

EEB Salary Policy

Updated version: 1 February 2026

What are we trying to achieve?

We are committed to a fair and transparent system of pay across the EEB that balances the need for financial rewards and recognition with the confines of the non-profit sector. The EEB is fully committed to equal pay for equal work, the recognition of experience, strong performance and seniority in the organisation, to non-discrimination in recruitment and pay practices, and to avoiding any gender pay gap.

Payment of employees is an important part of any organisation's strategy and staff members are the EEB's most valuable resource. This salary policy is a key element within a wider system of rewards through salary, [monetary and non-monetary benefits](#), fair and attractive working conditions, a friendly, supportive and inclusive work environment as well as opportunities for professional development and training.

The EEB's Salary Policy needs to:

a) Contribute to the effective delivery of the EEB's Long-Term Strategy and Annual Work Programmes by

- recognising the importance of staff to the organisation;
- focusing on observable skills, knowledge and behaviours acquired through education and training as well as experience over time;
- reinforcing positive and effective contributions and strong performance.

b) Attract and retain motivated and skilled staff by

- offering sufficient pay for the attraction, retention and motivation of skilled staff ensuring comparability within the non-profit sector;
- matching the salary policy with a range of monetary and non-monetary benefits, e.g., a pension scheme and paid extra-legal leave.

c) Respect the organisation's limited resources by

- being realistic in relation to the organisation's budget and the confines of the non-profit sector;
- making use of legitimate ways of reducing the tax burden, e.g., offering lunch vouchers and a teleworking allowance;

d) Ensure fairness by

- making processes and all related policies transparent and applying them consistently;
- recognising there may be exceptions for exceptional circumstances.

Salary transparency

The EEB is committed to transparency concerning its salary policy and its application. It is taking the following actions:

- As one of very few organisations active in the EU-level non-profit sector, the EEB has published its **salary grid publicly on its website**.
- The EEB also **indicates the salary range in all its job ads** (that is, the starting salary depending on previous experience).
- Each staff member's **job title corresponds to a grade on the salary grid**. It is clear to everyone on which grade each position is paid.
- All staff members are offered the **same benefits**, and there are **no hidden benefits** offered to specific staff members. Exceptions to this rule may occur a) in case staff members work under foreign contracts where we strive for equivalent but not identical benefits depending on what employment law foresees under each jurisdiction, and b) in rare cases under old contracts (typically 10 years+), which may foresee slightly different conditions which cannot be changed retroactively.
- According to the EEB's policy on benefits, **certain benefits may be offered to staff on permanent contracts only** (e.g. mobile phone subscription), but these differences are listed and explained in a transparent manner and are very limited.
- The EEB does **not disclose individual salary information** (that is, the exact step on the grade for which everyone is paid) as salary data is personal data and is protected under privacy regulations.
- Team leads, line managers and individual staff members have the **right to inquire how their placement on the salary grid compares to others** with similar roles and responsibilities and/or similar experience and skills.
- The EEB presents a **gender pay gap analysis** on a regular basis.

Indexation of salaries

The EEB must follow the **indexation of salaries**, that is, the adjustment of salaries to inflation that applies to all staff on Belgian contracts automatically in line with Belgian law. Indexation is decided by a government committee and is applied automatically on the date it enters into force. Indexation is separate from promotions and performance-related steps explored here.

The EEB tends to apply indexation also for **colleagues working outside Belgium under other jurisdictions**, depending on the individual contractual situation, even where there is no formal requirement to ensure fairness.

The **salary grid will be adjusted regularly**, whenever the Belgian government prescribes an indexation of salaries to ensure that new staff receive a salary equivalent to that of existing staff at the same salary level.

