the optimal outcomes for ActionAid. Roles at this level require broad management experience or advanced expertise across a professional discipline. Roles at this level will be responsible for identifying opportunities to enhance the quality of existing methods and overseeing implementation of change.

Professional	D	Senior professionals	Roles at this level are responsible for scheduling work plans and setting day-to-day operational objectives for a team or act as senior specialists responsible for delivery of high profile or specialist projects with a significant impact on the success of departmental objectives. These roles act as an important relationship interface with ActionAid donors and partners and other functions within the organisation. Roles at this level require experience mentoring and developing less experienced professionals and adapting established processes to find solutions to non-standard issues.
	C	Professional	Roles at this level act independently to deliver the organisation's policies and programmes within a defined technical or functional area. These roles may co-ordinate work with others across technical areas within ActionAid and may interact with external parties to a limited scope. They also provide technical guidance to others within their own work area and may also have supervisory responsibilities. Roles at this level will require in-depth knowledge and experience working within a technical area which enable them to work autonomously, resolve day to day issues and identify opportunities for continuous improvement within the organisation's delivery model.
Para professional/ support	B	Senior support/ Entry professional	Roles at this level provide support to a function or operational unit and work within defined processes and procedures with some scope to act outside of these, delivering support within a day-to-day timeframe. These roles primarily work with others in their function or operational unit and may have interaction with external stakeholders. Roles at this level require knowledge and experience in their specific area which enables them to operate with minimum day to day supervision but typically within clear guidelines or with ready access to guidance.
	A	Support	Roles at this level provide administrative or technical support to a function or unit. They complete prescribed activities, performing standardised processes within clearly defined and established procedures. Roles are under regular, direct supervision and guidance provided either by a team leader or by the system within which they operate and may require some technical experience to operate effectively. Where they are involved in external communications, these will be within well-defined parameters.