

# **Terms of Employment for Expatriates (hereafter "The Employee")**

**assigned by**

**the Danish Refugee Council (Dansk Flygtningehjælp),  
Borgergade 10, 1300 Copenhagen, Denmark (hereafter "DRC")**

These terms of employment are meant to ensure that

- DRC meets the requirements and interests of authorities, donors and employees in regard to employment and salary terms suitable to a humanitarian organisation.
- when on assignment, DRC employees benefit from transparency and uniformity in terms of their rights and obligations.
- the terms are administered without use of unnecessary resources.

## **1. Applicability and general terms of employment**

- 1.1 These terms of employment apply to all personnel assigned to perform international tasks on behalf of DRC HQ, including secondment to the UN. They apply regardless of the duration of assignment, and regardless of how and by which donor the assignment is financed.
- 1.2 Prior to the assignment The Employee receives and signs an individual employment contract which forms part of the terms of employment.
- 1.3 Furthermore, prior to the assignment The Employee receives a copy of the Code of Conduct (cf. Appendix 3). The Code of Conduct forms part of the terms of employment.
- 1.4 In cases of secondment to the UN The Employee also receives and signs an undertaking regarding his / her function. This undertaking forms part of the terms of employment.
- 1.5 The employment is regulated by the Danish Law on the Legal Relationship between Employers and Salaried Employees (the Salaried Employees Act).
- 1.6 In the event of a contradiction between the provisions in the various regulations, the individual employment contract, these Terms of Employment for Expatriates, the Code of Conduct, a possible undertaking and the Danish Salaried Employees Act shall apply in the order of priority specified in this section.

## **2. Place of work**

- 2.1 The Employee is employed by DRC to be assigned to an international project. The Employee's place of work is specified in the individual employment contract.

## **3. Employment category and terms of reference**

- 3.1 Based upon the actual tasks and responsibilities of The Employee, he / she is placed within one of the employment categories described in Appendix 1. The employment category of The Employee is specified in his / her individual employment contract.

3.2 The manager and programme coordinator to whom The Employee reports are specified in the employment contract.

3.3 By signing the individual employment contract, The Employee agrees to undertake the tasks and responsibilities that are specified in the terms of reference, which The Employee has received and accepted.

#### **4. Working hours**

4.1 The Employee is employed full time (37 hours a week), but these 37 hours are only intended as a guide. Working hours are usually longer and often irregular depending on the assignment.

4.2 Working hours are scheduled in accordance with the manager of The Employee.

#### **5. Duration of employment**

5.1 The employment is temporary. The period of employment is specified in The Employee's individual employment contract.

5.2 The first three months of any assignment are considered as a period of probation, during which period either party may terminate the employment with a written notice of fourteen days.

5.3 Upon absence due to illness of The Employee during 120 days in total within a period of twelve consecutive months, the employment may be terminated by DRC by giving one month's notice.

5.4 Otherwise, the employment may be terminated by either party with a notice period as specified in the Danish Salaried Employees Act, see 5.5 and 5.6.

5.5 The Employee may terminate the employment by giving one month's notice effective from the end of a month. The Employee shall forward his / her written notice of termination to DRC's head office in Copenhagen.

5.6 DRC may during the first six months' of continuous employment terminate the employment by giving one month's notice effective from the end of a month.

Upon continuous employment from six months to three years the notice is three months, and shall be given before the end of two years and nine months' of employment.

Upon continuous employment from three years to six years the notice is four months, and shall be given before the end of five years and eight months' of employment.

Upon continuous employment from six years to nine years the notice is five months, and shall be given before the end of eight years and seven months' of employment.

Upon continuous employment for more than nine years the notice is six months, and shall be given after eight years and seven months' employment.

5.7 Notice of termination shall be in writing, and shall state the grounds of termination.

5.8 In the event of a serious breach of contract, the employment may be terminated by either party without notice.

## **6. Salary, inconvenience allowance, and payment**

6.1 The Employee is entitled to a basic salary based on his / her employment category (the actual tasks and responsibilities). The basic salary for each employment category is specified in Appendix 2. The Employee's basic salary is also specified in his / her individual employment contract.

6.2 The Employee is entitled to a monthly, work-related inconvenience allowance, which covers inconveniences relating to long and irregular working hours. The amount of the inconvenience allowance is specified in Appendix 2. The Employee is not entitled to any other allowances or compensation for overtime and for extra or irregular hours. The inconvenience allowance is not payable during holidays or during longer absence from the assignment, e.g. due to illness and leave.

