

1105 Meeting, 9 February 2011

11 Administration and logistics

11.3 Co-ordinating Committee on Remuneration (CCR) –

CCR report to Councils on the results of the salary levels studies - 204th Report

Item to be prepared by the GR-PBA on 1 February 2011

CCR REPORT TO COUNCILS ON THE RESULTS OF THE SALARY LEVELS STUDIES

204th Report

EXECUTIVE SUMMARY

1. The Co-ordinating Committee on Remuneration (CCR) has been mandated by the Councils of the six Co-ordinated Organisations (CO) to advise them on issues pertaining to the basic salary, pensions, and a number of allowances paid to CO staff. The CCR is not in a position to review the staff policies, contract policies and other aspects of employment outside the realm of remuneration as defined in the Regulations concerning the Co-ordination System as adopted by the six Councils in 2004.
2. In its 22nd, 80th, 139th and 171th Reports to Councils, concerning the successive remuneration adjustment procedures for CO staff, the CCR recommended that resources be made available to carry out studies respectively in 1996/1997, 1999/2000, 2004 and 2009 of salary levels paid by the primary recruitment markets of the six CO.
3. For these studies it was agreed to use salaries paid to both professional level and support level jobs, respectively equivalent to co-ordinated A and B category functions:
 - a. in the *resident national civil services* of the eight European countries taken as the reference for calculating the annual trend in co-ordinated net real salaries and in which more than 95% of co-ordinated staff are located (Belgium, France, Germany, Italy, Luxembourg, the Netherlands, Spain and the United Kingdom). The *expatriated civil services* of six reference countries (the seven at the time minus Luxembourg) were introduced in 2000 and are updated in this study, and Spain has been added to these studies;
 - b. in five *International Organisations* agreed in 1992 as references (CERN, EBRD, EU Commission, UNESCO and World Bank²);
 - c. the *private sector* in the eight reference countries.
4. The comparisons did not and could not evaluate intangible, non-monetary factors. These may include positive factors such as the desire of a prospective employee to realise the cultural experience of living in a foreign country and the prospective employee's degree of commitment to the missions of the different Organisations, or negative factors, such as damage to a spouse's career, or any other factors likely to contribute to the decision to accept or reject an offer of employment from one of the six Organisations. Other important factors, like job security and career paths, could also not be evaluated.

¹ This document has been classified restricted until examination by the Committee of Ministers.

² European Centre for Nuclear Research (CERN), European Bank for Reconstruction and Development (EBRD), European Union (EU), United Nations Educational, Scientific and Cultural Organization (UNESCO).

5. The use of performance pay in the national civil services and in the international organisations has grown significantly since the last survey, often taking the form of faster advancement on the salary scales. However, the study looks at minimum and maximum salaries, not career progression. Therefore, performance pay related to advancement in the scales through exceptional steps or faster progression cannot be identified as a separate element, and has effectively been included only in the maximum salary. Other types of performance pay have been included only when sufficient data were available.

6. The resources used to prepare and examine the salary information gathered by consultants and the Inter-Organisations Section (IOS) have yielded results that are intended to identify the relative pay position of the six CO compared to these markets in 2009. However, because there have been important reforms in the salary system in some national civil services and in some International Organisations' pay systems, as well as certain changes in the survey methodology, clear identification of the trends over time have not been possible for these two recruitment markets. Also, certain changes were made in the private sector study compared to the preceding ones. Stock options were not included, the sample was expanded from 29 to 41 job comparisons in 2009, and an enhanced match was made at step 6. In addition, the study was performed at the median, upper quartile and upper decile (instead of at the lower quartile, median and upper quartile as in 2004) because it was determined that the median was the lowest level at which the CO wished to recruit and, therefore, was a valid comparison with step 1 on the co-ordinated salary scales.

7. In the light of the results of the three above-mentioned studies and bearing in mind that approximately 75% of co-ordinated A-grade staff and 50% of B grades are expatriated, the CCR wishes to draw particular attention to the following:

7.1 The national civil services

Residents

The minimum and maximum salaries paid to A and B grade co-ordinated resident staff in 2009 are substantially higher than those paid by national civil services to resident officials working in capital cities.

Expatriates

The remuneration of expatriated co-ordinated A grades is generally similar to that of expatriated officials of national civil services (e.g. those serving in the diplomatic corps or at national delegations), at both minimum and maximum levels. The equivalence holds irrespective of family status.

Minimum and maximum B grade salaries for married officials with two children are in most cases higher in the expatriated civil service than in the CO.

7.2 International Organisations

Minimum CO pay for A grades, for both single residents and married expatriate officials with two children, is comparable with that of the largest family of International Organisations, i.e. the United Nations (UNESCO), and with the EU and CERN. Comparisons with the two international financial institutions, the World Bank and EBRD, have shown that their salary packages for A category jobs are mostly above those of the CO. Maximum salaries for A grades follow the same pattern as minimum salaries but UNESCO and CERN fall even further behind the CO, while the EU maximum salaries are higher than in the CO.

Minimum and maximum B grade salaries in the CO for single residents generally are above other International Organisations, with the notable exception of the EU and the World Bank. For expatriates, CO salaries are even higher, except for the EU, which maintains its superior position.

7.3 The private sector

A-grade equivalent single residents are generally better paid by the CO than the private sector, both at the starting salary and at mid-career salary, with the exception of grades A5 to A7, where the CO salaries are 20% to 50% lower. Expatriate married staff with two children in the private sector earn considerably more than a CO A grade equivalent at the minimum. At the average (step 6) salary, the difference is less marked as the expatriation allowances in the private sector are reduced over time.

Single resident B grade salaries are better in the CO than in the private sector in all compared countries, both at minimum and average level. However, for expatriated officials with two children, the private sector pays considerably more at both ends of the salary spectrum, but the difference is less marked at step 6. It should be noted that B grade staff in the private sector are very rarely expatriated.

8. Conclusion

8.1 *Position of the CRSG*

The CRSG has taken note of the Report and finds that it represents an interesting and useful source of information for the management of remuneration in the Co-ordinated Organisations. Unfortunately, compared to previous studies, this study does not allow for the establishment of trends, although compared to previous studies it still reflects the recruitment pools' pay policies at the time of the study.

This study also provides useful material for the work in the context of the forthcoming examination of the co-ordinated salary adjustment method. The CRSG therefore would like to see these studies continued in parallel with future salary adjustment method reviews, or at other regular intervals.

8.2 *Position of the CRP*

In the first place, the CRP considers that the CCR is mistaken as to the philosophy of the exercise. The applicable texts and the preparatory work clearly show that the objective of comparing the remuneration of officials of Co-ordinated Organisations with that of salaried employees in the three recruitment pools is to enable the CCR to draw conclusions as to the remuneration adjustment method to be presented to Councils of the Co-ordinated Organisations. From this point of view, by virtue of the recommendation in paragraph 9.1(b) of the present Report, the CCR relieves itself of its own responsibility and, by curiously reversing roles, it requests an opinion from the managing bodies which it has the role of advising. First and foremost, it would be up to the CCR to indicate to what extent and along what lines it intends to make use of the results of the studies in producing the draft method.

On substance, the CRP will confine its remarks to essential points. Thus:

as far as comparisons with the private sector are concerned, the CRP deplores the fact that significant comparison parameters were changed as compared with previous studies. These changes do not make it possible to plot trends and thus significantly restrict the value of the studies. Furthermore, the changes made are all detrimental to the positions of staff and to an in-depth analysis of the situation. For example, such is the case with regard to stock options, from which salaried employees of the private sector benefit, which are not taken into account for the first time;

comparisons with national civil services are not of any particular interest in so far as they do not go beyond the data transmitted each year by reference countries for the calculation of the reference index. In particular, no effort was made to take account of advantages obtained in another form by national civil servants.

9. Recommendation

The Co-ordinating Committee on Remuneration invites Councils:

to take note of the results of the survey;

recognizing the considerable cost and effort that goes into undertaking such studies (the 2009 exercise cost at least 100 000 EUR), to inform the CCR of their usefulness to Councils so that the CCR may, in its review of the remuneration adjustment method, consider whether they are needed at all and, if so, what improvements might be made, e.g. in the definition and goals of the exercise, to maximize value for money.



Franz Cede
Chairman

CCR REPORT TO COUNCILS ON THE RESULTS OF THE SALARY LEVELS STUDIES

1. Introduction

In its 22nd, 80th, 139th and 171st Reports to Councils, concerning the successive remuneration adjustment methods for staff of the Co-ordinated Organisations (CO), the CCR recommended that resources be made available to carry out studies respectively in 1996-1997, 1999-2000, 2004 and 2009 of salary levels paid by the primary recruitment markets of the six CO. As in 2004, for the present studies these were:

- i. the **resident national civil services** (NCS) of the eight European countries taken as the reference for calculating the annual trend in co-ordinated net real salaries and in which more than 95% of co-ordinated staff are located (Belgium, France, Germany, Italy, Luxembourg, the Netherlands, Spain and the United Kingdom);
- ii. the **expatriated NCS** of seven of the reference countries (excluding Luxembourg, as in 2004), for staff working in Brussels and, for Belgium, staff working in Paris;
- iii. the five **international organisations** (IO) agreed in 1995 as reference competing employers (CERN, EBRD, EU, UNESCO³ and World Bank) in their headquarters' country;
- iv. the remuneration paid for both professional level and support level jobs, respectively equivalent to co-ordinated A and B category functions, in the **private sector** of the eight reference countries.

1.1 The original purpose of the salary level comparisons was to provide a periodic verification and assessment of the results of the application of the salary adjustment procedure. The current study also aims to identify the relative pay position of the six CO compared to these markets in 2009.

1.2 Certain changes in methodology and in salary structures in the NCS and the IO since the previous surveys in 1996-1997, 1999-2000 and 2004 make it impossible to perform comprehensive **comparisons** between those surveys and the current one. However, the study does provide a **valuable benchmark** of the current remuneration package of the CO in comparison with the main recruitment pools.

1.3 Preparatory work for the study began in April 2008, with the first meeting of the Studies Committee. Once the parameters and methodology had been defined by the Studies Committee, questionnaires were sent out, starting in February 2009, to the NCS and IO. All of the individual case studies for the national civil services and international organisations, carried out by the Inter-Organisations Section (IOS), were finalised by the end of November 2009. A call for tender was made for the private sector study, and Watson Wyatt Worldwide was chosen by the Committee in January 2009. Groundwork for the private sector study began in March 2009 and the detailed parameters were adopted in June 2009. The preliminary results were presented to the Committee in September 2009 and the final report in March 2010.

1.4 The original schedule for the study, found in Appendix 4 of the 171st Report, planned for the individual studies to be completed by mid-2010, and for a final CCR report to be issued at the end of 2010. The timeline for the study was modified in the roadmap adopted by the Studies Committee and has been further accelerated so that the report by the Studies Committee will be finished as the review of the remuneration adjustment method begins in early 2010. The deadlines in the roadmap have been respected, despite some difficulty in getting information in a timely manner from some of the NCS and IO.

2. Methodology and changes from the last survey

Countries

The surveys for the NCS and the private sector cover the **eight reference countries**. Since the last survey in 2004, Spain has been added to the list of reference countries. The studies for the Spanish civil service are therefore the first to be performed for that country in this context. For the IO, the studies were performed for the country where the headquarters are located. The private sector study covers companies established in the eight reference countries in all sectors of activity.

³ European Centre for Nuclear Research (CERN), European Bank for Reconstruction and Development (EBRD), European Commission (EU), United Nations Educational, Scientific and Cultural Organization (UNESCO).

Remuneration

The reference date for the survey was 1 January 2009. For the CO salaries, the co-ordinated salary scales were used. The comparisons with the three sectors have been made using **net remuneration** (after deduction of income tax and obligatory social contributions).

For the private sector, **Total Compensation** was considered [the sum of Total Cash (Net Salary, Bonus and Other Cash/ Allowances), Perquisites, Risk Benefits and the Retirement/Savings Plan]. For the NCS and IO, Total Cash was used.

Non-monetary elements have not been taken into account, and no attempt has been made to quantify non-tangible elements. **Non-monetary elements** include differences in working hours and time off between the CO and the comparator. **Non-tangible elements** include both positive and negative aspects, especially for expatriates, including: the allure of living in a foreign country, commitment to the mission of the organisation, damage to a trailing spouse's career prospects, lack of job security and career paths.

Salary Levels

In the NCS and the IO, the comparison has been made at the **minimum and maximum salaries**. Salary practices in the private sector are often much less structured and a real minimum or maximum does not exist. The same is true of the IO in the financial sector.

The study for the private sector measures salary levels at the **median, the upper quartile and the upper decile**, instead of at the lower quartile, median and upper quartile in the previous surveys. The Studies Committee considered that the median was the lowest level at which the CO wished to recruit and, therefore, was a valid comparison with step 1 on the co-ordinated salary scales. A comparison between step 6 with the private sector was made by using slightly different job matches than at step 1, in order to reflect seniority in the position. The parameters for private sector survey may be found in SIO/WD(2009)13/REV2.

Selected Jobs

For the 2009 survey, the number of **selected jobs** was expanded from 29 to 41. Most of the additional jobs were in the B grades, and resulted from the separation of the "banded" jobs used in 2004. For example, a B2/B3 secretarial post from the 2004 survey has been separated into two separate jobs (one B2 and one B3) in 2009. In addition, the Studies Committee agreed to add one A7 job to the list, in an effort to improve the job matches that could be done for that grade.

A matching was performed for each of the selected jobs for the private sector, as well as for the international organisations when equivalent jobs could be identified (see the section on the international organisations for details). This approach proved more problematic for the NCS, and where a matching by job could not be established, the match by grade defined in the annual adjustment method was used.

Family Situation

As in 2004, comparisons have been made for **two family situations** as shown in the table below:

International Organisations	Single residents Married expatriates with two children
National civil services	Single residents
Expatriate national civil services	Married expatriates with two children
Private sector	Single residents Married expatriates with two children

Weightings

In the 2004 survey, a simple average of the results for A and B grades was presented in the reports for the NCS and the IO. For the 2009 survey, an average **weighted by the number of CO staff** in each grade in the eight reference countries was used, to represent better the distribution of CO staff. For the private sector, the results are presented by grade. The first set of graphs in part 4 of this report shows the results grouped by grade, using the weighted average for all sectors.

Staff of the CO in the eight reference countries at 30 June 2008:

A7	60
A6	167
A5	557
A4	1775
A3	1906
A2	1162
Total A	5627
B6	222
B5	1036
B4	1482
B3	1566
B2	660
Total B	4966

3. National Civil Services (NCS)

General

The comparison with the NCS was made using **Total Cash** (Net Salary, Bonus and Other Cash/ Allowances), at the **minimum and maximum salaries**. Due to a recent restructuring in the Italian civil service, the comparison has been made at the average salary. The education allowance was not included in the expatriated civil service studies.

The ministries surveyed were:

Belgium	Federal Administration
France	Central Government
Germany	Central Federal Government (civil servants)
Italy	Central Ministries (Comparto Ministeri)
Luxembourg	Central Administration
Netherlands	Central Administration (Ministry of the Interior and Kingdom Relations)
Spain	General Administration (Administración General)
United Kingdom	Ministry of Defence, Cabinet Office (for CO grades A5–A7)

Several of the selected jobs were impossible to match in the NCS because certain expert positions do not exist in central administrations, for example scientists, who are generally found in scientific agencies.

