

SALARY GUIDELINE

Purpose

The salary model aims to attract and retain experience and skills that are essential and linked to Afrikagrupperna's organisational needs, meaning a salary model that is individual and differentiated based on performance and complexity of the employee's function.

We acknowledge that the motivation behind performance depends on several factors, such as inspiring work tasks, a good work environment, personal growth and the opportunity to develop professionally. Salary and benefits should be seen as one factor to stimulate eligible performance.

The organization also intends to position itself in terms of wages at a level that is neither higher nor lower than comparable organizations in the civil society sector.

Afrikagrupperna's main principles for salary determination

- Salaries are individual and differentiated
- Conditions and benefits are also considered in the salary determination process
- Employees on parental or sick leave are included in the yearly salary revision process

Factors affecting salary determination

In addition to the employee's individual performance, the following factors will be considered.

- The employee's current salary level in relation to salary standard within sector, country and place in internal salary structure
- Afrikagrupperna's financial situation
- The complexity of work tasks and responsibilities
- Collectively agreed percentage levels for employee's in Sweden (Tjänstemän inom civilsamhället mellan Fremia, Unionen och Akademikerförbunden)

Factors affecting salary determination when recruiting

- The candidate's fulfillment of pre-set requirements for the specific position and in relation to the job description
- Availability of required skills when recruiting
- Conditions on the labor market in connection with recruitment

The salary revision process

Salaries at Afrikagrupperna are revised on a yearly basis, in May. As part of the salary determination process all employees will have regular performance reviews with their manager, starting with goal setting and closing with a performance evaluation. Next step is an optional salary conversation where you receive feedback on your performance in relation to Afrikagrupperna's salary criteria. If you don't wish to have a salary conversation, you will receive a final salary notice.

The Secretary General's salary is set by the Board of Afrikagrupperna. Salary for HR Manager is determined by Secretary General and Finance Manager.

It is expected that you also familiarize yourself with Afrikagrupperna's **salary criterias** and **Performance review procedure** as they are essential in the salary revision process.