6.3 Individual allowance related to individual conditions or qualifications cannot be negotiated. However, the Head of the International Department may in specific cases decide to allow an individual allowance as specified in Appendix 2.

6.4 The salary is paid in arrears on a monthly basis at the end of the month.

6.5 The salary is payable in Danish kroner.

6.6 The salary is paid into The Employee's account with a financial institution in Denmark. If The Employee wishes his / her salary to be paid into a financial institution overseas, he / she shall cover any charges associated with the salary transfer.

6.7 In connection with The Employee's initial salary payment, DRC retains an amount of DKK 2,500. This amount is refunded The Employee upon termination of the assignment and upon settlement of any possible outstanding accounts.

## **7. Pension**

7.1 The Employee is not entitled to a pension from DRC.

7.2 If The Employee wishes to contribute to a pension scheme, The Employee must himself / herself make the necessary arrangements with a pension fund. DRC can upon request from The Employee make monthly payments into the pension scheme set up by The Employee. Payments and all costs associated with the transfer are covered by The Employee and are deducted from his / her salary.

7.3 DRC is according to Danish legislation obliged to make payments to the ATP Lifelong Pension, to the Labour Market Contributions (AMB), and to the Special Pension Contributions (SP) for employees who are liable to pay taxes in Denmark. These amounts are deducted from The Employee's salary.

## **8. Per diem allowance and reimbursement of certain expenses**

- 8.1 The Employee is entitled to a per diem allowance covering boarding costs according to the rates specified in Appendix 2 during the first twelve months of his / her assignment. Per diem allowance is not payable during holidays or during longer absence from the assignment, e.g. due to illness and leave.
- 8.2 When The Employee has been on assignment for longer than twelve consecutive months, he / she is no longer entitled to the per diem allowance, but shall be entitled to a fixed monthly expatriate allowance. The monthly amount is specified in Appendix 2. The expatriate allowance is not payable during holidays.
- 8.3 The Employee cannot at the same time be entitled to per diem allowance in Section 8.1 and to the expatriate allowance in Section 8.2.
- 8.4 Upon prior agreement with the manager, The Employee may receive reimbursement for approved, necessary and appropriate expenses related to transport and hotel accommodation, incurred during the course of his / her assignment. The Employee must provide proper documentation of the expenses before these can be reimbursed.

## **9. Accommodation**

- 9.1 DRC shall place at the disposal of The Employee a suitable accommodation based on local situation and standards. Furthermore, appropriate and ordinary expenses relating to electricity, water, heating, air conditioning, and, if necessary, to security guards are also covered by DRC. No additional accommodation-related expenses are covered.

## **10. Taxation**

- 10.1 DRC does not undertake any responsibility in relation to The Employee's tax status and tax liability. Neither does DRC undertake any responsibility in relation to fiscal consequences upon interruption or termination of the employment within the employment period. The Employee shall himself / herself seek a clarification with the tax authorities prior to his / her assignment.
- 10.2 It is the responsibility of The Employee to apply for tax exemption or for tax relief with the tax authorities. Upon request, DRC may assist by forwarding required papers or documentation to the authorities. In this context, DRC does not undertake any responsibility.

## **11. Holidays, home-leave travel, public holidays and "rest and recuperation"**

- 11.1 The Employee is entitled to five weeks' (25 working days) holiday leave each year; cf. the Danish Holidays Act. If The Employee is on assignment for a period of up to three months, The Employee cannot expect any holiday and / or leave.
- 11.2 The basic salary (cf. Section 6.1), the inconvenience allowance (cf. Section 6.2), possible individual allowance (cf. Section 6.3), the per diem allowance (cf. Section 8.1) and the expatriate allowance (cf. Section 8.2) are not payable during holiday leave.
- 11.3 Instead, DRC pays a holiday allowance calculated as 12.5 % of the basic salary (cf. Section 6.1), of the inconvenience allowance (cf. Section 6.2), of possible individual allowance (cf.

Section 6.3), and of the expatriate allowance (cf. Section 8.2). The monthly holiday allowance, which during holiday leave replaces The Employee's usual salary and allowances, is paid into Feriekonto (The Employees' Holiday Account), in accordance with the Danish Holidays Act. The holiday allowance is available to The Employee when on holiday the subsequent holiday year. For employees who are not covered by the Danish Holidays Act, the holiday allowance is paid into The Employee's account together with the monthly salary. It is the responsibility of The Employee to set aside this amount for subsequent holiday leave.