The **methodology** for the 2009 survey incorporates **two major changes**: no correction for the difference in **working hours**, and use of a **weighted average** to determine the average difference by category. These changes are significant and preclude a direct comparison with the results of the 2004 survey, unless some correction is made to the 2009 data. The table on page 21 includes these corrections.

The use of **performance pay** in the NCS has grown significantly since the last survey, often taking the form of **faster advancement** on the salary scales. This results in **higher salaries for good performers** during their career. These comparisons with the national civil services look at minimum and maximum salaries, and the survey measures salary levels and not career progression. Therefore, performance pay related to advancement in the scales through exceptional steps or faster progression cannot be identified as a separate element, and has effectively been included only in the maximum salary. Bonuses and performance allowances also exist nowadays in the public service. It can be difficult to estimate a value for these bonuses because detailed information about amounts and prevalence of the awards is rarely available. In addition, the individual nature of the bonuses can make them difficult to quantify in the context of a study that covers a large population like the central administration of the NCS. In order to have an idea of the importance of performance pay, estimations from a study carried out in 2008 by the Public Governance and Territorial Development Directorate (GOV)⁴ of the OECD have been included, where possible, in this document.

Working hours: For the 2009 survey, it was decided **not to correct** the results for the number of working hours in the NCS. The impact of correcting for the number of working hours is shown below.

Country	Hours (CO average = 39)	Impact on NCS remuneration if difference taken into account
Belgium	38	+ 2.6%
France	35	+11.4%
Espagne	40	-2.5%
Italy	36	+8.3%
Luxembourg	40	-2.5%
Netherlands	36 (35 in 2004)	+8.3%
Spain	40	-2.5%
United Kingdom	36.5 – 40	+2.0%

Performance pay

Country	Included in the calculations	Not included in the calculations
Belgium	Competency allowance	
France	Bonuses	Merit pay (senior civil service) [see paragraph 2.18]
Germany		Faster progression Performance allowances and bonuses
Italy		Advancement through merit
Luxembourg	No performance pay	
Netherlands		Annual salary progression Bonuses for senior civil service
Spain	Productivity bonus	
United Kingdom	Bonuses for senior civil service Performance bonuses	Salary progression

⁴ OECD (2008): *The State of the Public Service*. Public Governance and Territorial Development Directorate, Public Governance Committee, Public Employment and Management Working Party.

Belgium: A **competency allowance** is granted to staff who pass an exam following a certified training programme. The goal is to have 70% of staff receive the allowance. The allowance is granted for six to eight years as a lump sum in September, and can be renewed upon successful completion of another exam. It represents about 5% of net salary. As 50% of staff receive this allowance it has been **included** in the survey at a rate of 2.5%.

France: Performance pay has been introduced but is not yet universal. A merit-based pay system currently applies only to senior civil servants but will be extended to all civil servants. This merit-based pay includes **one-off payments** and **faster movement along the salary scale**. There are currently over 1 700 different **bonuses and allowances** in the French NCS. The study **includes** those bonuses in the Central Administration as used in the reference index. The percentages have been calculated by INSEE and are also used by the European Commission for its reference index. The GOV study states that **up to 20%** of senior civil servants' salaries are performance-based. This is, in principle, included in the percentages calculated by INSEE, but the IOS has not been able to verify this.

Germany: Performance pay can take the form of early step awards or bonuses and allowances. **Early step awards** can shorten by about ten years, from 32 to 23 years, the time it takes to reach the top of the career path (maximum salary). By extrapolation, this means that salaries may increase over a career by approximately 30%. Early step awards are granted to up to 15% of staff and represent 2% to 5% of basic salary. Performance **bonuses** can reach up to one month of the basic salary of the grade, and are awarded on an annual basis. Performance **allowances** are paid monthly, for a period of up to one year, with a maximum of 7% of the monthly initial basic salary. The total budget for performance bonuses and allowances is 1% of total regular pay, amounting to 31 million euros in 2008. Maximum 15% of staff can receive performance bonuses or allowances each year but the senior civil service is not eligible. These performance bonuses and allowances, which can reach up to **10% of salary** according to the GOV survey, have **not been included** in the study, as insufficient detailed information was available to allow them to be quantified.

Italy: Advancement within the salary structure is gained through merit, measured through experience, training and diplomas. The GOV study indicates that merit increases can reach **up to 10% of salary**. This has **not been included** in the survey.

Luxembourg: Advancement is through seniority and there is no performance pay.

Netherlands: For the Senior Public Service (equivalent to A5 through A7 grades), remuneration is based on merit. On average, the amount paid to Senior Public Servants represents EUR 1 300 per month. One-off or periodic **bonuses** are also possible. For other staff, **annual steps** are granted based on merit or experience and depend on the performance evaluation. The bonuses for the Senior Public Service, which according to the GOV study can reach **8 to 10% of basic salary**, have **not been taken into account**, as insufficient detailed information was available to allow them to be quantified.

Spain: Promotion is based on merit and a selective process. The **productivity bonus** is based on individual performance. The value of the bonus varies and it is not awarded to all staff. The bonus has been **included** in the survey, where it represents 7 to 8% of gross remuneration at the minimum and 13 to 16% at the maximum, reaching up to 25% for the highest grades.

United Kingdom: In the Senior Civil Service (equivalent to A5 through A7 grades), **progression** in the pay band is merit-based and there are **bonuses** based on performance. These bonuses have been **included** in the survey. For other staff, the system includes both **automatic progression** for satisfactory performance and performance pay. Performance bonuses amount to 10% of the pay increase envelope and are awarded to about 50% of staff. The amounts of the awards are set centrally. There are also one-off bonuses that can reach GBP 2 000. These performance bonuses have been **included** in the survey at the maximum salaries.

Expatriates

Housing: Housing is paid for or provided by two of the civil services (Belgium and the United Kingdom). A specific rent allowance is provided by Germany, Italy and the Netherlands, but staff still pay part of the rent. For France and Spain, additional housing costs are covered in the general cost of living or residence allowance. For the survey, rents were imputed for Belgium and the United Kingdom expatriated civil services, and the rent allowance was calculated for Germany and the Netherlands. For Italy, no rent allowance was included because it is not automatic and depends on the local circumstances, making it difficult to quantify. No rent allowance was included for the CO because a very limited number of officials receive it and eligibility is limited to grades A2 and below.

Education allowance: As in 2004, the 2009 survey includes child allowances instead of the education allowance.

Expatriation allowance: All of the NCS provide expatriation compensation for their staff assigned abroad. This compensation covers the difference in cost of living, the additional costs of being an expatriate and ensures purchasing power parity with the home location.

Developments in the NCS remuneration systems since the last survey

Belgium: The 2004 survey took into account the changes brought about by the “Copernicus” reform. These changes have continued to be implemented and no other major changes have taken place since the 2004 survey. The competence allowance was first paid in September 2004 and, by 2008, 50% of eligible staff received it. It is interesting to note that the Belgian civil service grants a bilingualism allowance to all staff who pass a language examination. The amount varies depending on the difficulty of the examination.

France: Performance pay has been introduced, mainly in the senior civil service, but is not yet universal.

Germany: From January 2009, civil servants are required to take out health insurance covering the private health care portion of their coverage. The cost of the insurance varies according to the age and health of the individual and of any dependants at the time of subscription. Due to the highly variable and individual nature of this contribution, it was not possible to take it into account in the study. An Act on the Status of Civil Servants passed into law in April 2009 and new salary scales and structure went into effect from 1 July 2009. Advancement will be based on service years and will be subject to satisfactory performance. Each grade will have eight steps and the final basic salary in that grade may be reached after 23 years of service. These changes will be taken into account for the next survey.

Italy: The survey has been carried out at the average salary level, instead of at the minimum and maximum. In Italy, for some time there had been one flat rate of salary per grade, regardless of seniority. In 2004, the flat rate salary of each grade in the NCS was compared to the **CO minimum**; in 2009 the flat rate salary of each grade in the NCS was compared to the average of the CO minimum and maximum salary (thus increasing the CO reference salaries by approximately 17% compared to their position in 2004). A **new classification system** was introduced from 1 January 2008, incorporating salary progression based on performance and changing the reference consumer price index used for adjustments, but it is too soon to know the effective maximum salaries under the new system. Due to the change in the comparator salary level from the previous survey, no direct comparison can be made with the 2004 survey.

Luxembourg: No major changes have taken place since the 2004 survey.

Netherlands: A new general health care insurance was introduced on 1 January 2006, eliminating the difference between public and private employees. All employees are now subject to an income-based contribution of 6.90% of taxable salary, which is paid to the public health system and which is entirely reimbursed to the employee by the employer. However, as taxes are paid on the income that includes the reimbursed amounts, the overall effect to the employee is a decrease in purchasing power. In addition, to better balance public health costs, all adults residing in the Netherlands are required to pay an annual nominal health premium to a private provider costing approximately EUR 1 100 (children's premiums are financed by the Government). This insurance has been included in the calculations.

Spain: Since the last survey, Spain has been added to the list of reference countries, and this is the first time that the survey has been performed for Spain.

United Kingdom: The survey was performed with the Ministry of Defence (MoD) and with the Cabinet Office for the Senior Civil Service (CO grades A5, A6 and A7). Since the last survey, the single spine has been abolished at the MoD and replaced with shorter pay scales for each broad band of salaries. There is a 3% difference between each point on the scale. The performance bonus system is now applied to all staff, and approximately 50% of staff receive a bonus. Pay progression is based on satisfactory performance. Because of the substantial changes to the salary structure, no direct comparison can be made between the 2004 and 2009 surveys.

4. International Organisations (IO)

General

The international organisations were surveyed in the country where their headquarters are located:

CERN	Geneva, Switzerland
EBRD	London, United Kingdom
EU Commission	Brussels, Belgium
UNESCO	Paris, France
World Bank	Washington DC, United States

The **methodology** for the 2009 survey incorporates **one major change**: the use of a **weighted average** to determine the average difference by category. This change is significant and precludes a direct comparison with the aggregated results of the 2004 survey. For all of the comparisons with the IO, a new, complete job matching was performed. This has resulted in matches at different levels for certain jobs compared to the 2004 study. As for the civil services studies and most of the 2004 IO studies, the 2009 survey includes child allowances instead of the education allowance.

Performance pay can take the form of **advancement in the salary scales** through satisfactory performance or **bonuses** in addition to salary. This results in **higher salaries for good performers** during their career. These comparisons with the IO look at minimum and maximum salaries, and the survey measures salary levels and not career progression. Therefore, performance pay related to advancement in the scales or pay bands through exceptional steps or faster progression cannot be identified as a separate element, and has been effectively included in the maximum salary. Individual performance pay in the form of bonuses is difficult to quantify for a survey of this nature and, therefore, has been included only when sufficient data were available.

Working hours: For the 2009 survey, as in the 2004 survey, **no correction** was made for the number of working hours in the IO. The impact of the difference in the number of working hours is shown below:

Organisation	Hours (CO average = 39)	Impact on IO salaries if difference taken into account
CERN	40	– 2.5%
EBRD	35	+11.4%
European Commission	37.5	+4.0%
UNESCO	37.5 (40 in 2004)	+4.0%
World Bank	40	– 2.5%

Performance pay

Organisation	Included in the calculations	Not included in the calculations
EU commission		Faster salary progression Manager's bonus
CERN		One-off bonuses Merit increments
UNESCO		Merit promotion scheme
EBRD	Bonuses Support staff award	Faster salary progression
World Bank		Faster salary progression Market premium

EU commission: **Salary progression** is based on automatic steps and performance, and there is a “fast-track” for good performers. **Promotions** to the next grade are based on merit. The **manager's bonus** of 4.2% of basic salary has **not been included** in the survey, as insufficient detailed information was available to allow it to be quantified.

CERN: Progression in the pay band is based on satisfactory performance, and **merit increments** (up to five increments, representing about 5% of salary) may be awarded for exceptional performance. Progression to the next band in the career path happens after a certain number of years and is dependent on satisfactory performance. The part of the budget for salary increases that is dedicated to performance pay has **grown** from 30% in 2001 to 50% in 2007. **One-off bonuses**, either individual or for a team, can range from CHF 1 000 to CHF 5 000. The one-off bonuses have **not been included** in the survey, as insufficient detailed information was available to allow them to be quantified.

UNESCO: Steps (usually one) are awarded for satisfactory performance. The **merit promotion scheme** allows up to 5% of meritorious staff to be promoted to the next grade. There are no other elements of performance pay.

EBRD: Salary progression is based on **merit increases**. Professional staff are eligible for **bonuses**, which are based on their department's results. An average of 10% of annual base salary has been retained for the study. Support staff receive an award that is not related to performance. This award had an average value of GBP 750 in 2009. Both these bonuses have been **included** in the survey. It should be noted that other sources within the EBRD put the average bonus for 2009 at 16.5%.

World Bank: Performance determines **salary progression** within the pay band. A **market premium** exists for a limited number of jobs where the market salary of the job is much higher than in the World Bank. Due to the limited scope of this premium, it has **not been included** in the survey.

Developments in the IO remuneration systems since the last survey

EU commission: The job matchings were done based on the **new EU system**. EU jobs now fall into a single spine structure. Some theoretical considerations were made during the job matching, especially for the B grades, under which some generic jobs in the EU have been artificially separated into different levels to correspond to the different grades in the CO. The new system is quite complex in the way that staff can advance through good performance and is supposed to open up career possibilities, in part by broadening the salary ranges. However, since it is still **new and not yet mature**, the real maximum for a job under the new system has not yet been attained. The study therefore uses a **theoretical maximum salary**. Recruitment is still via an open competition. Because of the major changes to the system, a comparison to the 2004 study is not possible.

CERN: A new **career path** for non-professional staff has been introduced. The non-resident allowance has been replaced by an **international indemnity**. The indemnity is paid to staff in certain career paths who meet certain criteria. The indemnity is calculated as a percentage (12%) of the equivalent of step 1, and does not evolve with the staff member's career progression. Upon award of an indefinite term contract, the indemnity is **reduced to zero** over a period of six years. The savings from this change have funded increases in performance pay.

UNESCO: A new, in-depth job matching exercise was undertaken. The **rent allowance** had been included for UNESCO in 2004, but has been excluded from the 2009 survey. The rent allowance can be awarded to internationally recruited professional level staff, and can reach approximately 40% of the rent price. It is reduced to zero over time. In this survey, including the rent allowance would have had an impact only on levels for Married, expatriate officials at the minimum salary and would have improved UNESCO's position by, on average, **10 percentage points** for grades A7 through B5.

EBRD: The 2004 survey included the **education allowance** for both the EBRD and the CO in the comparison with the EBRD, unlike the other comparisons with the international organisations. For the 2009 survey, the education allowance has been excluded for consistency with the other case studies. Due to the economic climate, the performance bonuses at the EBRD have been somewhat reduced during 2009, compared to 2008. The EBRD does not pay expatriation benefits to support staff, who are recruited in the local market. The comparison with the EBRD has been made with **theoretical minimum and maximum salaries** provided by the bank, which have been derived from actual average salaries paid for the different jobs in the study. It should be noted that the jobs included in this survey do not cover staff in the **core activities** of the organisation, i.e. bankers, but mainly staff in administrative jobs, which may not be the specialised staff for whom the CO are competing.

World Bank: In 2004, the study of the World Bank was not validated by that organisation. The 2009 study is based on a **new job matching exercise** and has the agreement of the World Bank, and no comparison can be made with the 2004 survey. These matches are lower than expected, by about one grade, and are not coherent with other information received from the World Bank. The World Bank does not pay expatriation benefits to support staff at World Bank headquarters recruited locally. For the comparison, only **average salaries** were provided by the Bank, and these were compared with the average of the minimum and maximum in the CO.

