



EuroComp Executive Remuneration Survey



Version 1.0
01 January 2012



**WESTERN
MANAGEMENT
GROUP**



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INVITATION TO PARTICIPATE

01 January 2012

The attached materials contain the instructions for preparing your input to the 2012 Edition of the EuroComp Executive Remuneration Survey. Over time, the survey has established itself as the premier study of its kind. At Western Management, we are looking forward to working closely with you over the coming months to ensure the continued success of this survey.

The study covers 31 countries. The position listing covers Platform Functions, Sales and Marketing, Services and Support, Research and Development, Manufacturing, Supply Chain, and Consulting / Outsourcing. The survey also integrates directly with the Hewlett-Packard Executive, EuroComp Remuneration, EuroRetail, and Media Sales International Surveys conducted by Western Management, with the use of a common software platform and a set of standardised reports.

This survey covers *Total Cash Remuneration* in the form of Base Pay, Bonus, Cash Incentives, as well as Target Incentive data; plus we also collect data regarding Long Term Incentive Programmes. Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The survey fees start at € 700 per country for access to the **Standard Report** for the 2012 survey results through our on-line, **DataCentral®** reporting system, where you can download Standard Reports in both PDF and XLS formats. **Custom** reporting capabilities are also available at an additional cost, for those who need to compare their data to that of others, or would like to run reports on selected sets of participants. Be sure to review the various DISCOUNTS that we offer to help moderate your costs this year. The results are NOT available to non-participants.

The schedule for this study is:

01 April 2012
15 May 2012
August 2012

Data Effective Date
Deadline for submission of data input to WMG (10% Discount)
Results available for participants

In order to ensure that participating companies will be able to use this data for salary planning purposes, participants will need to meet the 15 May input deadline. Those who submit data on-time will receive a 10% discount. If you anticipate having difficulty in meeting this deadline, please contact us directly.

All of the Policy & Practice information covered in this survey is collected and analyzed on our web site at **PolicyCentral®**. You can logon at www.wmgnet.com to report and access this information. If you are a previous participant in any WMG survey, your policy information may already be entered in **PolicyCentral**. Just logon, review and update them as necessary.

Western Management Group is a consulting firm whose practice, since 1972, has been exclusively oriented to the development and conduct of third party, specialized compensation surveys. All data received by Western Management Group is safeguarded in accord with the highest professional standards. You may be assured that no company will have independent access to your data. All data for this survey will remain confidential and will not be divulged to any outside party.

We invite and welcome your participation and trust that the resulting report will be of considerable value in the analysis of your compensation programs in the region. Should you have any questions regarding the survey, please feel free to contact me directly at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28, or via eMail at steve@wmgnet.com.

Best Regards,

Steve SCHWARZER
Managing Director

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KEY SURVEY FEATURES

- Total Cash Compensation data including Base Pay, Profit Sharing, Performance Bonuses, Team Awards, Discretionary Bonuses, etc. for the current targets, and previous year performance.
- 24/7 Access to the survey results via **DataCentral®**.
- 28 Executive roles, each with detailed job descriptions.

NEW FOR 2012!

- **New Countries = Brazil, China, India and Singapore.** Yes, the survey has branched outside of the EMEA region! If you are not able to directly submit data for these countries, please help us to identify the person(s) within your company who can prepare this data. We look forward to providing results for these countries, thus need your support in gathering the input.
- **LTI Question Revisions** - The LTI questions have been revised to match the recommended World at Work / GEO formats. Please see pages 25 and 26 for complete details.
- Please note that each year there are minor updates and revisions to the survey definitions, and it is our recommendation that each participant review the complete survey Input Materials PRIOR to preparing their input.

SURVEY SCHEDULE

The schedule calls for the production and distribution of this year's survey in August. In order to meet this output schedule, it is extremely important for you to submit your information to Western Management as soon as possible, so we may audit and verify your entries, and have ample time to clarify any data or policy questions with you.

01 April 2012	Data Effective Date
15 May 2012	Deadline for submission of input data
May – August 2012	Data verification and report production
31 August 2012	Results available for participants

SURVEY FEES

The report fees for your company will depend on the level of subscription you choose with **FULL YEAR** access to the survey results via our **DataCentral®** online survey report tool, no matter which level of access you have chosen. The two options offer you the choice of the complexity of analyses, comparisons, and customization of results from the survey database. With all levels of subscription, you have access to the results in PDF and XLS Formats, including uploadable versions. **Participant Fees** are based on the number of countries submitted:

- | DataCentral® Subscription Level | Standard Report | Custom Report |
|--|------------------------|----------------------|
| 1 Country | € 700 | € 1,200 |
| 2 Countries | € 1,400 | € 2,400 |
| 3 Countries | € 2,100 | € 3,600 |
| 4 Countries | € 2,800 | € 4,800 |
| 5 Countries or <u>More</u> | € 3,500 | € 6,000 |
- Report access from countries which you have not submitted data are available for as low as € 1,300 each, with the following restrictions: A maximum of four countries can be purchased in a given year; you must submit data for at least four other countries; and you must submit data for the country within two survey cycles.
 - **Data Conversion Fee** Conversion of data from other popular survey formats to the Western Management survey format. The fee for data conversion is € 100 per country, with a maximum of € 500 if you are submitting to five or more countries. Please contact us prior to submitting.
 - **Optional Reports** are available directly from Western Management. Such reports include Printed copies, CD-ROM results.