Financial constraints in the non-profit sector

The non-profit sector is experiencing a **period of reduced funding available** with increasing competition between organisations, growing costs and legal requirements, e.g., for training or mandatory tasks, without the availability of more operational funding, and the risk of diminishing operational and project grants. The EEB is **fully committed to improving, over time, salaries, monetary and non-monetary benefits** and working conditions beyond salaries and benefits and has continuously done so. Under the current conditions, the EEB needs to prioritise essential services and program delivery, as well as the ability to maintain contracts with current staff and to build up reserves slowly but steadily to be able to cushion the loss of donors. As a result, increasing salaries and enhancing employee benefits – other than through promotions and performance-based increases in particular for smaller salaries – are currently difficult and cannot be prioritised over the financial sustainability of the organisation. The objective to develop the salary policy as well as monetary and non-monetary benefits remains, and the EEB continuously seeks opportunities to improve its offers to staff members.

EEB SALARY SCALE EFFECTIVE FROM 1 February 2026

Please note: All salaries are monthly gross salaries before tax.

	Effective 1 February 2026																			
	S T E P S																			
Level	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI	XVII	XVIII	XIX	XX
Secretary General	6.892	7.030	7.171	7.314	7.460	7.609	7.762	7.917	8.075	8.237	8.401	8.569	8.741	8.916	9.094	9.276	9.461	9.651	9.844	10.041
Deputy Secretary General	5.973	6.093	6.214	6.339	6.466	6.595	6.727	6.861	6.999	7.138	7.281	7.427	7.575	7.727	7.881	8.039	8.200	8.364	8.531	8.702
Head of / Director	5.169	5.272	5.378	5.485	5.595	5.707	5.821	5.938	6.056	6.178	6.301	6.427	6.556	6.687	6.820	6.957	7.096	7.238	7.383	7.530
Manager	4.480	4.569	4.661	4.754	4.849	4.946	5.045	5.146	5.249	5.354	5.461	5.570	5.682	5.795	5.911	6.029	6.150	6.273	6.398	6.526
Senior / Deputy Manager	3.791	3.866	3.944	4.023	4.103	4.185	4.269	4.354	4.441	4.530	4.621	4.713	4.807	4.904	5.002	5.102	5.204	5.308	5.414	5.522
Officer	3.101	3.163	3.227	3.291	3.357	3.424	3.493	3.563	3.634	3.707	3.781	3.856	3.933	4.012	4.092	4.174	4.258	4.343	4.430	4.518
Associate	2.872	2.929	2.988	3.047	3.108	3.171	3.234	3.299	3.365	3.432	3.501	3.571	3.642	3.715	3.789	3.865	3.942	4.021	4.102	4.184

Explanation of the salary grid

Grades on the salary grid

The horizontal rows in the salary grid represent the different **grades** in the organisation. Each grade is linked to **specific roles in the organisation** that come with a set of typical tasks and responsibilities as defined in the table below.

For the grades on the salary grid, the EEB **does not distinguish between policy, communications, membership and events, administrative or operational roles**, that is, for instance, all Senior Officers are paid on the same grade, as the EEB values contributions from different fields of expertise equally and all fields are equally important to the functioning and the impact of the organisation.

Associate Officer to Senior Officers and Senior Advisors are typically **non-management expert roles**, that is, these staff members are not usually lead teams and are not part of the EEB's middle or senior management. These are roles specialised in a particular area of expertise ranging from a policy area to communications, from administration to operations roles. With increasing experience – and development from an entry-level Associate role to an Officer and to the Senior Officer and eventually Senior Advisor role – staff members gradually take on responsibilities such as project management starting from supporting project management to micro and small projects at entry level to medium-sized to large, complex projects at senior level. An Officer level staff member can supervise interns (CIPs), while Senior Officers regularly line-manage other Associate or Officer level staff. Senior Officers can also lead small teams of a few people. While the roles from Associate to Officer and to Senior level are different – as laid out in the table below – typical tasks also overlap with staff members moving from one grade to the next with increasing experience and skills over time and the willingness to take on new responsibilities. For instance, all Officer roles can come with project management, fundraising or external representation tasks; however, at different levels of responsibility and autonomy.