4. Private Sector

General

Three firms replied to the call for tender for the private sector study and the consulting firm Watson Wyatt Worldwide (WW) was retained for the 2009 survey. This consultant also performed the 1996, 2000 and 2004 private sector surveys.

As in previous studies, it was decided that the basic methodology for determining the **expatriate** package should be a **host-based salary** build up. To establish the expatriate package, the net salary of a resident in the country in question is increased by the various allowances deemed appropriate, as is done in the CO.

The comparison with the private sector was made using **Total Compensation** [the sum of Total Cash (Net Salary, Bonus and Other Cash/ Allowances), Perquisites, Risk Benefits and the Retirement/ Savings Plan] for both the private sector and the CO. The results of the survey are therefore **comparative**, rather than absolute, valuations.

It should be noted that the comparison with the expatriated B grades in the private sector is purely **theoretical**, as staff in these grades are not normally sent on expatriate assignment.

The Studies Committee agreed not to include **stock options** and other long-term incentives in the remuneration for the private sector. Data from 2004 was recalculated without these elements in order to allow a comparison between the two studies.

The housing costs for both the CO rent allowance and the private sector cost are based on the annual rent levels surveys performed by the IOS. In the private sector, this cost is reimbursed 100%. In the CO, the co-ordinated rent allowance rules were applied for expatriate staff. The CO rent allowance was included in the private sector expatriate study because this study examines a theoretical overall package.

Changes from the 2004 survey

Positioning: Previous surveys compared the CO to salaries in the private sector at the lower quartile, the median and the upper quartile. The Studies Committee agreed to change the comparison to the **median, the upper quartile and the upper decile**. The reason was that the median was the lowest level at which the CO wished to recruit and to compare themselves to the private sector. This change has no effect on comparisons with the 2004 survey at the median and upper quartile.

Step 6: In the 2004 survey, the same basic salaries were used for the private sector at step 1 and step 6, which meant that the tapered values for step 6 were lower than the values for step 1. For the 2009 survey, a **different job matching** was done for step 6, where possible, in order to capture the effects of experience in the job. This job matching resulted, in general, in a match at a slightly higher level in the consultant's database at step 6. While this change is a more accurate reflection of the position of the CO at step 6, any comparison with the 2004 study should bear this change in mind.

Foreign service premium (expatriation allowance): The foreign service premium is expressed as a percentage of basic salary. The rates have been **updated** for the 2009 survey, and are 10% of basic salary for the median, and 15% of basic salary for the upper quartile and the upper decile. In 2004, the rates were 12% for the median and 20% for the upper quartile. This reflects the evolution in current practice in the private sector and is not a change in methodology.

Tapering rates: In the private sector, expatriate benefits are tapered, or reduced over time. The rates used to taper **expatriate benefits** at step 6 in the private sector have been updated to reflect current market practice. For all grades except A6 and A7, the foreign service premium is reduced to 35% of the allowance, and the education and housing allowances to 62% of the allowance. For grades A6 and A7, the percentages are 25% and 46%, respectively. The different rates for grades A6 and A7 are due to the fact that step 6 in those grades is reached after seven years of service instead of six. In 2004, the allowances (except education) were reduced to 70% for all grades at step 6. This reflects the evolution in current practice in the private sector and is not a change in methodology.

5. Other Considerations

Non-monetary and non-tangible elements

As stated above, non-monetary and non-tangible elements have not been taken into account in the surveys. These elements can be related to **employment conditions** (hours per week, vacation days), **employment prospects** (career path, performance recognition), or other, more **personal**, considerations (desire to move abroad, impact on family, mission of the organisation).

Another factor that can have a limiting effect on the potential recruitment pool for the CO is the **language requirement**. Most of the CO have at least two official languages and sometimes more actual working languages. Staff of the CO at all levels must be able to communicate fluently in one of the official languages and often are called on to use a second or third, even when none of these languages is their native tongue. Administrators, especially, have to be able to read documents, communicate orally and in writing, and lead meetings in their second or third language. This is not a factor for most of the NCS, and is not as important in the private sector.

There are **many factors** that enter into the decision to work for a specific employer. These factors are both direct and indirect and include job content, personal needs, compensation, environment and awards. Each individual finds a personal balance of importance between the factors. This study only examines compensation, which is not the only factor in determining the desirability of an employer.

Differences between the Co-ordinated Organisations

The six CO, because of their diverse missions, goals, staff policies and locations, have **very different recruitment and retention concerns**. The skills required for more specialised jobs may be easier to find in one market than in another and competition for staff can vary depending on the sector the job is in and the local and international market for that job. Even within a large organisation such as NATO, the primary recruitment pool may vary by agency and location. A study based on matches by grade, not by job, would not have captured the relative demand for certain job families in the market.

In addition, some CO aim to have staff remain with the organisation for a long **career**, while other actively encourage a rotation, especially for certain non-administrative positions.

Differences between the Co-ordinated Organisations and the National Civil Services

Several significant differences exist in the general employment conditions between the CO and the NCS, in addition to the language requirements described above. **Job security** is very high in the NCS, and contracts are often without an end-date. Several of the CO have moved to **limited-term contracts**, especially for certain kinds of technical jobs, and the CO have not been immune to budget cuts that led to staff reductions. Moving from one international organisation to another, or from a CO to the private or public sector, can also make it very difficult to acquire pension rights commensurate with the employment history.

Differences between the Co-ordinated Organisations and the International Organisations

Employment conditions are **similar** between the CO and the other international organisations surveyed, with the **exception** of the EU, which hires staff through an open general competition and has a much higher level of job security and possibility of a career with the organisation.

Differences between the Co-ordinated Organisations and the Private Sector

Historically, there was more **job security** in the CO, but with a shift to shorter contracts in some CO and the real possibility of staff reductions in tight budgetary times, this difference has become **less noteworthy**. One significant difference is that private sector employees are eligible for **unemployment insurance**, while staff of the CO are not.

Issues to be addressed for the next survey

Job matching: Certain **difficulties** in establishing the job matchings were noted. In several cases, the contact person for the survey within the NCS was not a specialist in job matching. Some of the selected jobs did not exist in the public sector areas surveyed, such as certain A7 posts or technical posts. The CO A grade and technical jobs are often very specialised, and their counterparts are not found in central administrations, but in more specialised agencies. Where a selected job could not be matched, it was excluded from the survey. In contrast to the 2004 survey, the NCS were not visited for more in-depth discussion of the job matching.

Salary and bonuses: **Individual performance pay** is growing in the NCS and the IO but is difficult to quantify for a survey of this nature and, therefore, has been included only when sufficient data were available. For the next survey, it is important that more elements of performance pay are captured for the NCS and the IO, in order to have a more accurate picture.

Expatriated national civil services: The expatriated NCS were included for the first time in the 2000 study. Results for Belgium, France, Germany and the United Kingdom were taken from a study commissioned by the European Union from a private consultant. Data from the Netherlands were provided by the Ministerie van Binnenlandse Zaken. For the 2004 survey, the Studies Committee decided to add Belgium, and in 2009 Spain was added since it is now a reference country.

6. Interpretation of the survey results included in the graphs

Overview

The comparisons separate the results for A category jobs and B category jobs, as the basis and needs for recruitment, retention and motivation of professional versus support staff generally are different.

The following graphs, numbers 1 through 12, summarise the results of the surveys. Grades have been grouped (B2-B4, B5-B6, A2-A4 and A5-A7) and are shown as a weighted average of the results by grade (weighted by the number of CO staff in the grade in that country).

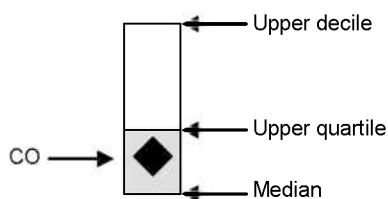
In the CO, almost three quarters of A grade officials are expatriates. In the B grades, expatriates make up 44% of the population. In order to give a full picture of the recruitment market, information on remuneration of single residents has also been included.

The graphs on pages 22 to 25 show the relative position, expressed as indices, between CO salaries and salaries paid in each one of the recruitment pools. The comparisons have been derived from data gathered in the individual case studies, and cover both the resident and expatriate populations in order to give a full picture of the position of CO salaries compared to their recruitment markets.

The first set of the graphs shows two diagrams each, i.e. minimum net salary for a single resident and maximum net salary for married expatriate staff with two children (step 6 tapered, for the private sector). These two cases illustrate the range of remuneration in the CO and the other sectors. Minimum salaries are pertinent to recruitment, while the average and the maximum salaries are more relevant to retention and motivation of staff.

The second set of graphs, drawn from the private sector report by the consultant, (pages 26 to 33) shows in more detail the differences by grade of recruitment salaries for single residents at step 1 and for married expatriated staff with two children at step 6 (tapered) between the CO and the private sector in the eight reference countries. These graphs are provided in addition to the averages of the grades, because comparisons with the private sector show large salary differences between the various grades, which may affect both positively and negatively the comparisons based on averages.

These graphs show where the CO remuneration falls in relation to the median, upper quartile and upper decile in the private sector. The range of private sector remuneration is represented as a band for each grade. The remuneration at the median is the lower boundary of the band, and the remuneration at the upper decile is the upper boundary. The remuneration at the upper quartile is the line transecting the band. The CO remuneration level is shown as a diamond, falling inside the band, or above or below it. In the example below, the CO remuneration is found between the median and the upper quartile of the private sector remuneration.



National Civil Services (Graphs 1, 4, 7 and 10)

Single resident

A5–A7: At minimum salaries, the CO remain competitive. France, Luxembourg and the United Kingdom are closest to CO levels, with remuneration that is 61% to 68% of CO remuneration. At the maximum, all of the NCS are between 40 and 65% of CO levels, except for the United Kingdom, which is at 94%.

A2–A4: For these grades, the CO are competitive at both the minimum and maximum. At both levels, most countries' salary levels fall between 40% and 60% of CO levels. Italy (comparison at the average salary) is at 26%. Luxembourg compares more favourably, above 85% at the minimum and close to 80% at the maximum.

B5–B6: The pattern holds for these grades at the minimum salaries, with most NCS at between 40% and 60% of CO levels. Italy is slightly lower at 35%, and Luxembourg is again higher than the average, at 90%. At the maximum, all of the NCS improve their competitiveness and salary levels are close to 60% of CO levels for all countries, except for Luxembourg, where salary levels are 17% higher than the CO.

B2–B4: At the minimum, all countries are between 40% and 60% of CO salaries, except for Luxembourg, which is at 98%. At the maximum, the position of the NCS improves and levels are close to 60% of CO salaries, except for the UK, which remains at 50%. Luxembourg again is very competitive at the maximum, at 26% higher than the CO.

Married expatriate with 2 children

A5–A7: Overall, the NCS are more competitive with the CO than for single resident staff. At the minimum salaries most NCS levels are between 80% and 100% of CO salaries, except for Spain where salaries are 20% higher than in the CO. At the maximum, the NCS are slightly less competitive, ranging from 70% to 90%, except for France, Spain and the United Kingdom, which are higher than the CO (4%, 37% and 13%, respectively).

A2–A4: For these grades, two NCS are higher than the CO (Germany and Spain) at the minimum, while the rest are between 80% and 100%. At the maximum, the CO are more competitive, all but two NCS falling between 75% and 100%. Germany is slightly higher (3%) and Spain is 40% higher than the CO.

B5–B6: The CO are less competitive for these grades. At the minimum all of the NCS except the Netherlands are higher than the CO, ranging from 10% to 40%. The Netherlands is at 86%. At the maximum, the CO are more competitive, with most NCS located between 100% and 145%. Spain is 75% higher, while the Netherlands is lower at 76%.

B2–B4: The CO are less competitive than the NCS for these grades. At the minimum, the NCS are from 10% to 40% higher than the CO, except for the Netherlands, which is 7% lower. For some NCS, the difference is smaller at the maximum, and the range is from 3% to 30% higher than the CO, except for Spain, which is 60% higher, and the Netherlands, which are 18% lower.

International Organisations (Graphs 2, 5, 8 and 11)

Single resident

A5–A7: At the minimum, the CO are competitive with all of the IO, except for the World Bank, which is 40% higher. At the maximum, the competitiveness in relation to the EU and the EBRD is less strong, but the CO position in relation to UNESCO and CERN improves.

A2–A4: For these grades, at the minimum the CO are competitive with all of the IO, and the IO salary levels range from 80% to 110% of CO salaries. The EU and the EBRD are more competitive at the maximum, at 106% and 109%, respectively. The difference between the CO and CERN grows at the maximum and is stable between the CO and UNESCO.

B5–B6: At the minimum, salary levels are very similar for these grades, except for CERN, where salaries are over 20% lower than in the CO. There is more variation at the maximum, where the EU and the EBRD are higher than the CO (17% and 10% respectively), but the relative position of UNESCO and CERN remains the same.

B2–B4: The picture for these grades is similar to that for grades B5–B6. At the minimum, there is very little difference between the CO and the IO, the largest difference being with CERN (17% lower than the CO). This trend continues at the maximum and levels at CERN fall to 30% below CO levels.

Married expatriate with 2 children

A5–A7: At the minimum, the CO are competitive with all of the IO, with the IO salary levels ranging from 75% to 110% of CO levels. At the maximum, the competitiveness in relation to the EU and the World Bank is less strong, but the CO position in relation to the EBRD, UNESCO and CERN improves.

A2–A4: The CO are competitive with all the IO at the minimum, except for the EBRD, which is 10% higher. At the maximum, the CO position relative to the EBRD improves, but the position against the EU reverses, with the EU over 20% higher.

B5–B6: Both UNESCO and CERN are lower than the CO for these grades at 75% to 80% of CO levels at the minimum, while the EBRD and the EU are higher than the CO, by 10% and 15%, respectively. At the maximum, all of the IO are lower than the CO, falling at 70% to 90% of CO levels, except for the EU, which is almost 40% higher.

B2–B4: Except for the EU, the CO are competitive for these grades, both at the minimum and the maximum, being higher than the IO by about 10% to 30%. The EU is higher by 15% and 20% at the minimum and the maximum.

Private Sector (Graphs 3, 6, 9 and 12)

Single resident

A5–A7: For these grades, at the minimum, the CO are competitive with the private sector in the Netherlands. In the other countries, salaries are 20% to 50% higher in the private sector. The differences are smaller at step 6, ranging from 10% to 45% higher than the CO.

A2–A4: At both the minimum and step 6, the CO are competitive in all eight countries, with levels in the private sector being up to 30% lower. The same relative positions are noted at step 6, with the CO being slightly more competitive overall than at the minimum in most countries.

B5–B6: Salaries in the private sector are lower than in the CO at both the minimum and at step 6. The levels range from about 70% to 90% of CO salaries at the minimum and from about 65% to 90% at the maximum.

B2–B4: CO salary levels are higher than the private sector in all countries at the minimum, by 10% to 15%, except Luxembourg, which is equal to the CO level. At step 6, the same pattern emerges, with the difference between the CO and the private sector growing slightly as CO salaries are higher by 20% to 30%, except for Luxembourg, which is 10% lower.

Married expatriate with 2 children (tapered at step 6)

A5–A7: For these grades, at the minimum, the CO are less competitive than for single residents. In the private sector, salaries are 30% to 70% higher. The differences are smaller at step 6 (5% to 45%) and the CO become competitive in the Netherlands and Spain.