- 11.4 Upon employment during twelve consecutive months, and provided that the employment continues for at least another six months, The Employee is entitled to one extra week's holiday (5 working days) a year without deduction of the basic salary (cf. Section 6.1), of the inconvenience allowance (cf. Section 6.2), of possible individual allowance (cf. Section 6.3), and of the expatriate allowance (cf. Section 8.2). This holiday leave shall be spent prior to holiday leave in accordance with Section 11.1.
- 11.5 Holiday in accordance with Section 11.1 that is not taken cannot be converted into salary, since holiday allowance currently is paid by DRC; cf. Section 11.3.
- 11.6 The holiday shall be arranged with and approved by the manager. Consideration must be given to The Employee's tasks and colleagues. The Employee is obliged to notify Head Office in Copenhagen of any plans of holiday prior to the commencement of the holiday.
- 11.7 Upon employment during six consecutive months, and provided that the employment continues for at least another six months, The Employee is entitled to one home-leave travel a year between the place of duty and home, paid for by DRC provided that the Employee is on holiday leave according to Section 11.1 or Section 11.4. The Employee is obliged to travel as cheaply as possible, and to obtain approval in advance from his / her manager.
- 11.8 The Employee is entitled to a maximum of ten public holidays during one year without deduction in salary or in allowances. The manager schedules the public holidays of the field office, with due consideration given to local customs and to the assignment. Thus, The Employee may not automatically take Danish public holidays.
- 11.9 Employees working in extremely stressful areas may, upon explicit agreement with the Head of the International Department, be granted leave for rest and recuperation outside of the place of duty. In the case of secondment to the UN, rest and recuperation must be in accordance with UN guidelines.

## **12. Sick leave and insurance**

- 12.1 The Employee's illness must be reported to the manager. The Employee is entitled to basic salary, inconvenience allowance and expatriate allowance during illness. During longer illness and if evacuated to country of origin for treatment the Employee may not up-hold the right to per diem and to inconvenience allowance.
- 12.2 The employment is conditional on DRC obtaining a health insurance for The Employee without essential reservations or extra premiums. The insurance covers usual expenses for treatment and doctors relating to acute illness that arise during assignment. DRC is not obliged to cover expenses in excess of this insurance. Prior to assignment, The Employee will

receive the terms of insurance. DRC reserves the right to make changes in the terms of insurance as well as the amounts covered. DRC cannot be held responsible for changes made by the insurance company.

- 12.3 The Employee is obliged to follow instructions issued by DRC and by the insurance company in relation to documentation, notification of an injury and treatment. The Employee is required to submit to the insurance company information concerning his / her health, and to accept a health examination upon request. DRC covers expenses relating to any required health examination.
- 12.4 The Employee is covered by a occupational injury insurance and by a public liability insurance.

### **13. Outward and homeward journey**

- 13.1 DRC covers the expenses relating to the outward and homeward journey of The Employee at the beginning of the assignment and at its termination. The Employee is obliged to travel as cheaply as possible.
- 13.2 DRC covers necessary expenses relating to vaccinations, preventive medication and visas relevant to the assignment.
- 13.3 The Employee is entitled to a lump sum covering relocation expenses at the end of the period of assignment, provided that The Employee has been on the assignment for at least 18 months. This amount is paid to The Employee in connection with the final settlement of any outstanding accounts with DRC. The rates are specified in Appendix 2.
- 13.4 If The Employee resigns from his / her assignment of his / her own request or is dismissed due to breach of contract during the period of employment, The Employee covers all expenses relating to his / her homeward journey, and the lump sum mentioned in Section 13.3 shall not be paid.

### **14. Pregnancy, childbirth and adoption**

- 14.1 In the case of pregnancy, childbirth and adoption, The Employee is entitled to leave in accordance with the Danish law on the Legal Relationships between Employers and Salaried Employees (the Salaried Employees Act). The Employee can seek further information with the Human Resources Section at Head Office in Copenhagen.

### **15. Family**

- 15.1 Normally, DRC positions are non-family positions, and therefore The Employee is on the assignment without his / her family. If The Employee is assigned for six months or more, and provided the security situation at the place of assignment allows it, The Employee's family may be permitted to accompany him / her. The decision is taken prior to announcement of the job and lies with the Head of International Department in Copenhagen.
- 15.2 Provided that the necessary funding is present within the project, DRC may decide to cover the following expenses related to the accompanying family according to section 15.1:  
Outward and homeward journey at the beginning of the assignment and at its final termination; necessary vaccination costs; usual insurance covering usual expenses related to

illness (cf. Section 12.2); a reasonable contribution to accommodation for the family and to schooling. It is unlikely that funding will allow all Employees within a project to bring out their families. Likewise, funding may only allow DRC to cover some of the mentioned expenses. Prior to announcement of the job it is decided to what extent expenses can be covered. The decision lies with the Head of International Department in Copenhagen.