The **Senior Advisor** role is established on the same salary grade with 'Manager' to offer long-standing Senior Officers with excellent performance, who cannot or do not want to take up manager roles, the opportunity to be promoted again and benefit from salary progression through promotion as well as a job title that reflect long-standing seniority. Senior Advisors have typically at least 15, if not 20 years or more of expertise in their specific field with very specific technical knowledge and skills. A Senior Advisor, while not fulfilling a management role, is expected to take up additional roles such as providing regular in-house training and skills shares with staff members, mentoring younger colleagues, leading on fundraising in their thematic area and contributing to fundraising for other EEB teams, leading on strategic advocacy advice in their area and/or contributing with their expertise to the development of the EEB strategy and horizontal development

The **middle management level** of the EEB is formed by team leads typically at Manager and Head of level. While Managers lead smaller teams (typically up to 5 staff members) and/or are building up experience, Heads of lead larger teams of 5+ people and/or have accumulated long-standing experience in their area of work.

The **senior management level** consists of the staff members who are part of the Senior Management team. Smaller Divisions with one or two teams can be led by Heads of, and Directors lead larger Divisions with several teams and/or have built up seniority in the EEB's senior management. The Deputy Secretary General and the Secretary General lead the senior management and supervise the Leads of the different divisions.

Steps on the salary grid

The vertical bands on the salary represent **steps** (i.e., I to XX). Through the steps, a staff member progresses over time within each grade. Each step on the table is 2% higher than the preceding step (the one to the left of it). The steps can continue beyond XX, following the same % increase per step. The salary corresponding to the first step in the lowest grade may be seen as the reference salary. This is the salary typically offered to a staff member who fulfils the basic criteria of the grade (for instance, an Associate officer with 0-1 year of experience is usually placed on Step I of the grade; a Senior Officer promoted to the new grade with 5 years of relevant professional experience will normally be placed on Step I of the grade).

Comparing roles and responsibilities

While different positions on the same salary grade, e.g. two Policy Managers, should broadly comprise comparable roles and responsibilities (as laid out in the table below), **two different jobs can never be the same**. Ensuring fair and comparable salaries, that is, the grade and in particular the step on the grade, do not follow a mathematical calculation, but an approximation of what is fair and comparable considering various factors as listed below. To ensure fairness and comparability, salary offers for new recruits and salary increases and adjustments as part of the APR, are reviewed by several staff members comprising HR, the Secretary General and Deputy, in communication with line managers and/or team leads.

The **years of experience as well as skills and knowledge** built over time represent the **base line to compare** one staff member to another where they fulfil roles on the same salary grade. That is, for instance, two Senior Officers each with 6 years of experience should be on the same salary grade and step by default. However, when comparing different positions and deciding on the exact salary for each staff member on a given grade when hiring or through promotions or performance-based increases, the EEB considers these **six parameters**:

- **Performance** (does not apply to new hires): does the staff member perform below expectation or not (yet) fulfil the requirements for their grade (e.g. weak project management, challenges with public speaking or line management); does the staff member perform well or very well in line with what can be expected (for instance, manage their projects well, build their expertise, represent the EEB well or bring

in funding) or does the staff member perform exceptionally well (e.g. developing new areas of work and creating innovations; overcoming major challenges in the external or internal work environment; outstanding fundraising success, etc.)?