A2–A4: At step 1, the CO are most competitive with salaries in the Netherlands, while in the other countries the private sector salaries are from 15% to 30% greater than in the CO. At step 6, the CO position improves and private sector salaries are comparable in Belgium, France, Germany and the United Kingdom. In the remaining countries, private sector salaries are 15% to 20% lower for all countries, except Luxembourg, where they are 20% higher.

B grades: A comparison with expatriated staff in the B grades is hypothetical, as the private sector generally does not send this level of personnel on expatriate assignment. Using the same assumptions as for the A grades, the CO levels are below the private sector for all B grades at the minimum. At step 6, the CO levels are more competitive.

Evolution of salaries in the NCS and IO

A separate document [CCR/CRSG/CRP/TWG1/WD(2010)2] has been produced to show the evolution of remuneration over time in the CO, the NCS, the EU and the UN in the eight reference countries.

The results of the individual case studies are not directly comparable with the 2004 studies due to changes in methodology such as weightings, corrections for working hours and, in some cases, profound changes to the remuneration system of the NCS or IO concerned.

However, to provide some idea of the evolution over time of the CO position against the NCS, keeping in mind the limitations mentioned in paragraphs 2.8, 2.10 and 2.15 and on page 9, the 2009 results in the table below have been retreated using the 2004 weightings and correcting for the difference in working hours.

**2004 and 2009 data corrected by working hours NCS/CO
and simple average by grades.**

NATIONAL CIVIL SERVICE

MINI		MAXI		Average	
NCS/FPN CO/OC		NCS/FPN CO/OC		mini+maxi 2	
2004	2009	2004	2009	2004	2009

BELGIUM

A grades	-44%	-50%	-48%	-51%	-46%	-49%
B grades	-44%	-43%	-39%	-35%	-41%	-39%

FRANCE

A grades	-36%	-41%	-37%	-43%	-37%	-42%
B grades	-37%	-45%	-36%	-38%	-37%	-41%

GERMANY

A grades	-43%	-48%	-46%	-48%	-45%	-48%
B grades	-38%	-42%	-40%	-44%	-39%	-43%

ITALY

A grades	-54%	-61%				
B grades	-46%	-56%				

LUXEMBOURG

A grades	-22%	-23%	-27%	-28%	-25%	-26%
B grades	-1%	-6%	33%	21%	13%	8%

NETHERLANDS

A grades	-60%	-54%	-59%	-52%	-60%	-53%
B grades	-46%	-40%	-43%	-40%	-44%	-40%

UNITED KINGDOM

A grades	-31%	-38%	-15%	-21%	-23%	-30%
B grades	-34%	-42%	-24%	-45%	-31%	-44%

EXPATRIATED CIVIL SERVICE

MINI		MAXI		Average	
NCS/FPN CO/OC		NCS/FPN CO/OC		mini+maxi 2	
2004	2009	2004	2009	2004	2009

BELGIUM

-6%	-5%	-12%	-15%	-9%	-10%
3%	37%	0%	22%	2%	29%

* Discrepancies for B grades are due to the fact that in 2004 family allowances were not included in the NCS net salaries

FRANCE

				MEDIAN	
				0%	2%
				37%	38%

GERMANY

11%	3%	-1%	-3%	5%	0%
43%	38%	22%	25%	36%	32%

ITALY

33%		-6%		14%	-3%

NETHERLANDS

-12%	-18%	-19%	-24%	-16%	-21%
-3%	-8%	-14%	-18%	-9%	-13%

UNITED KINGDOM

14%	-3%	23%	6%	18%	2%
33%	17%	24%	6%	29%	11%

General comments

On performance pay, there is very little precise information, which makes it difficult to estimate the share of performance pay of individual salaries. It is nevertheless a well-known fact that this element of remuneration is growing in one form or another, which fact needs to be **taken into account** when showing level comparisons. Some estimates exist of the importance of performance pay in NCS and in international organisations, but these estimates are difficult to put into precise individualised figures. More detailed information may be found in the paragraphs on performance pay in section 2.

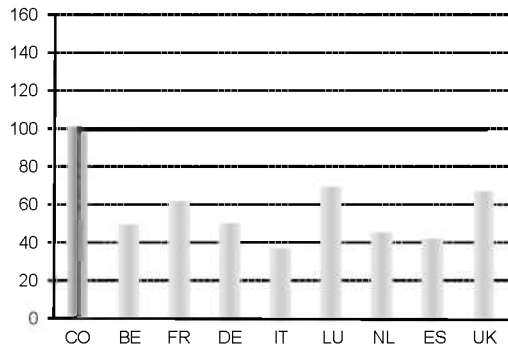
The private sector study includes a comparison with 2004, based on 2004 data recalculated to exclude stock options.

Remuneration Comparisons 2009 (grades A5-A7)

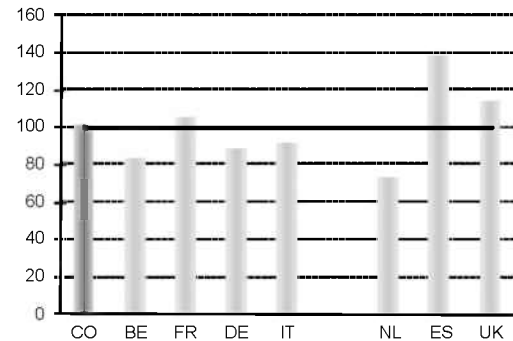
Single Resident staff and Married expatriate staff with 2 children
(CO=100)

GRAPHS 1

CO vs. PUBLIC SECTOR



(Single resident, minimum salaries)

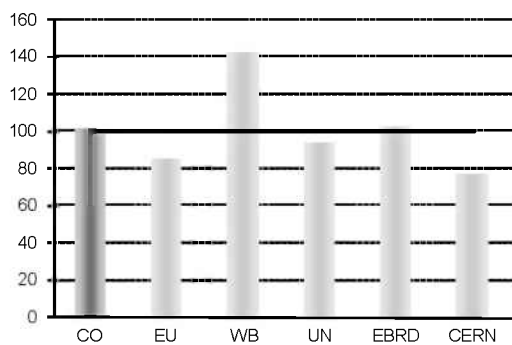


(Married expatriate with 2 children, maximum salaries)

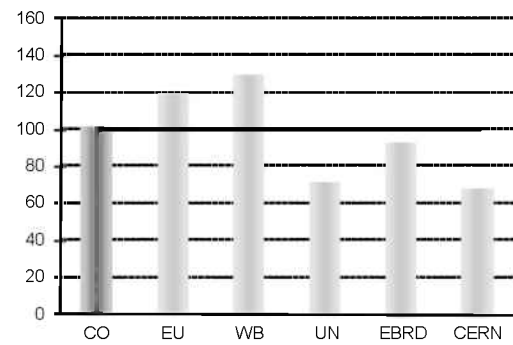
NOTE Only average salaries were provided for Italy

GRAPHS 2

CO vs. INTERNATIONAL ORGANISATIONS



(Single resident, minimum salaries)



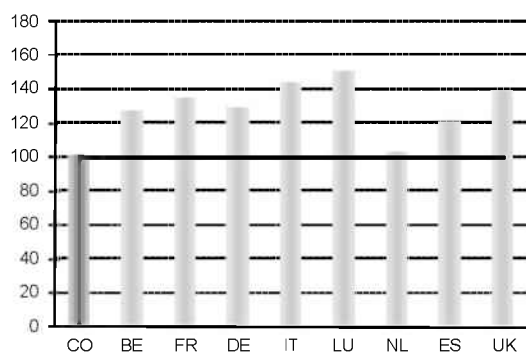
(Married expatriate with 2 children, maximum salaries)

NOTE World Bank provided data only for average salaries.

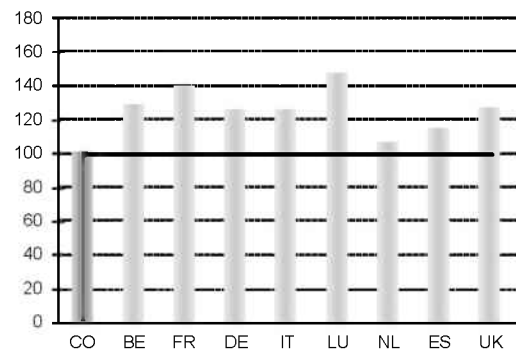
NOTE World Bank provided data only for average salaries.

GRAPHS 3

CO vs. PRIVATE SECTOR



(Single resident, step 1)



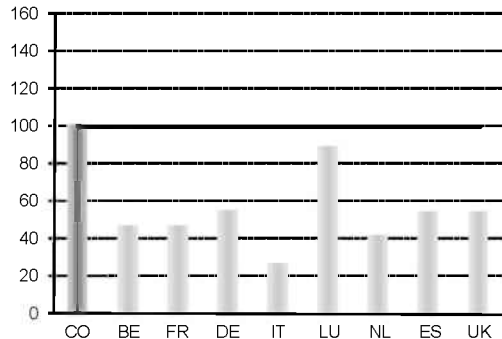
(Married expatriate with 2 children, step 6)

Remuneration Comparisons 2009 (grades A2-A4)

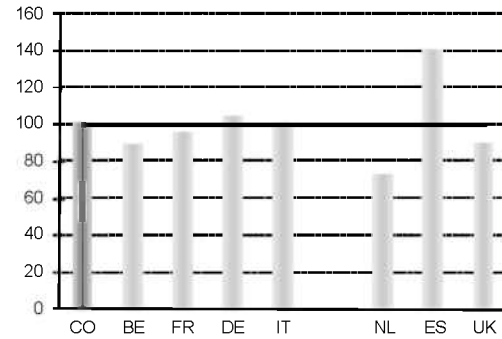
Single Resident staff and Married expatriate staff with 2 children
(CO=100)

GRAPHS 4

CO vs. PUBLIC SECTOR



(Single resident, minimum salaries)

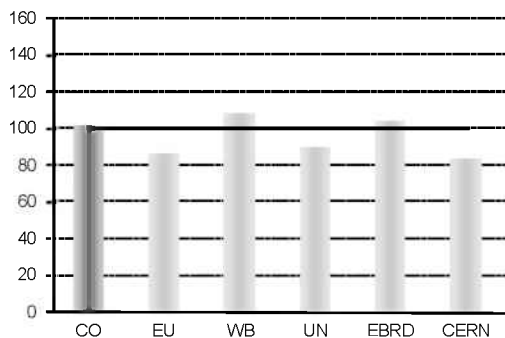


(Married expatriate with 2 children, maximum salaries)

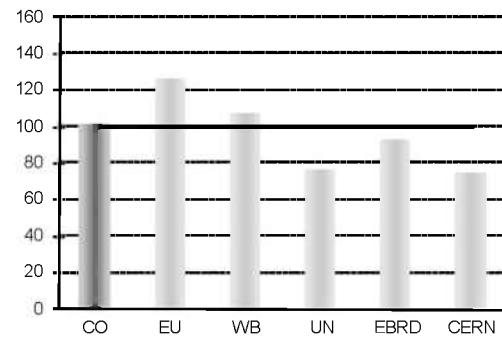
NOTE: Only average salaries were provided for Italy

GRAPHS 5

CO vs. INTERNATIONAL ORGANISATIONS



(Single resident, minimum salaries)



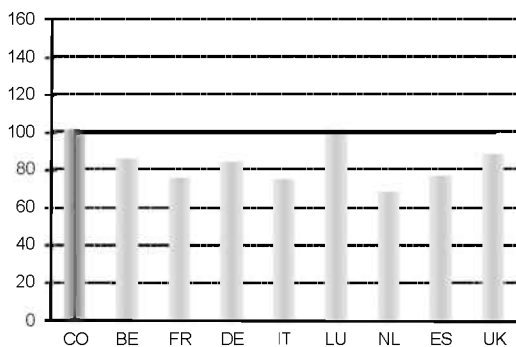
(Married expatriate with 2 children, maximum salaries)

NOTE: World Bank provided data only for average salaries.

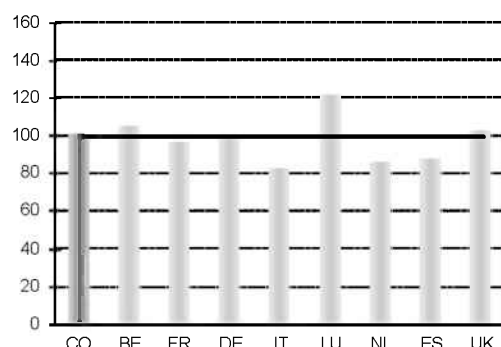
NOTE: World Bank provided data only for average salaries.

GRAPHS 6

CO vs. PRIVATE SECTOR



(Single resident, step 1)



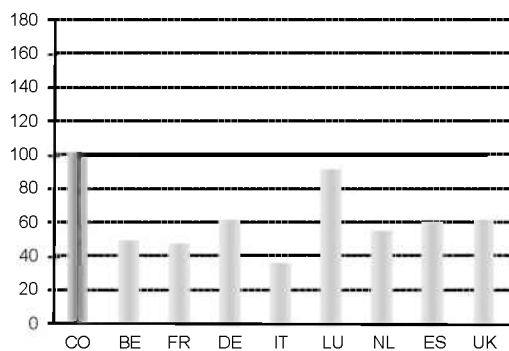
(Married expatriate with 2 children, step 6)

Remuneration Comparisons 2009 (grades B5-B6)

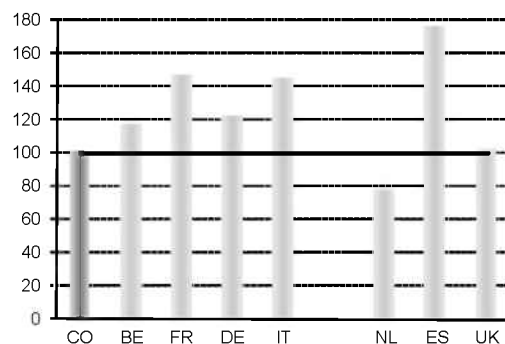
Single Resident staff and Married expatriate staff with 2 children
(CO=100)

GRAPHS 7

CO vs. PUBLIC SECTOR



(Single resident, minimum salaries)

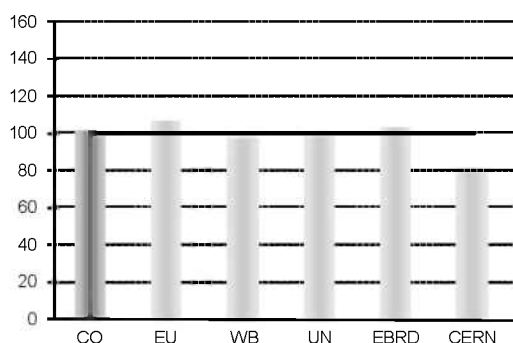


(Married expatriate with 2 children, maximum salaries)

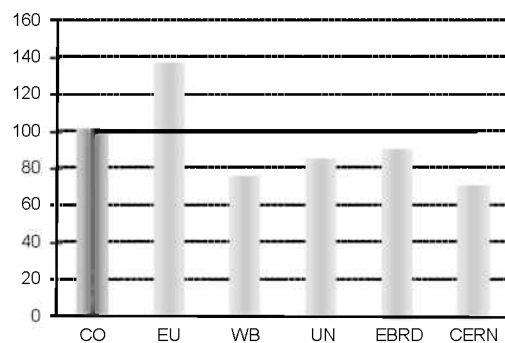
NOTE Only average salaries were provided for Italy

GRAPHS 8

CO vs. INTERNATIONAL ORGANISATIONS



(Single resident, minimum salaries)



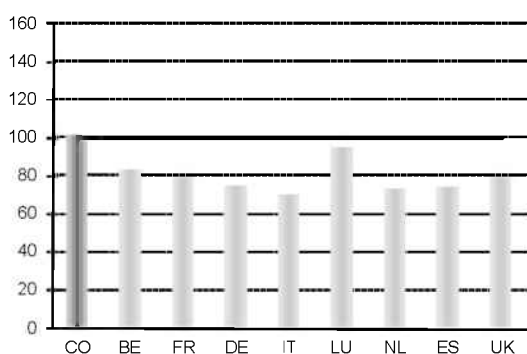
(Married expatriate with 2 children, maximum salaries)

NOTE World Bank provided data only for average salaries.