## **16. Extra work**

16.1 The Employee is expected to work exclusively for DRC during the assignment. The Employee may not undertake any other form of paid work or conduct business of any kind during the period of employment.

## **17. Security and Code of Conduct**

17.1 Prior to the assignment, The Employee shall be briefed on the security situation and safety regulations that apply to the assignment. The Employee is obliged to observe all safety regulations established by DRC. In the case of secondment to the UN, safety regulations are established by the UN.

17.2 The Employee is obliged to comply with the Code of Conduct; cf. Appendix 3.

## **18. Professional secrecy and contact to the press**

18.1 The Employee shall observe secrecy with regard to any situation and any information that he / she becomes aware of in the course of his / her employment and which, due to the nature of the issue, must be considered confidential. The obligation for professional secrecy does not cease by the end of the period of assignment.

18.2 During the assignment, The Employee may have contact to the press upon approval from the manager. The Employee can be briefed on press issues by the PR & Communications Department in Copenhagen before departing on an assignment.

## **19. Debriefing**

19.1 Upon termination of the employment, a debriefing interview must always take place using a DRC debriefing questionnaire. The interview must include an assessment of both the programme, of the job experience and of the performance of The Employee. A debriefing note is kept with the staff file.

## **20. Confirmation of employment**

20.1 DRC does not issue individual, written recommendations for employees who resign or retire. However, on request, a confirmation of employment, documenting The Employee's period of employment, position and salary, may be provided.

**2<sup>nd</sup> edition, implemented as of October 1<sup>st</sup>, 2007**



## **Appendix 1 to the Terms of Employment for Expatriates assigned by the Danish Refugee Council (Dansk Flygtningehjælp).**

### **Employment categories:**

The Employee is placed within one of the following employment categories based upon the actual tasks and responsibilities of The Employee. The Employee may use another title than specified below if convenient. The Employment category and not the title of The Employee is decisive for the salary of the Employee.

### **A. Top Management Positions - Directors**

The Manager is placed within the top management categories on the basis of a concrete judgement of the scope of tasks and responsibilities. The turnover is the starting point for the judgement. However, other parameters can be included in the concrete judgement, e.g. the complexity in regard to strategy, donors, size, and security and safety.

#### **A1 Regional / Country Director (reports to HQ)**

The Director is in charge of one of DRC's largest regional / country programmes with an annual turnover of more than 40 mio DKK.

The Director shall typically have direct responsibility for other top managers and / or several mid-level managers (country directors, programme managers, operation managers, head of administration) and other international staff. The Director has the overall strategic and financial responsibility for the regional programme together with HQ in Copenhagen. The Director is responsible for negotiations with authorities, the UN and donors.

#### **A2 Regional / Country Director (reports to HQ or A1)**

Representative and Manager of one of DRC's regional / country programmes with an estimated annual turnover of between 20 and 40 mio DKK.

The Director shall normally have direct responsibility for several mid-level managers (programme managers, operation managers, heads of administration) and for other international staff. The Director has the overall strategic and financial responsibility for the country programme together with HQ in Copenhagen. The Director is responsible for negotiations with authorities, the UN and donors.

#### **A3 Country Director (reports to HQ or A1)**

Representative and manager of smaller-scale country programmes with an estimated annual turnover of less than 20 mio DKK.

The Director shall normally have the direct responsibility for up to two mid-level managers (programme managers, operation managers, head of administration) and other international staff. The Director has the overall strategic and financial responsibility for the country programme

together with HQ in Copenhagen. The Director is responsible for negotiations with the authorities, the UN and donors.

## **B. Mid-level Management Positions - Managers**

### **B1 Head of Programme / Head of Operations (reports to A1)**

This category is only, but not necessarily, applicable in very large programmes under the leadership of a Regional / Country Director in category A1.

The Head of Programme / Head of Operations has the direct responsibility for several other mid-level managers and other international staff. The Head of Programme / Head of Operations has the overall responsibility of coordination and supervision of mid-level managers and other international staff within the programme.