- **Line-management and team leadership:** supervising staff and leading teams are particular responsibilities. When comparing two staff members on the same grade, the number of staff members supervised directly or – for team leads – the size of a team has an impact on their placement on the salary grid. For instance, a “Policy Manager” with a team of 8 staff members should take a higher step on the same grade compared to a “Policy Manager” with the same level of experience and 3 people on their team. Similarly, a “Senior Officer” supervising two staff members should be placed on a higher step compared to another “Senior Officer” with comparable experience who does not line-manage staff members.
- **Project management:** staff members on different grades have different project management responsibilities (see table below). Where staff members on the same grade manage differently sized projects, this should have an impact on where they are placed on the salary grid. For instance, a “Senior Officer” may manage several micro or small projects (e.g. of 10K to 100K involving mostly their own working time), or they may coordinate a complex project (multi-annual, multi-million projects involving a large consortium). Especially the management of large and complex multi-annual projects typically results in a higher step where staff members are on the same grade with similar experience.
- **Fundraising and donor relations:** All staff members need to contribute – with different tasks, levels of responsibility and autonomy – to raise funds for the EEB’s work and to nurture good relations with our donors. Where staff members have been able, for instance, to attract new donors or are leading proposal development for complex projects, and/or are responsible for the relations with an important donor, this should be reflected in their salary. For instance, a “Policy Officer” who has attracted a new donor for their area of work covering a substantial part of their work and/or who is leading on a relationship with an important donor, may be placed on a higher step or progress faster than a Policy Officer with the same level of experience who does not (yet) fulfil a similar role in fundraising and/or donor relations. When considering this parameter, not all roles have the same opportunity for fundraising, e.g. a Finance Officer is unlikely to lead project development. Also, different areas of work benefit from different levels of attention from donors with programmatic priorities of funders fluctuating, and diminished fundraising opportunities are, of course, not penalised.
- **External representation and public speaking:** Representing the EEB, public speaking, media engagement and/or high-level advocacy meetings are core to fulfilling the EEB’s mission. Where staff members fulfil tasks for external representation, this should be reflected in their salary level. For instance, a “Senior Policy Officer” who represent the EEB in an important Board, on an Expert Group or takes up important public speaking roles in large settings on a regular basis more than others with the same level of experience may be placed on a slightly higher step on their grade.
- **Seniority in the EEB:** while we value professional experience outside, very long-standing staff members will likely have a slightly higher salary than colleagues with comparable roles and significantly less seniority in the organisation.

Placement of new staff members on the salary grid

Each **job advertisement indicates the grade** of the new role (e.g. “Senior Finance Officer”) and mentions the **starting salary** for the respective salary grade. Once a candidate has been selected, the HR team prepares a salary offer – in communication with the future line manager and team lead – based on the respective grade of the advertised role and suggests a step on the grid which corresponds to the candidate’s experience and skills, comparing them to existent staff members at the EEB. For instance, if we hire a Policy Officer with 3 years of experience, the salary offered will typically correspond to the salary level of current Policy Officers with around 3 years of professional experience.

A job can also be **advertised at different grades**, for instance “Associate Officer / Officer,” or “Officer / Senior Officer” where the role allows to either recruit a more junior staff member who can grow into the role, or a slightly more experienced staff member. The job and salary offer is then made at the grade that corresponds to the candidate’s level of experience, e.g. at Associate Officer level for less than 2 years of professional experience, or at Officer level above.

Where the EEB decides to hire a **promising candidate who has clearly less experience than the grade advertised**, the EEB may offer the job at a lower grade making sure the grade reflects the responsibilities and role given to the new employee (e.g., a job advertised for “Senior Communications Officer” could be offered to a more junior candidate at Communications Officer level if that also fits the role, e.g. where the position does not supervise other Officer level staff members). When making the offer, the EEB will explain in a transparent manner why the position is offered at a lower grade, referring to the salary policy.

To ensure comparability and fairness across the organisation, there is little room for **salary negotiations**. The first offer may be slightly below comparable to current staff and may be increased if negotiated to a level which is comparable to and fair for existing staff members with similar roles, responsibilities and experience. A new staff member may be offered a slightly higher salary under certain circumstances, such as outstanding previous experience or where we are seeking to recruit specific skills that are very hard to recruit for. However, such differences can only be marginal; that is, typically a difference of a few steps only on the same grade where justifiable.

Calculating experience

Years of relevant work experience are counted in the following way:

- all years of **relevant professional experience** are counted fully (for instance, for a communication role all experience in communications and/or environmental policy related work and/or relevant work in non-profits);

- **non relevant professional experience**, that is, a job in an entirely different sector, is counted 50% (for instance, somebody worked for 6 years in retail, and we will count 3 years of experience);
- **internships after graduation** (including CIPs at the EEB) in relevant fields are counted 50% (that is, 6 months of internships are counted as 3 months relevant professional experience);
- time worked on **research for a PhD or post-doc** is counted fully as relevant professional experience if the research was done in an area relevant to the job; it is counted 50% if research was done in a not directly relevant area of research;
- **student jobs and internships other than those mentioned above are typically not counted** as professional experience for the salary grid (but are, of course, considered when evaluating CVs at recruitment stage).