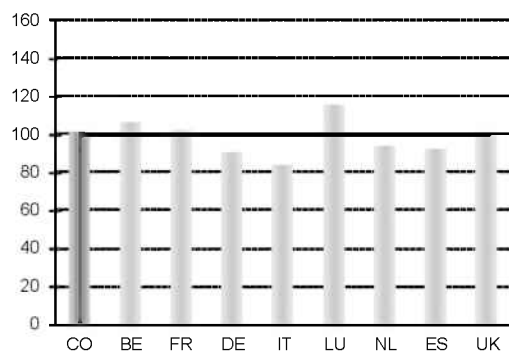
NOTE World Bank provided data only for average salaries.

GRAPHS 9

CO vs. PRIVATE SECTOR



(Single resident, step 1)



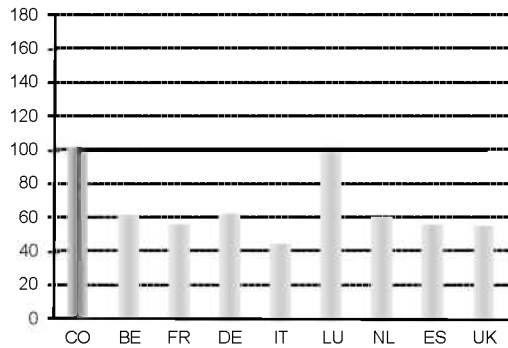
(Married expatriate with 2 children, step 6)

Remuneration Comparisons 2009 (grades B2-B4)

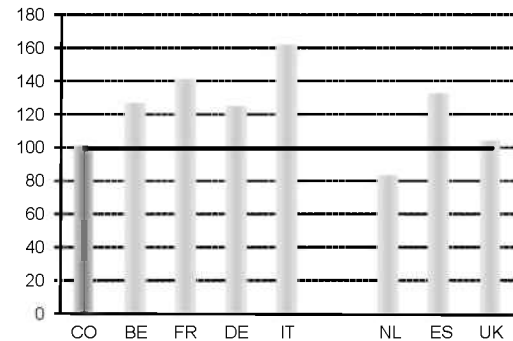
Single Resident staff and Married expatriate staff with 2 children
(CO=100)

GRAPHS 10

CO vs. PUBLIC SECTOR



(Single resident, minimum salaries)

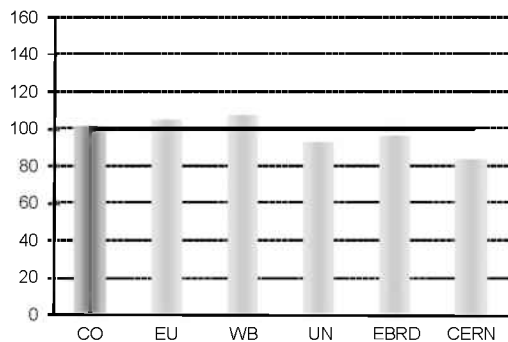


(Married expatriate with 2 children,
maximum salaries)

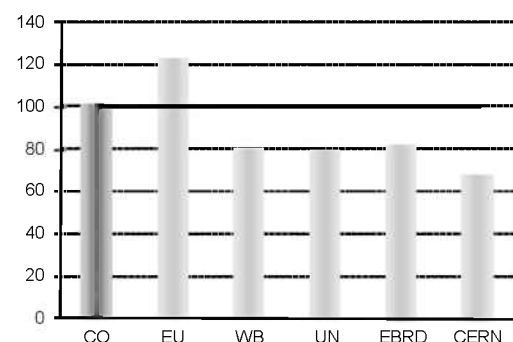
NOTE: Only average salaries were provided for Italy

GRAPHS 11

CO vs. INTERNATIONAL ORGANISATIONS



(Single resident, minimum salaries)



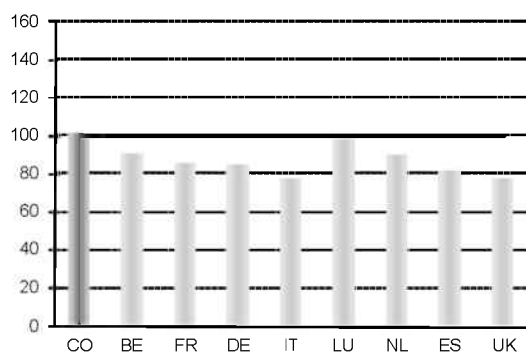
(Married expatriate with 2 children,
maximum salaries)

NOTE: World Bank provided data only for average salaries.

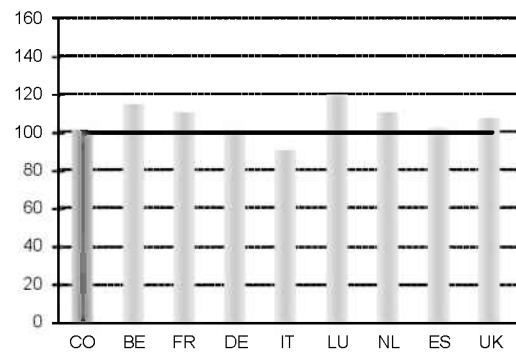
NOTE: World Bank provided data only for average salaries.

GRAPHS 12

CO vs. PRIVATE SECTOR

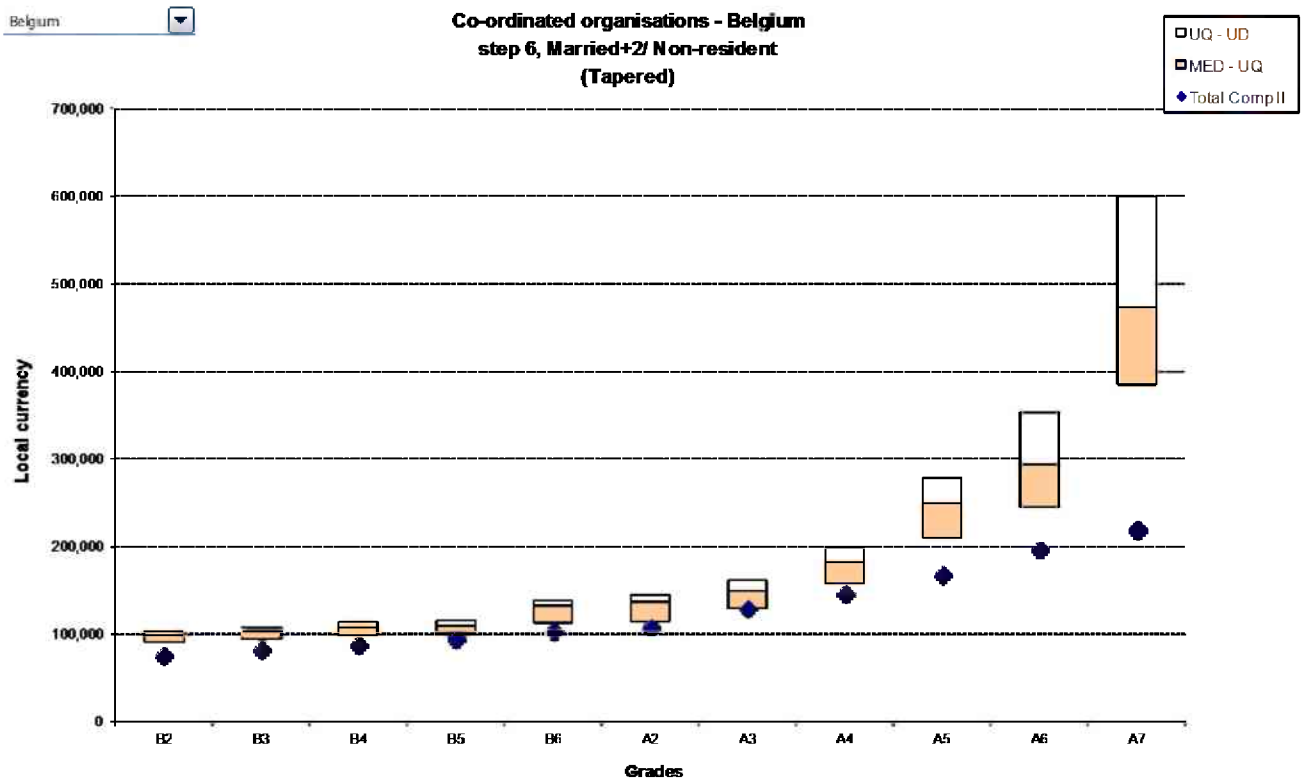
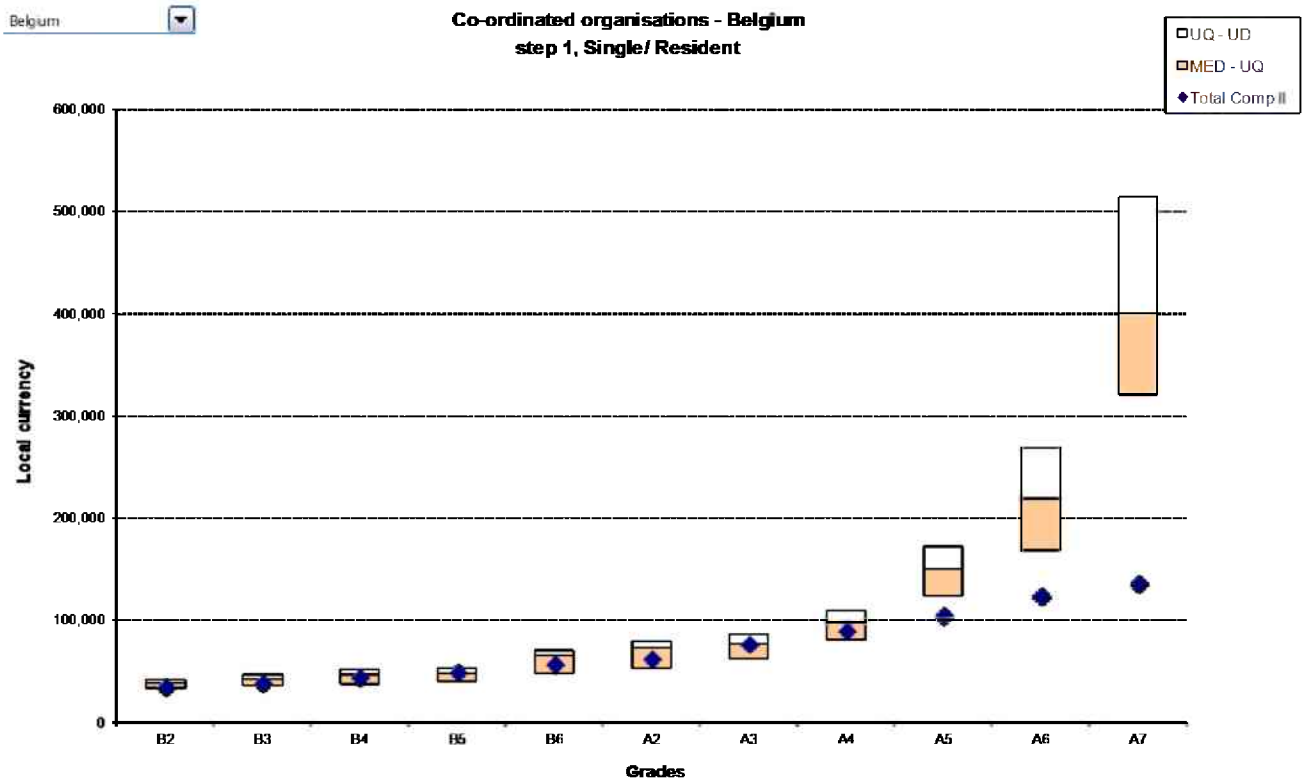


(Single resident, step 1)

