

Subject: Remuneration policy CILC

The Hague, 28 June 2017

### Description

CILC follows its own employment conditions (“rechtspositieregeling” – RPR) which is based on the CAO of the Netherlands universities and the employment conditions of similar organisations in the same branch (such as VNG International). The monthly salary is based on the functions and related salary scales (Annex 1). The salary grading system can be found on the CILC management information system Filelinx, the CILC server and the CILC website. Each year the salaries are reviewed on the basis of the CPI inflation index and if possible we will adjust the salaries accordingly.

CILC has no bonus culture. However, in recent years year-end bonuses have been granted up to an amount of 2.000 euro (exceptionally) based on group and individual performances. The monthly salary of the staff is determined by the Board and for the Board members by the Supervisory Committee. The actual monthly salary (M) is the product of the hourly wage (HW) and the official working week (W), converted to a monthly figure as follows:  $M = HW \times W \times 52/12$ .

CILC aims to provide market-based salaries to its staff. On the one hand, the remuneration policy provides an adequate valuation of employee performance and on the other hand an incentive to further improve the performance of individual staff members as well as the team as a whole.

### Appointment

On appointment, the staff’s position is graded according to the salary scale for the respective position on the basis of relevant professional experience. If the staff member has already qualified for this function previously, a number of increments will be awarded equal to the number of relevant years of professional experience. This is at the Board’s discretion.

New staff members are initially offered temporary contracts. The policy is to use the maximum legal term of temporary contracts (maximum two years or three temporary contracts) before a permanent appointment is offered to limit the risks for CILC. In case of good functioning in the first year of a temporary contract, a new year contract may be offered. After two years of good performance a permanent contract may be offered if the economic conditions of CILC allow for it.

### Policy

The remuneration policy is designed and implemented by the board of CILC. The board has opted for a general and transparent remuneration policy to avoid arbitrary and unclear decisions. CILC wants to be a transparent and trustworthy employer with clear-cut and explicit rules of the game. A salary is an individual remuneration instrument and no rights can be derived from the level of salaries of colleagues. The CILC remuneration policy aims at ensuring an equal and transparent pay system that prevents too big differences between staff members in the same position

### Scales

The salary scales are based on the organigram in which all functions at CILC are described and appreciated. The valuation is determined on the maximum scale to be achieved for each particular function. The CILC remuneration scheme contains nine salary scales: scale 6 to 14 and is modelled on the collective labour agreement of the Dutch universities and the employment conditions of similar organisations active in the same branch. Each function has a starting scale and a final scale.

Although it is always possible for someone to begin negotiations on her or his salary position at any time, contract extension or the provision of a permanent appointment is in CILC's policy not a moment when salaries increase, other than the initially agreed salary. The guiding principles for the Board for the implementation of the salary scaling scheme are rationality and minimization of arbitrariness.

### Starting scale

New staff without relevant work experiences or who do not (yet) satisfy the experience requirements considered relevant for a function will initially start in the starting scale with increment '0' upon entry. The following will also be called the start scale per function. This will apply until the staff member meets the experience requirements relevant to the function. The performance of staff members is assessed according to a performance appraisal procedure. The Board grades the position of each staff member according to the applicable salary scale based on the results of this assessment.

### Increments

Salary increases are discussed for individual staff members once a year. Staff members can be given an annual increment (usually as of 1 January) according to the applicable salary steps up to the maximum in that salary scale. However, an annual increment is not a given fact. Granting an increment is not only determined on the basis of individual performance, but it also based on the overall financial position of the organisation. On the request of the Supervisory Committee, the Board may decide not to grant staff any increment in a given year due to economic reasons. Staff members may be granted one or more additional increments based on extraordinary progress in job performance.

### Performance appraisal

A decision as mentioned above should be based on the report of a formal assessment or performance interview. This is on the understanding that if the assessment is positive, the Board may decide to grant an increment. The procedures for this are explained in CILC's performance appraisal system, which can be found on the CILC management information system Filelinx and the CILC server. One year after employment and subsequently once a year, the board holds a performance appraisal interview with the staff member. After discussing the appraisal with the staff member concerned it is adopted by the employer.

The supervisory board (for the members of the board) and the board (for the other staff) may decide to give a one-off bonus to the staff member based on extraordinary performance. The amount of the bonus is not fixed, but has so far been put at a gross maximum of 2.000 euro.

Please note: The latest versions of the above referred to documents can be found on the CILC management information system Filelinx, the CILC server and the CILC website.
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## Annex 1 – CILC functions, salary scales and increments

### Functions

Function	Scale(s)
Director	14
Deputy Director	12-13
Senior project manager / Senior researcher	11-12
Project manager / researcher	10-11
Junior project manager / junior researcher	9-10
Project officer	9
Head of finance & control	12-13
Senior controller	9-10
Project controller / administrator	8-9
Financial administrator	7
Quality manager	10

### Salary scales 2017

Step	Scale 6	Scale 7	Scale 8	Scale 9	Scale 10	Scale 11	Scale 12	Scale 13	Scale 14
0	2.263	2.463	2.696	2.963	3.296	3.697	4.164	4.947	5.748
1	2.329	2.540	2.785	3.074	3.430	3.852	4.358	5.148	5.948
2	2.396	2.618	2.874	3.185	3.563	4.008	4.553	5.348	6.148
3	2.463	2.696	2.963	3.296	3.697	4.164	4.747	5.548	6.348
4	2.540	2.785	3.074	3.430	3.852	4.358	4.947	5.748	6.548
5	2.618	2.874	3.185	3.563	4.008	4.553	5.148	5.948	6.749
6	2.696	2.963	3.296	3.697	4.164	4.747	5.348	6.148	6.949
7						4.948	5.548	6.348	7.149
8							5.748	6.548	7.349