### **B2 Programme Manager (reports to A1 or A2 or HQ)**

The title may be combined with the relevant field of work.

Manages one or several large programmes / projects / sections within a country / regional programme of some complexity that comprise of multiple individual projects.

Has considerable responsibilities in regard to personnel and budget. Might have the direct responsibility for a Project Manager. Is responsible for negotiations with authorities, the UN and donors within the scope of his / her programme(s).

### **B3 Project Manager (reports to A1 or A2 or A3 or B1)**

The title may be combined with the relevant field of work

Manages one or several smaller programmes.

Has responsibilities in regard to personnel and budget. Is responsible for negotiations with authorities, the UN and donors within the scope of his / her project.

### **B4 Head of Administration (reports to A1 or A2 or A3)**

Is in charge of the administration within one of DRC's major or particularly complex (e.g. many donors) regional or country programmes.

Normally has considerable responsibilities with regard to personnel. Is responsible for administrative and financial reporting to top management, to HQ, and to donors.

### **B5 Head of Administration (reports to A1 or A2 or A3 or B1)**

Is in charge of the administration within one of DRC's smaller country / regional programmes.

Normally has considerable responsibilities with regard to personnel. Is responsible for administrative and financial reporting to top management, to HQ, and to donors.

## **C. Mid-level Management Positions – DDG Operation Managers**

These mid-level management positions are only used within the programmes of DDG (Danish Demining Group)

### **C1 Operation Manager Level 1 – reports to A1)**

Is in charge of all operations within large-scale country / regional programmes and large-scale projects.

Is responsible for all operational and technical matters within the programmes including technical reporting to MA centres, DDG HQ etc. Has personnel responsibilities in regard to Technical Advisors. Has at least one year's experience from Humanitarian mine Action. Can perform tasks independently. Has considerable responsibilities in regard to preparation and completion of written proposals, reports etc. to donors. May act as substitute for Top Management in necessary and on demand.

### **C2 Operation Manager (level 2 – reports to A1 or A2 or A3 )**

Is in charge of the operations within the country programmes and projects.

Is responsible for all operational and technical matters within the programmes including technical reporting to MA centres, DDG HQ etc. Has personnel responsibilities in regard to Technical Advisors. May act as substitute for Top Management if necessary and on demand.

## **D. Specialists**

These positions entail the ability to advise on or to have specific responsibility for the development of a particular technical aspect, or the whole of a project / programme. They may involve responsibilities with regard to staff. The assumption is that the specialists have further higher education / training or equivalent experience.

The distinction between D1 and D2 is made on the basis of a concrete judgement of scope and strategic importance of tasks and responsibilities involved, as well as the professional experience and qualifications of the specialist involved.

Employees on DRC's Emergency Roster, who are seconded to the UN, are placed in this employment category.

**D1 Senior / Chief specialist, Senior / Chief Consultant, Senior / Chief Advisor, Senior / Chief Expert**

**D2 Specialist, Consultant, Advisor, Expert, Officer, Technician**

## **E. Specialists – DDG Technical Advisors**

### **E1 Technical Advisor (level 1 – reports to C1 or C 2)**

Executes field operations, training, supervision etc. accordingly to directives given by the operation manager.

Has several years' experience, and is capable of conducting all types of tasks normally assigned to TA's in DDG on a very satisfactory level. Responsible for training of other TA's. May undertake paperwork at operation Manager's level.

E1 only applies if the Employee has 24 months experience with DDG and / or another recognized International mine Action organisation working in accordance with IMAS standard and with documented qualification to minimum EOD level 3 standard (CWA 15464:2005 – EOD Competency Standards refers)

### **E2 Technical Advisor (level 2 – reports C1 or C2)**

Executes field operations, training, supervision etc. accordingly to directives given by the operation manager.

Implies prior EOD and humanitarian experience. The level for an all-round DDG TA who has been with DDG for at least 6 months.

### **E3 Technical Advisor (level 3 – reports to C1 or C2)**

Executes field operations, training, supervision etc. accordingly to directives given by the operation manager.

The general start level for DDG TAs with limited Humanitarian Mine Action experience..

## **F. Support staff**

These positions involve technical, administrative, or specialist support to the programme management or other independent tasks. Normally, these positions do not hold responsibilities with regard to personnel or budget.

These positions do not necessarily require specific education, but requires relevant professional training or equivalent experience.

The distinction between F1 and F2 is made on the basis of a concrete judgement of scope of tasks and responsibilities involved, as well as the experience and qualifications of the employee involved.