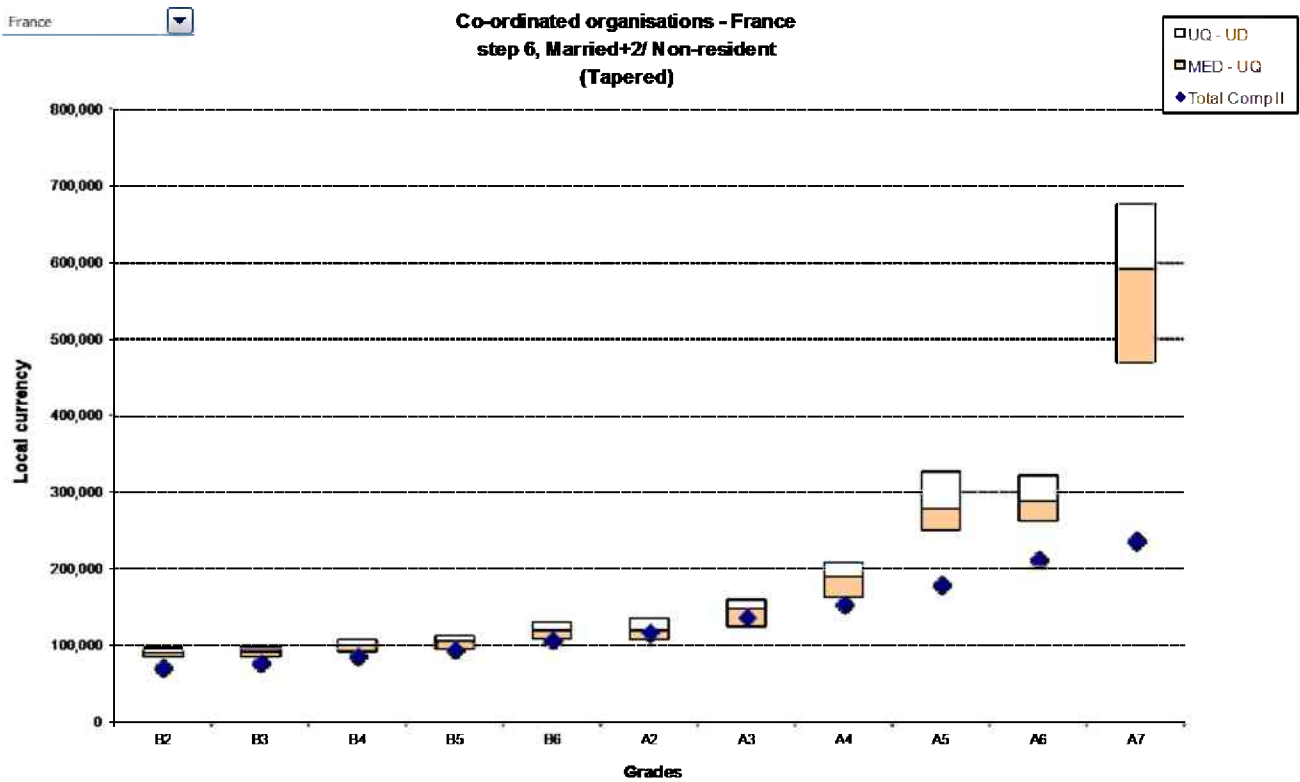
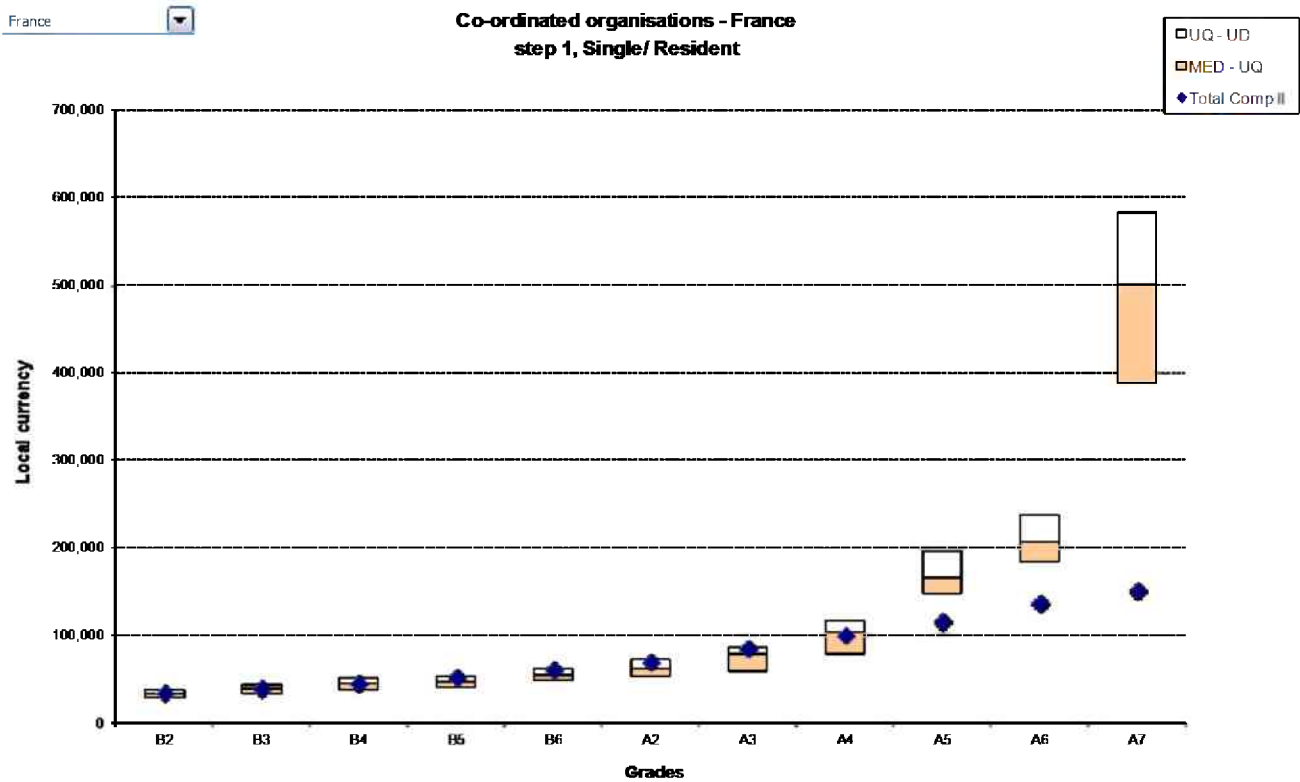


(Married expatriate with 2 children,
step 6)

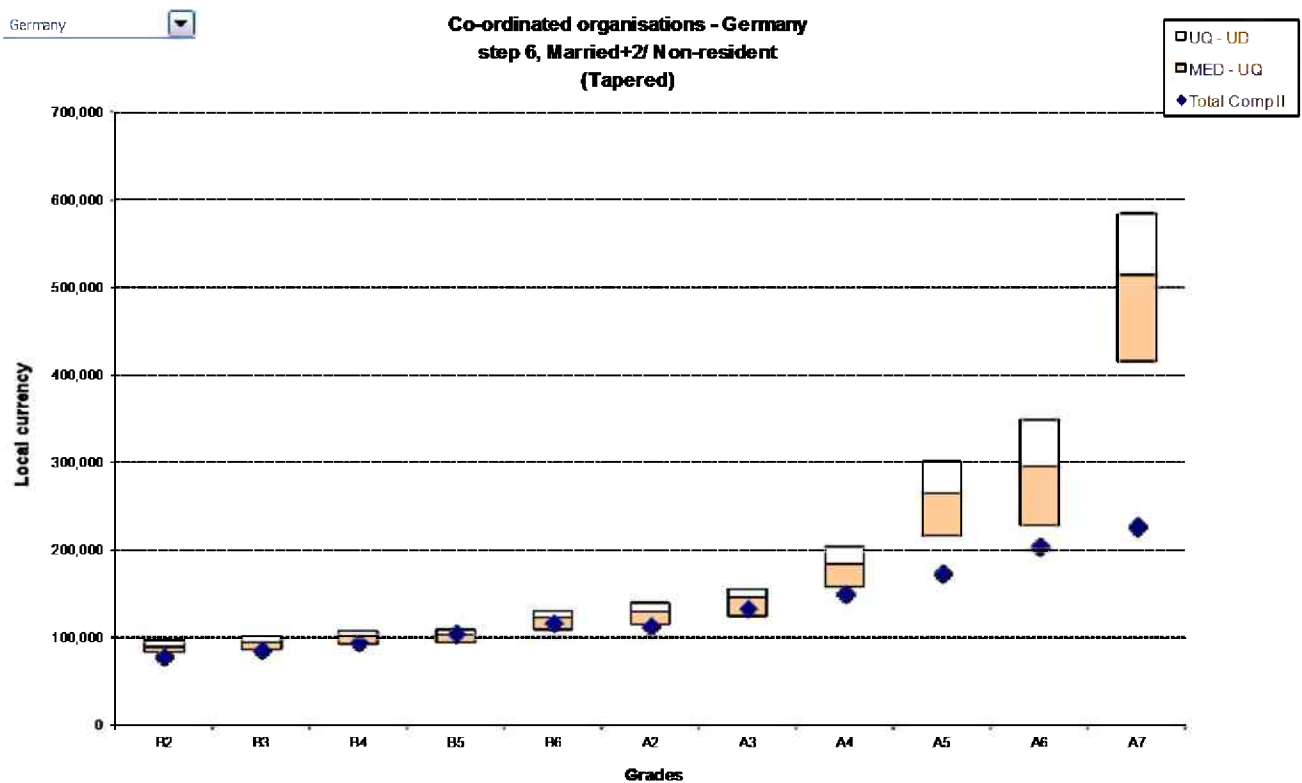
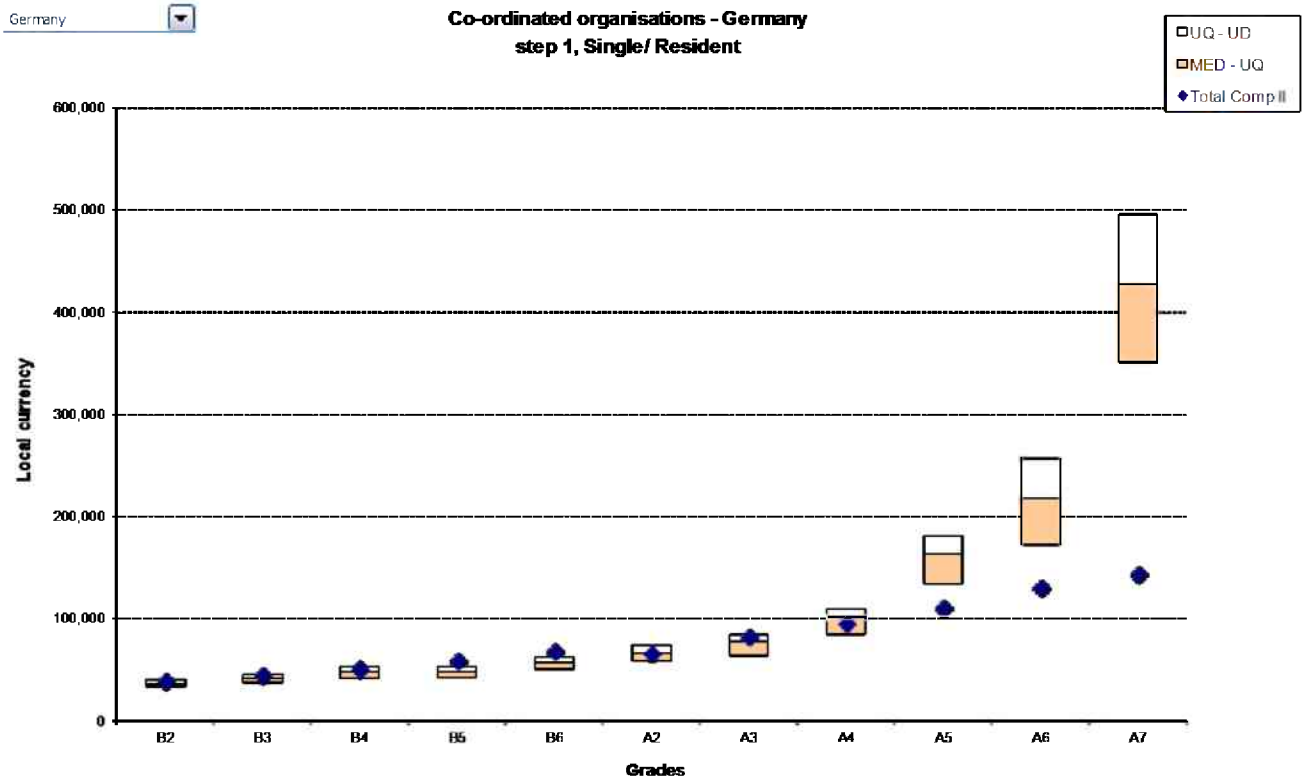
Private sector graphs



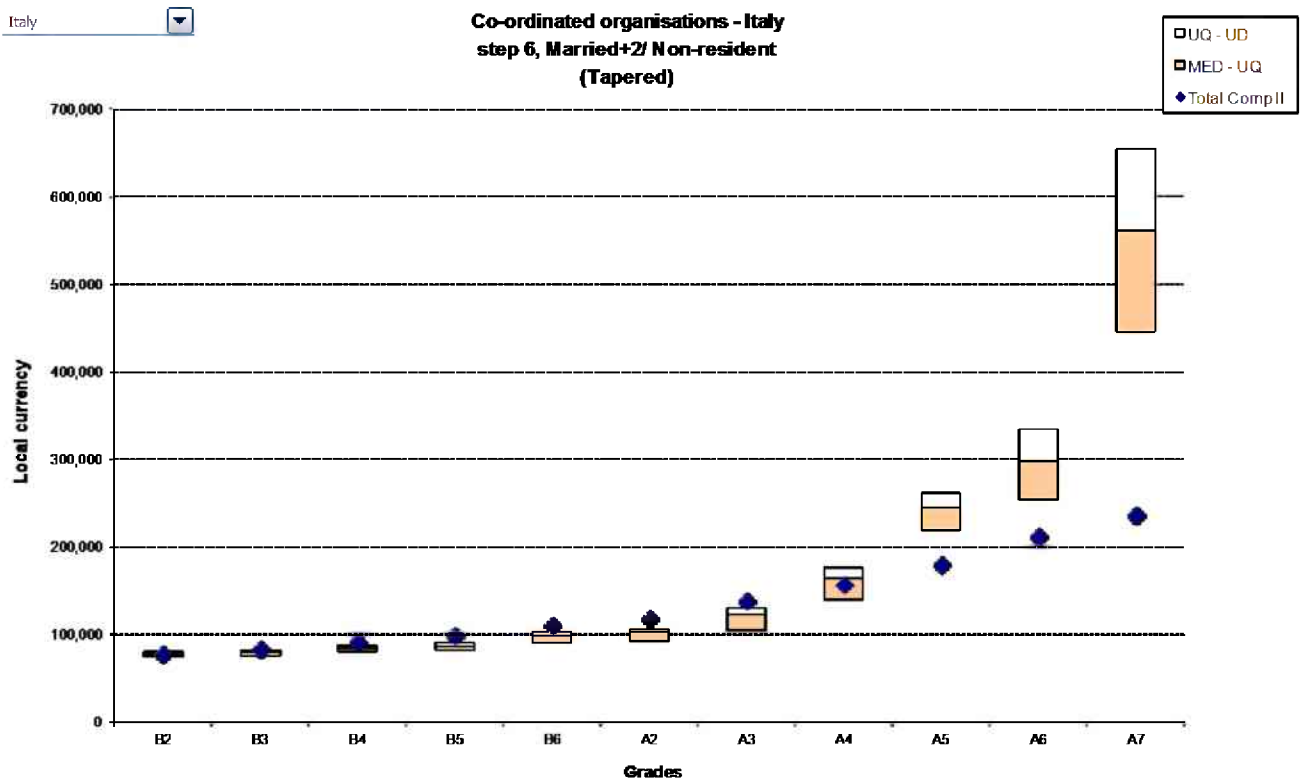
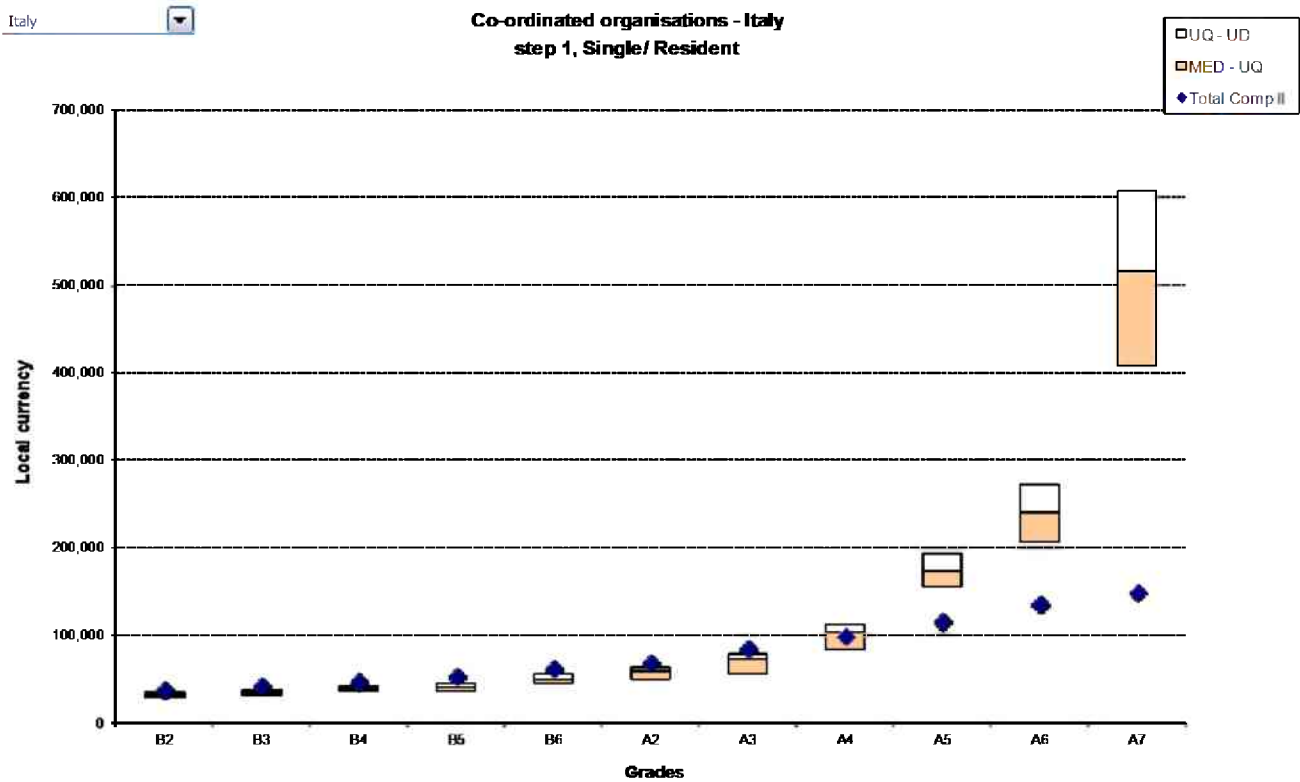
Private sector graphs (continued)