Promotion

Promotion in this context means moving from one grade to a higher grade. Staff members are promoted when they have built sufficient experience and skills for the next grade, and when their responsibilities and roles have changed significantly, for instance, with regard to project and budget management, fundraising responsibility, thematic expertise, line-management of staff, team leadership or regarding the level of external representation of the EEB.

Promotion is granted **once the relevant years of experience have been achieved** and staff members **have taken on new responsibilities** and **perform very well**. Accumulated years of experience alone do not lead to a promotion if the staff member has not yet taken on additional responsibilities gradually, is not fulfilling all requirements for the next grade or is not performing at the level expected. Also taking on new responsibilities gradually while still building up more experience and skills does not automatically lead to promotion, as performing the same or similar tasks with different levels of experience is not the same. That is, a promotion is due when several conditions are fulfilled: relevant experience and skills have been built over time, responsibility has been gradually taken on, and performance has been strong. Where staff members take on management roles in middle or senior management, a promotion can be granted before the indicated years of experience (for instance, a Senior Officer can be promoted to Manager earlier if they take on the leadership of a team). For details, see the table below outlining the responsibility and role of each grade.

Promotions are discussed and decided as part of the Annual Performance Review (APR). The staff members are invited to make their case for a promotion, and line manager and team leads are equally asked to assess if a promotion is due, that is, if the requirements are fulfilled. All suggestions for promotions are finally assessed and decided by the Senior Management (Secretary General, Dpt Secretary General and Head of HR), making sure that all promotions due are granted and that the criteria are applied in a consistent and fair manner across teams and the organisation. The promotions are granted or not in consultation with the line manager and team lead responsible. Staff members should receive clear feedback on why a promotion that they have requested is not (yet) granted with clear information on how they can work towards promotion.

Promotions are not offered at the moment when a staff member's contract is renewed but as part of their APR. Promotions are also **not offered instantly where a staff member takes on a new responsibility** throughout the year. Their progress and new responsibilities are assessed on an annual basis through the APR cycle.

A new contract is offered at a different grade if it is for a **different role** (for instance, an officer level staff member with sufficient experience is offered a new role in which they supervise another Officer level staff member, and they are offered the new role at Senior Officer level). Also, where a staff member accepts a new role throughout the year without contract renewal (but through contract amendment), the new role can be offered at a different grade, e.g. where a staff member accepts a team lead role or a role in Senior Management. A new role or contract may also be offered on a lower grade, if a staff member decides to take up a different position, e.g. stepping away from a management role to an expert level role.

In case of a promotion, the **new salary** is set by the new grade and is normally set at least two full steps above the step which has the same value on the previous grade, or immediately above¹, or the first step on the new grade. When placed on a new grade through a promotion, the new salary will also be compared to other staff members of the same grade with similar experience and comparable roles and responsibilities to ensure fairness. In the case of an exceptional performance or growth in responsibility and/or to ensure fairness and comparability to staff members with similar roles and experience, the staff member may also be offered an additional increase.

While most promotions are from salary band to the next salary band, the promotion of a Senior Policy Officer to Deputy Policy Manager (DPM) is within the same band (with a 2-step salary increase, that is 4%), and so is the promotion from Head of to Director.

Staff can also advance in responsibilities where these do not necessarily or directly lead to a promotion. These are addressed under performance-related salary increases, below.

Performance-related salary increases

When an employee shows **growth in the role, responsibilities, performance, or contributions**, the line manager may recommend, as an outcome of the annual performance appraisal, and the Secretary General, together with the Deputy Secretary General and Head of HR, may approve, an additional step or steps increase.