### **F1 Co-ordinator (reports to A, B, or D level as appropriate)**

The title can be combined with the relevant field of work.

### **F2 Assistant (reports to A, B, or D level as appropriate)**

The title can be combined with the relevant field of work.

## **G. Junior staff (reports as appropriate)**

These positions may fall within a range of different categories. The employees have little or no experience (e.g. they have only recently completed their training or have no international experience) and will require training. These employees undertake limited tasks and have no responsibilities with regard to personnel or budget.

### **G1 Junior officer**

## **H. Trainees and volunteers (reports as appropriate)**

These positions involve work experience during training or training-related jobs. They are not ordinary jobs, but entail very simple tasks with no responsibility for personnel.

**2<sup>nd</sup> edition, implemented as of October 1<sup>st</sup>, 2007-11-07**

## Appendix 2 to the Terms of Employment for Expatriates assigned by Danish Refugee Council (Dansk Flygtningehjælp)

This appendix applies to all personnel assigned to perform international tasks on behalf of DRC HQ. The Employment category and not the title of The Employee is decisive for the salary of the Employee.

### Basic salary<sup>1</sup> – Terms Section 6.1

#### Category of employment:

#### Monthly amount in Danish kroner:

#### **A Top Management Positions - Directors**

1 Regional / Country Director	30.000	DKK
2 Regional / Country Director	28.000	DKK
3 Country Director	26.000	DKK

#### **B Mid-level Management Positions - Managers**

1 Head of Programme / Head of Operations	27.000	DKK
2 Programme Manager	26.000	DKK
3 Project Manager	24.000	DKK
4 Head of administration	26.000	DKK
5 Head of Administration	24.000	DKK

#### **C Mid-level Management Positions - DDG operation managers**

These mid-level management positions only concern DDG (Danish Demining Group)

1 Operation Manager (level 1)	27.000	DKK
2 Operation Manager (level 2)	26.000	DKK

#### **D Specialist Positions**

1 Senior / Chief specialist Senior / Chief Consultant Senior / Chief Advisor Senior/ Chief Expert	26.000	DKK
2 Specialist, Consultant, Advisor Expert, Officer, Technician	24.000	DKK

#### **E Specialist Positions - DDG Technical advisors**

These Specialist positions only concern DDG (Danish Deming Group)

1 Technical Advisor (level 1)	25.500	DKK
2 Technical Advisor (level 2)	24.500	DKK
3 Technical Advisor (level 3)	22.500	DKK

#### **F Support staff**

1 Co-ordinator	22.000	DKK
2 Assistant	20.000	DKK

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<sup>1</sup> Holiday allowance is calculated with 12,5% of these amounts

## **G Junior staff**

1 Junior officer	16.000	DKK
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## **H Trainees and volunteers**

No basic salary, but inconvenience allowance, per diem allowance, accommodation and insurance

## **Work-related inconvenience allowance<sup>1</sup> – Terms Section 6.2**

Monthly allowance for inconveniences relating to long and irregular working hours.

Until December 31 <sup>st</sup> , 2007	5.000	DKK
As of January 1 <sup>st</sup> , 2008	5.500	DKK

## **Individual allowance<sup>1</sup> – Terms Section 6.3**

Start-up-allowance - When new programmes are launched in new countries, the Head of the International Department may allocate a personal start-up-allowance for a limited period (maximum of three months).

Special allowance for top management positions - The Head of the International Department may in exceptional cases allocate a personal special allowance to top management positions depending on the position and its complexity and the possibilities of financing.

## **Per Diem Allowance – Terms Section 8.1**

Rate/day until December 31 <sup>st</sup> , 2007	300	DKK
Rate/day as of January 1 <sup>st</sup> , 2008	316,67	DKK

or

Monthly (of 30 days) until December 31 <sup>st</sup> , 2007	9.000	DKK
Monthly 8of 30 days) as of January 1 <sup>st</sup> , 2008	9.500	DKK

## **Expatriate Allowance<sup>1</sup> – Terms Section 8.2**

Fixed monthly allowance until December 31 <sup>st</sup> , 2007	8.000	DKK
Fixed monthly allowance as of January 1 <sup>st</sup> , 2008	8.450	DKK

## **Lump sum for relocation expenses – Terms Section 13.3**

Employee assigned within Europe	5.000	DKK
Employee assigned outside of Europe	15.000	DKK

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<sup>1</sup>Holiday allowance is calculated with 12,5% of these amounts