Private sector graphs (continued)



Private sector graphs (continued)

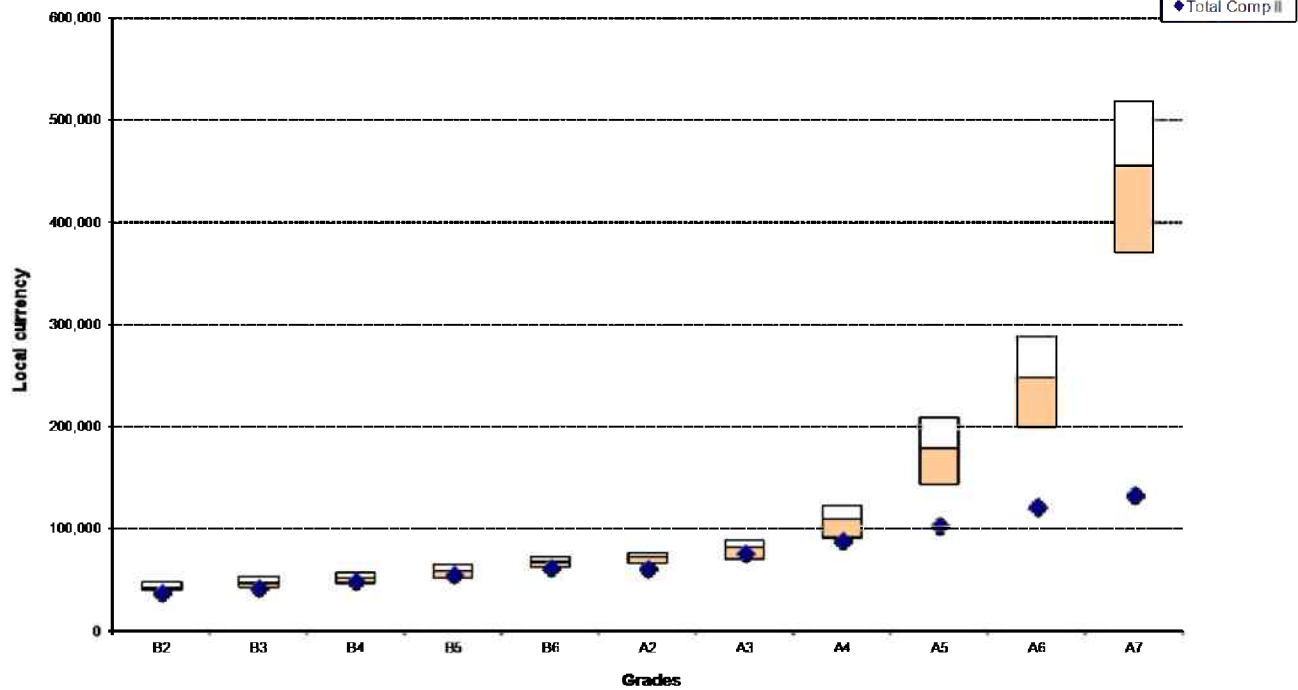


Private sector graphs (continued)

Luxembourg



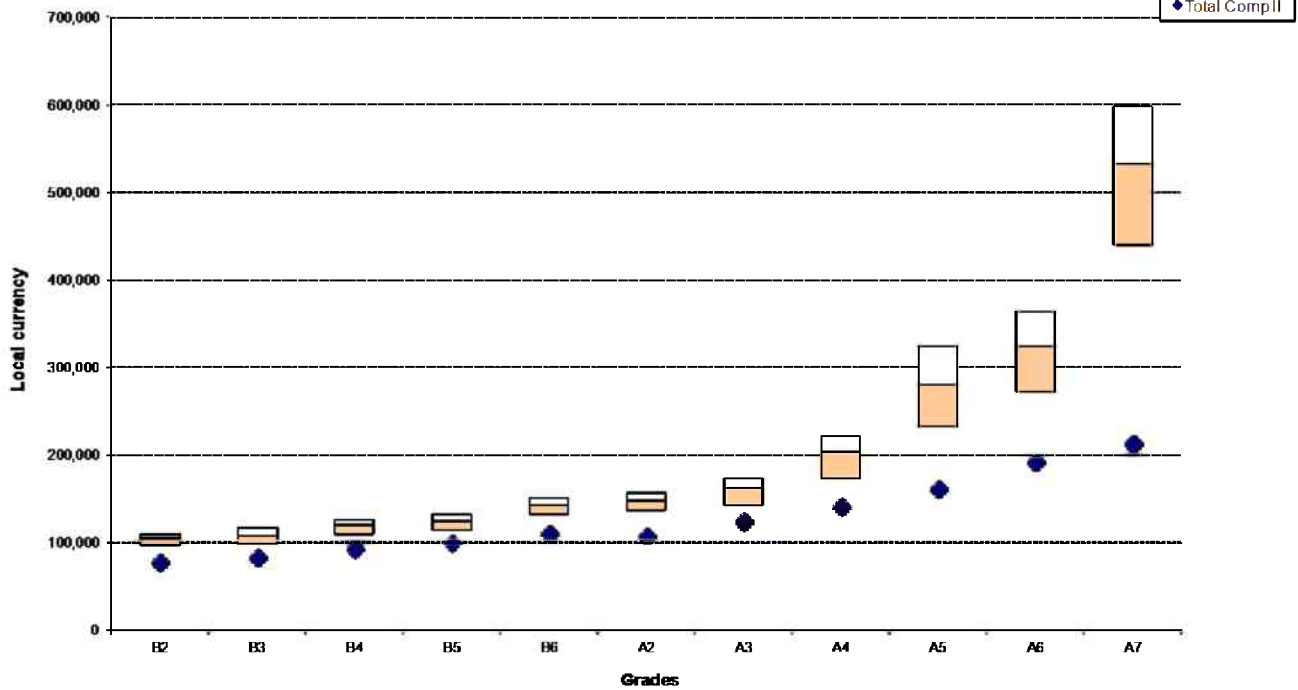
**Co-ordinated organisations - Luxembourg
step 1, Single/ Resident**



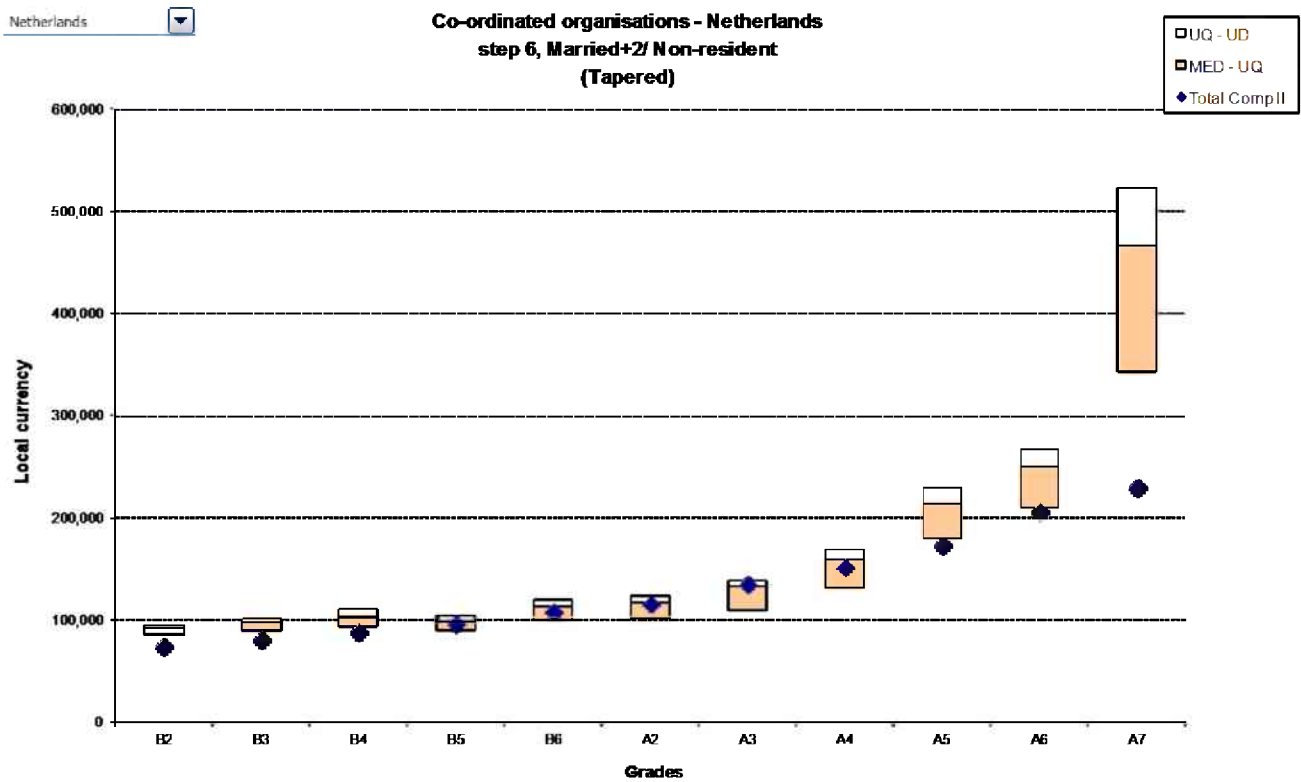
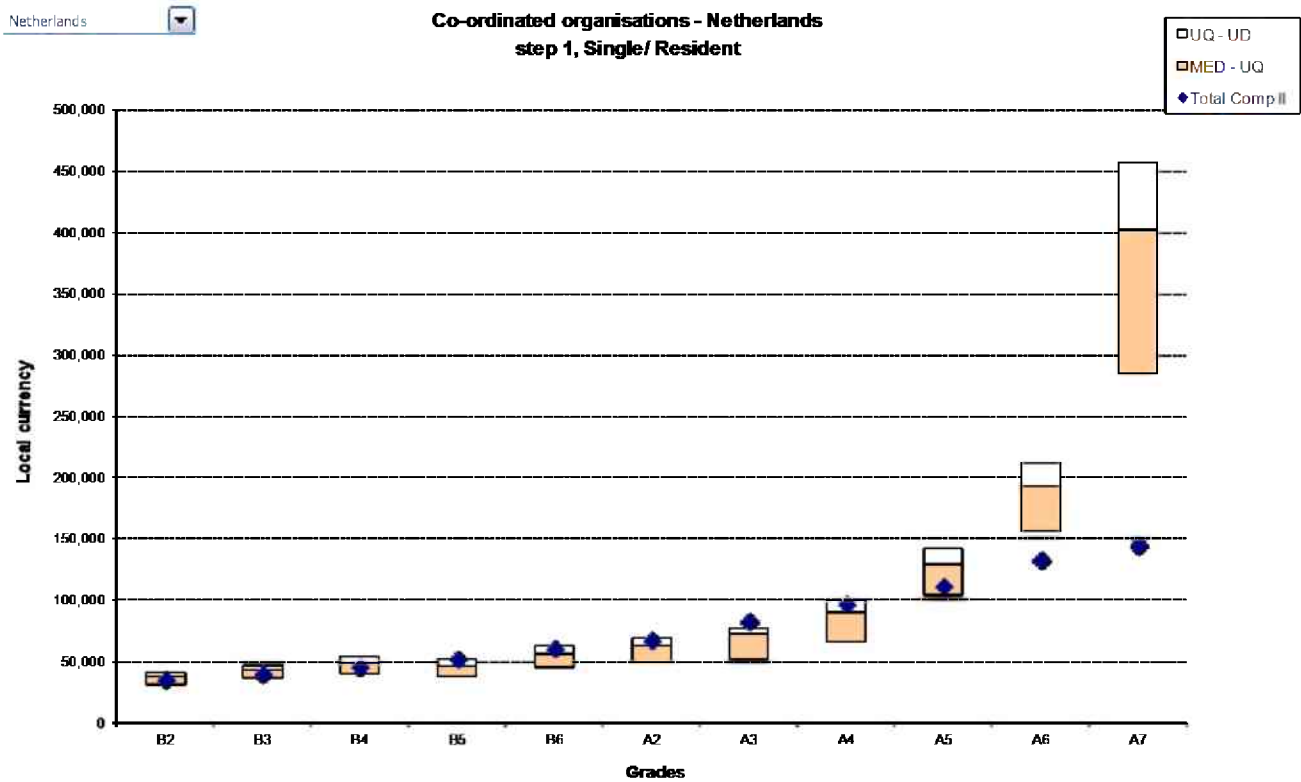
Luxembourg