¹ To be precise, this is the step on the higher grade which is the same as or immediately above the step on the lower grade which is two steps above the step on the lower grade which is the same as or immediately above the staff member's current salary. In practice, this means the calculation is made as follows: 1) Identify the staff member's gross monthly salary at the effective date of the salary increase, 2) if, as is often the case, the amount lies between two steps in the lower grade (i.e. not exactly on a step), identify the step in the lower grade immediately above the staff member's salary at the effective date of the salary increase; 3) identify the step in the lower grade two steps above the step referred to in 2; 4) identify the step in the higher grade which is the same as or immediately above the step referred to in 3

Considering the **financial constraints of the EEB and the non-profit sector** at the moment, the EEB can currently not offer performance-related salary increases to all staff with strong performance, unfortunately. In order to make best use of our limited resources, the EEB currently focuses on a) maintaining current roles and contracts, b) ensuring promotions where promotions are due, c) offering performance based increases to junior staff members given they have the lowest salaries, that is, for Associate and Officer level staff members, who have shown strong performance, d) to increase non-taxable benefits whenever possible for the EEB's finances. With each APR cycle, the EEB also reassesses each staff member's salary level (grade and step) to review if somebody is falling behind or needs an adjustment. Necessary adjustments to ensure fairness and comparability can be made on all salary grades. The EEB is working towards stronger finances to build up our reserves, to be fully cost-covering, and to be able to develop the salary grid in the future. Under current constraints, it is financially not viable to significantly increase salary cost – the largest cost category of the EEB's budget – by offering increases to all or most staff or by increasing other monetary benefits.

In practice, performance-based increases, where they can be offered, work as follows:

- **A 2% step** increase if there is a clear step forward in staff contributions - e.g., responsibility (being a thematic lead in an area or taking an additional file lead or other responsibility within the EEB), output (quality or quantity), impact, what level of stakeholders are being met, publications, role in meetings, if having more staff to line manage, or wider contributions valued by EEB. This one step is typical for growth in the job.
- **Two 2% steps** if there has been an exceptional performance and significant increase in responsibilities while not all requirements for a promotion to the next grade are met.
- **Above two 2%** steps is possible only if either the salary has been proven to be inappropriately low when being hired and needed adjustment (i.e., if relevant skills accidentally under-estimated or if there has been a truly exceptional performance, particularly significant increase in responsibility, or if staff faced and dealt with extraordinary circumstances).

1. EEB Grades (applicable to all divisions).

Title	% Step I	Job level	General responsibilities	Staff related duties	Fundraising/Budget/Project Management	Typical <u>minimum</u> relevant professional experience (years)
Secretary General	240	Senior Management	EEB leadership, supervision of Divisions, overall strategy lead, high-level representation, SMT	Appointed by the Board. Entrusted with the daily management of the organisation and supervision of the staff. They lead on, in dialogue with the President, the work of the Board, Council and General Assembly. Line management, performance appraisals for staff directly supervised, overall quality control, final decisions on recruitment and supervision of APR process.	Legal commitments, responsibility for organisation's budget and supervision of the Head of Finance, oversight of fundraising, budget control, project management, high level fundraising including donor relations.	20+
Deputy Secretary General	208	Senior Management	EEB leadership, supervision of Division(s) and teams, overall strategy, high-level representation, SMT	Management of divisions and teams, performance appraisals for staff directly supervised, overall quality control, decisions on recruitment, supervision of all APRs.	Supervising fundraising for Division(s) and teams supervised, budget control, high level fundraising including donor relations. Oversight of projects in their divisions and teams, management of projects.	15+

Director	180 (on the same grade as Head of + 4 steps)	Senior Management	Leadership of a division and its teams, strategy lead in their areas, advise on general strategy, high-level representation, SMT	Management of their division and teams, performance appraisals of staff members directly managed and supervision of APRs in their teams, overall quality control, lead on recruitment in their teams.	Supervising fundraising for Division(s) and teams supervised, budget control, high level fundraising including donor relations. Oversight of projects in their divisions and teams, management of projects.	12-15+
Head of	180	Senior Management (for SMT members/lead of smaller Divisions) or middle management (for team leads)	Team leadership and team management typically of larger teams, overall strategy lead for their areas of expertise, high-level representation for thematic areas; responsible for driving their theme and area of expertise across the EEB and ensure synergies across teams; representation of thematic areas in the Strategy Hub (where relevant). Contribution to wider EEB (e.g., support other teams where needed, sharing insights, developing strategy across teams)	Leadership, team and line management (ensuring right mix of staff and teamwork, performance appraisals, ensuring up to date job descriptions), overall quality control, co-decision on recruitment in their team. Ensuring clarity of teamwork planning, workload management and timely production of deliverables.	Leading team fundraising strategy, own fundraising initiatives, budget control and oversight, project management of micro to large complex projects. Fundraising initiatives across teams, sharing fundraising skills. Oversight of projects in their division and teams, management of projects.	12+
Manager	156	Middle management	Team leadership and team management typically of smaller teams, overall strategy lead for their areas of expertise, high-level representation for thematic areas;	Leadership, team and line management (ensuring right mix of staff and teamwork, performance appraisals, ensuring up to date job descriptions), overall	Leading team fundraising strategy, own fundraising initiatives, budget control and oversight, project management of micro to large complex projects.	10+

			responsible for driving their theme and area of expertise across the EEB and ensure synergies across teams; representation of thematic areas in the Strategy Hub (where relevant).	quality control, co-decision on recruitment in their team. Ensuring clarity of teamwork planning, workload management and timely production of deliverables.	Oversight of projects in their division and teams, management of projects.	
Senior Advisor	156	Senior expert	Strategy lead for specific areas of expertise, high-level representation for thematic areas and at the interface with other thematic areas; responsible for driving their theme and area of expertise across the EEB and ensure synergies across teams; representation of thematic areas in the Strategy Hub (where relevant), Strategic advice for SMT, Board and/or Council on thematic areas.	Potential line management of officers or interns, participation in recruitment, provide regular training and skills shares, mentoring for more junior staff, mentoring of younger staff.	Responsible for fundraising in their thematic areas and team and strategic horizontal EEB fundraising, responsible for tracking project budget, project management including complex projects (multiannual, consortia, larger volume).	15-20+
Senior Officer	132	Senior expert	Strategy development for their thematic area and lead thematic work, mid-high level external representation, possible team management of smaller team (typically teams of two). Deputy Manager: same as Senior Officers plus	Potential line management of officers or CIPs including performance reviews, participation in recruitment, and support new recruits.	Takes regular initiative for fundraising and leads on fundraising for their area of expertise, responsible for tracking project budget, project management of projects ranging from micro to very large, complex projects (including multiannual projects with large consortia, large volumes and the coordination of a project team).	5+ for Senior Officer 7+ for DPM (Deputy Policy Manager)

			supports team lead in team management.			
Officer	108	Expert	Autonomous work on area of expertise, strong time and task management, can stand-in for senior colleagues, external representation.	Could manage intern, quality control in own work area, support recruitment processes.	Contribute to team fundraising and shows initiative to propose or launch fundraising activities on their area of work, project manager with budget responsibility for micro, small to mid-sized projects (that is, projects with volumes typically up to 150-200k with one to three main staff members allocated, without complex consortia and/or multiannual budgets).	2-3+ for Officer
Associate Officer	100	Entry level	Autonomous work on smaller area of expertise, time and task management with clear supervision; can stand-in for more senior colleagues in their specific area of expertise where they feel confident, external representation where adequate (friendly environments, within civil society coalitions, smaller external events) and with the support needed.	No line management, seeks quality control, may be called to support a recruitment process.	No fundraising responsibility, but may be asked to contribute to fundraising efforts, e.g. background research on funders or calls for proposal or draft a part of a proposal, supports monitoring of grant budgets and can implement – under clear supervision of their line manager and a formal project manager - micro projects (e.g., a grant of 10-30K comprising a small number of tasks such as an event or one publication over a shorter period of time).	0-2
Assistant (CIP)	n/a	Entry level	See salary policy.			0-1