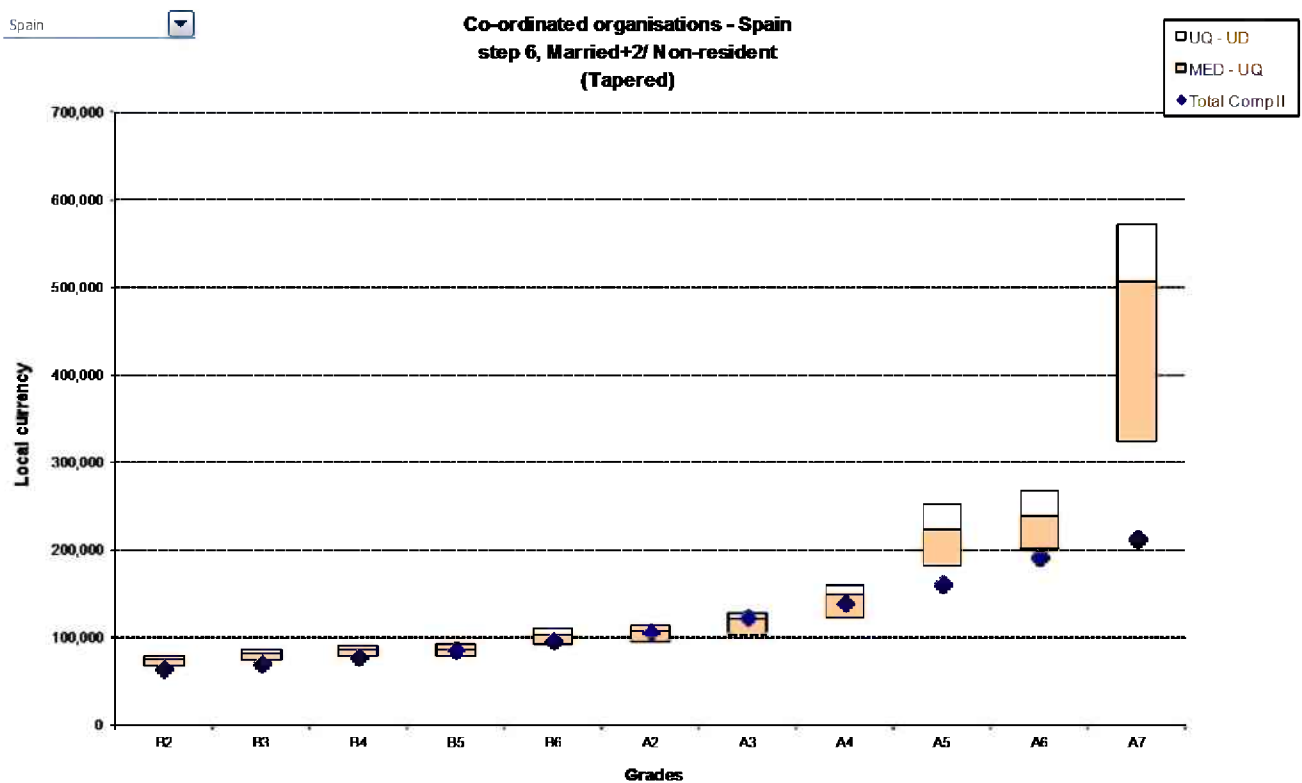
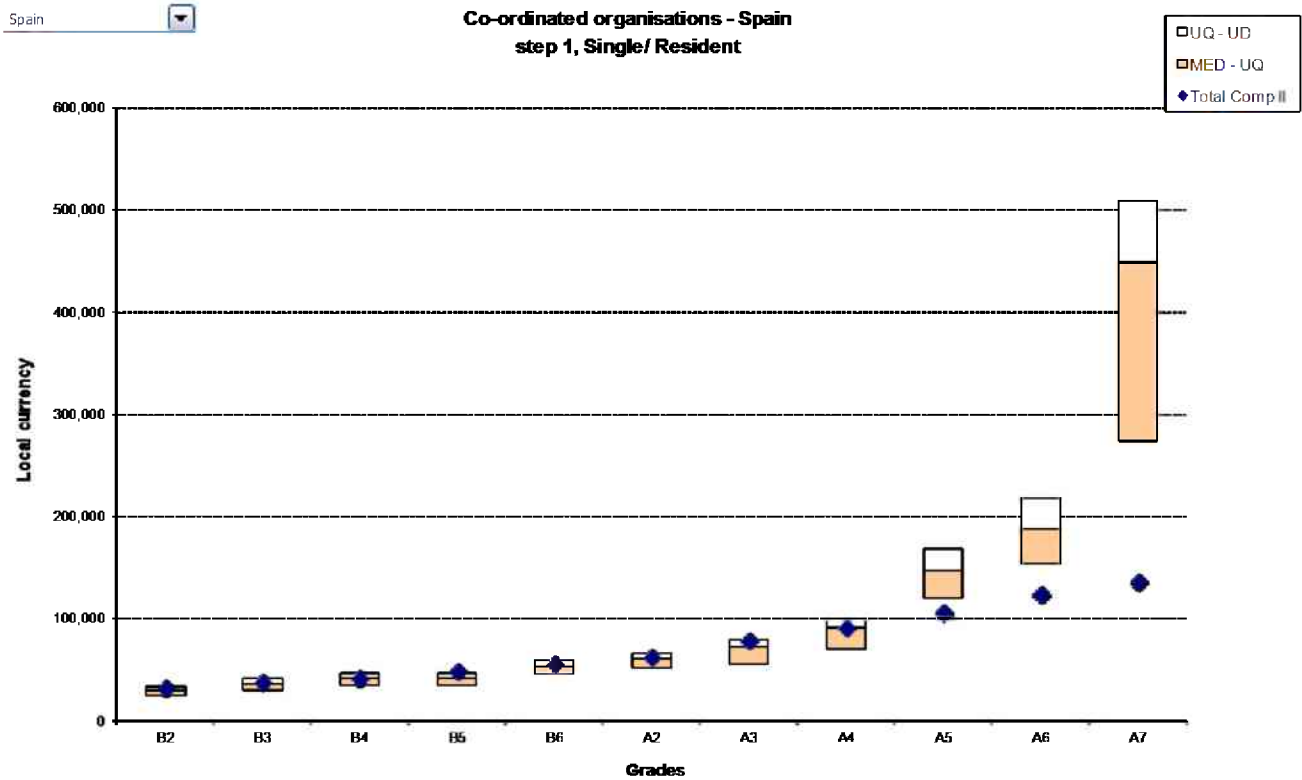
**Co-ordinated organisations - Luxembourg
step 6, Married+2/ Non-resident
(Tapered)**



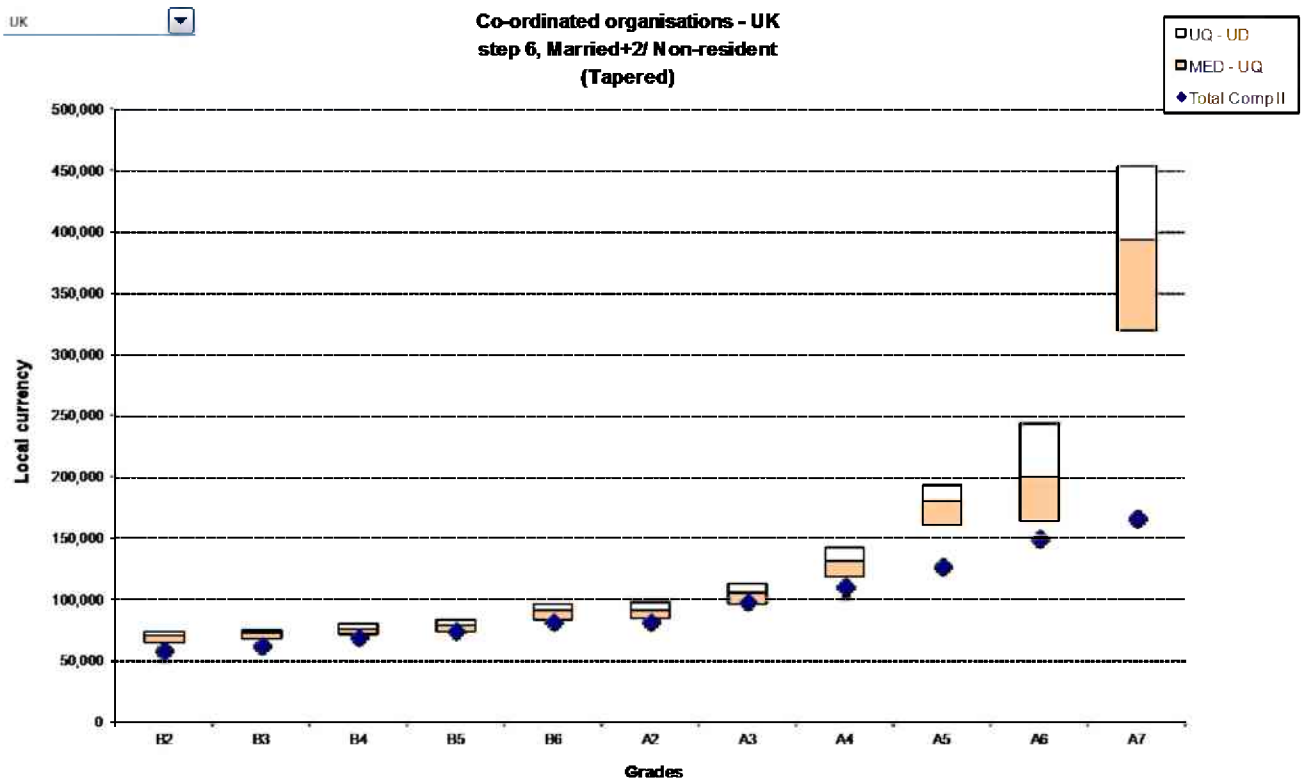
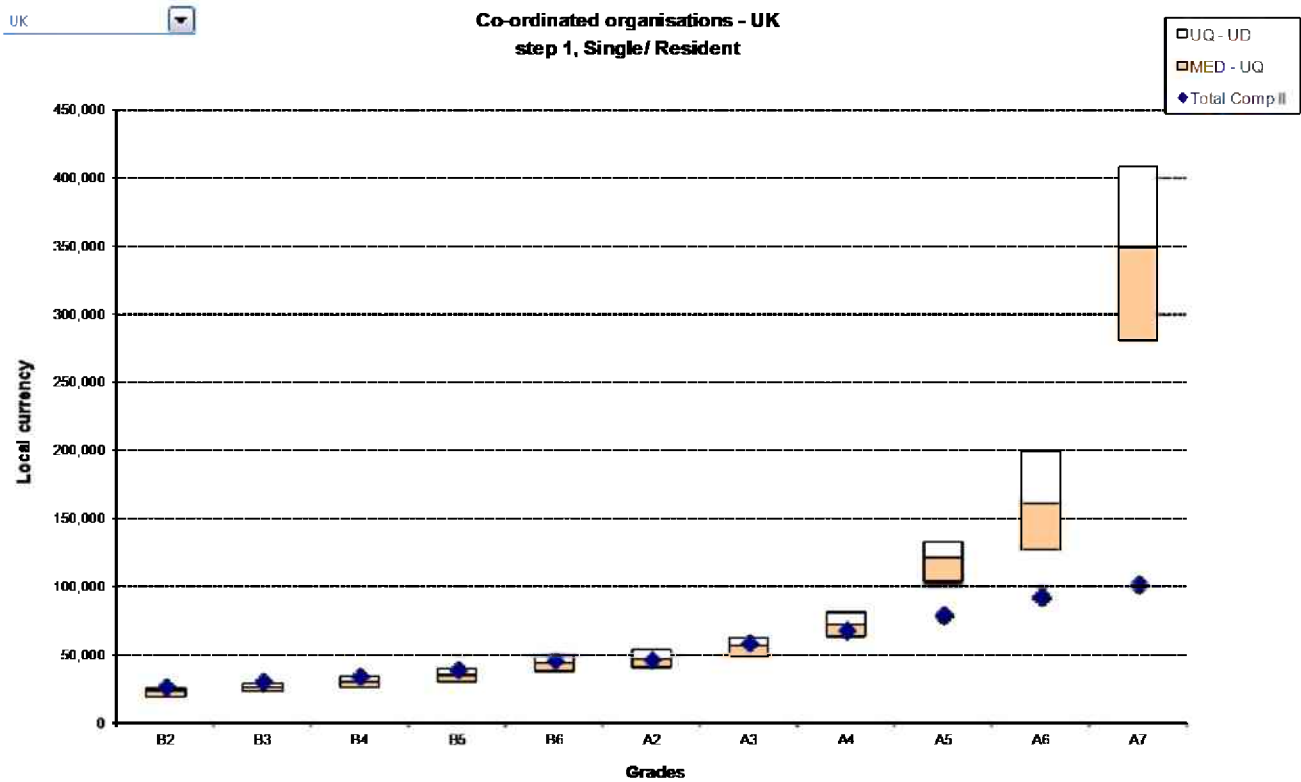
Private sector graphs (continued)



Private sector graphs (continued)



Private sector graphs (continued)



Annex**List of reference documents**

Mandate of the Studies Committee

Roadmap

Methodology

Selected Jobs

Parameters for the private sector study

CCR/CRSG/CRP/WD(2008)3/REV2

CCR/CRSG/CRP/TWG1/WD(2008)1/REV2

CCR/CRSG/CRP/TWG1/WD(2008)2/REV2

CCR/CRSG/CRP/TWG1/WD(2008)4/REV2

SIO/WD(2009)13/REV2

Watson Wyatt reports

– Introduction

CCR/CRSG/CRP/TWG1/WD(2009)22/REV1

– Summary Report

CCR/CRSG/CRP/TWG1/WD(2009)23/REV1

– Findings: I.i

CCR/CRSG/CRP/TWG1/WD(2009)24/part1

[Total Compensation, Step 1 – Residents Single]

– Findings: I.ii

CCR/CRSG/CRP/TWG1/WD(2009)24/part2/REV1

[Total Compensation, Step 1 – Non-residents Married + 2 Children]

– Findings: II.i

CCR/CRSG/CRP/TWG1/WD(2009)24/part3

[Total Compensation, Step 6 – Residents Single]

– Findings: II.ii

CCR/CRSG/CRP/TWG1/WD(2009)24/part4/REV1

[Total Compensation, Step 6 (Tapered) – Non-residents Married + 2 Children]

– Findings: III

CCR/CRSG/CRP/TWG1/WD(2009)24/part5/REV1

[Total Compensation, Step 6 (Not Tapered) – Non-residents Married + 2 children]

– Glossary

CCR/CRSG/CRP/TWG1/WD(2010)3

– Long term incentives in Western Europe

CCR/CRSG/CRP/TWG1/WD(2010)4

Case studies

Belgium: resident

CCR/CRSG/CRP/TWG1/WD(2009)2

Belgium: expatriate

CCR/CRSG/CRP/TWG1/WD(2009)3

France: resident

CCR/CRSG/CRP/TWG1/WD(2009)12

France: expatriate

CCR/CRSG/CRP/TWG1/WD(2009)13

Germany: resident

CCR/CRSG/CRP/TWG1/WD(2009)14

Germany: expatriate

CCR/CRSG/CRP/TWG1/WD(2009)15

Italy: resident

CCR/CRSG/CRP/TWG1/WD(2009)4

Italy: expatriate

CCR/CRSG/CRP/TWG1/WD(2009)1

Luxembourg: resident

CCR/CRSG/CRP/TWG1/WD(2009)5

Netherlands: resident

CCR/CRSG/CRP/TWG1/WD(2009)16

Netherlands: expatriate

CCR/CRSG/CRP/TWG1/WD(2009)17

Spain: resident

CCR/CRSG/CRP/TWG1/WD(2009)8

Spain: expatriate

CCR/CRSG/CRP/TWG1/WD(2009)6

United Kingdom: resident

CCR/CRSG/CRP/TWG1/WD(2009)18

United Kingdom: expatriate

CCR/CRSG/CRP/TWG1/WD(2009)19

CERN
EBRD
EU
UNESCO
WB

CCR/CRSG/CRP/TWG1/WD(2009)11
CCR/CRSG/CRP/TWG1/WD(2009)20
CCR/CRSG/CRP/TWG1/WD(2009)10
CCR/CRSG/CRP/TWG1/WD(2009)7
CCR/CRSG/CRP/TWG1/WD(2009)21

Comparison of evolution 1997–2009

CCR/CRSG/CRP/TWG1/WD(2010)2

Studies produced by the Tripartite Working Group on Remuneration Systems
in International Organisations and National Civil Services (TWG2):

Case study: Belgium	CCR/CRSG/CRP/TWG2/WD(2008)5/REV2
Case study: Finland	CCR/CRSG/CRP/TWG2/WD(2008)6/REV1
Case study: Germany	CCR/CRSG/CRP/TWG2/WD(2008)7
Case study: Netherlands	CCR/CRSG/CRP/TWG2/WD(2008)8
Case study: CERN	CCR/CRSG/CRP/TWG2/WD(2008)9/REV1
Case study: WTO	CCR/CRSG/CRP/TWG2/WD(2008)10
Expatriation allowance: status report	CCR/CRSG/CRP/TWG2/WD(2008)11
Case study: EBRD	CCR/CRSG/CRP/TWG2/WD(2008)12
Case study: European Commission	CCR/CRSG/CRP/TWG2/WD(2008)13/REV1
Case study: UNESCO	CCR/CRSG/CRP/TWG2/WD(2008)14
Case study: France	CCR/CRSG/CRP/TWG2/WD(2008)15/REV1
Case study: United Kingdom	CCR/CRSG/CRP/TWG2/WD(2009)3
Final Report	CCR/CRSG/CRP/TWG2/WD(2009)5/REV1