SURVEY DISCOUNTS

You can earn up to a 55% reduction in your survey fees this year!

- 10% On-Time Discount if you submit your pay data by 15 May 2012
- 5% Early Order Discount if you place your report order by 31 July 2012
- 10% Previous Participant Discount for all EuroComp Executive 2011 Survey Participants
- 10% EuroComp Participant Discount for all 2012 EuroComp Survey Participants
- 10% Advisory Team Discount is awarded to all Advisory Team Member Companies
- 10% Participant Meeting Discount is given if you attend one of our Job Match/Participant Meetings



SURVEY RESULTS - DataCentral® REPORT DESCRIPTIONS

There are two levels of results access available depending on your needs...whether you only need the Standard Report in PDF or XLS format covering all of the participants and all of the jobs, or complex reporting “drill-down” capabilities. Regardless of the level chosen, all participants will receive a **FULL YEAR** of 24x7 access to **DataCentral®** to download your reports online, and get immediate results. You may also upgrade from at anytime during the year to a higher-level of subscription, should your needs change. Each level described below will provide the analyses in both PDF and XLS Formats.

■ STANDARD REPORT OPTION

Download the full survey Standard Report which contains ALL data from ALL participants. Your data is included in the computation of job data statistics and totals. Available in both Adobe Acrobat and Excel formats.

- **Job Descriptions:** Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost.
- **Summary Report:** Displays the employee weighted or simple average of each pay element for each survey job.
- **Statistical Report:** For each survey job, displays employee weighted averages, simple averages and percentile data for each pay element as well as base-to-bonus earnings mix data, and number of companies and employees reported to each pay element.
- **Breakout Report:** For each survey job, displays averages of each pay element broken out by Product Sector, Geographic Area and Company Revenue.
- **Uploadable Excel Report:** Provides a job-by-job spreadsheet report with all of the major statistics and pay elements laid out in a readily uploadable format for third party analysis software.

■ CUSTOM REPORT OPTION

The Custom Report Option offers detailed and full customized reporting capability. Ideal for participants who need reports based on a selected set of participants or to meet specific scoping criteria. You have complete control and flexibility in defining your own reports.

- | | |
|---|--------------------------------|
| • Company Selections | • Custom Percentiles |
| • Company Size by Revenue or Employment | • Standard Deviations |
| • Industry Category | • Weighted and Simple Averages |
| • Geographic Metro Area | • Data Aging |
| • Data Elements and Statistics Calculations | • And much more! |

Includes all of the above reports from the Standard and Comparison levels PLUS

- **Uploadable Excel Breakout Report:** Similar to the Uploadable Excel Report above, PLUS adds the ability to split the results into categories such as Geography, Product, or Revenue.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to www.wmgnet.com and log on to **DataCentral** with the User Name: DEMO and the Password: DEMO, or call Steve Schwarzer at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 for a guided tour.



SAMPLE – SUMMARY REPORT

2012 Edition: Summary Report

01 January 2012

Report ID = Sample Report
Country: Netherlands

Currency: EU Euro

Report created for: WESTERN MANAGEMENT GROUP - Sample Data

REPRESENTS: Employee Weighted Average

Job Code	Job Title	Guaranteed Payments	Base Salary	Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Variable Cash	Individual Variable Cash Last Year	Total Actual Cash	Total LTI Value	Total Actual Remuneration	Total Number of Employees Reported	Number of Companies Reported
05300	General / Business Management	15,000	240,425		175,960	392,924		133,716	376,032	185,406	504,772	15	9
10300	Human Resources	1,500	136,467		32,125	159,413		46,747	149,354	2,784	149,354	14	9
11300	Legal		156,298		30,632	169,426		15,644	140,619	24,877	148,911	7	5
15300	Finance and Administration	4,875	145,457		39,845	170,814		43,750	148,651	47,974	168,413	22	12
20300	Sales and Marketing	15,000	138,790	14,285	71,025	212,196	15,237	72,192	211,874	27,108	111,077	7	5
20301	Sales	5,400	180,827	10,944	91,364	270,954	14,000	60,350	269,965	1,900	112,465	11	11
22300	Marketing		10,000		26,700	100,000		10,000	111,396		111,396	3	3
30300	Services and Support		40,372		52,400	100,314		24,278	140,254	33,144	148,540	6	4
31300	Solutions		100,000		68,786	220,221		124,359	281,511	13,046	288,034	3	3
40300	Development / Design Engineering		143,347		51,742	177,842			163,742	54,712	163,742	3	3
60300	Distribution / Supply Chain	6,450	130,722	12,638	39,330	151,651	5,660	46,768	154,798	37,814	164,251	10	8
70300	Consulting		188,998		68,264	241,509		54,228	263,651	44,039	293,322	52	6

FICTITIOUS DATA

(Light Grey) = Insufficient data for analysis

(Empty Cell) = No data



SAMPLE – STATISTICAL REPORT

2012 Edition: Statistical Report
Report ID = Sample Report

01 January 2012

Country: Germany
Report created for: WESTERN MANAGEMENT GROUP - Sample Data

Currency: EU Euro

22300 Marketing

	Guaranteed Payments	Base Salary	Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Variable Cash Last Year	Individual Variable Cash Last Year	Total Actual Cash	Total LTI Value	Total Actual Remuneration
Highest 5		285,010	15,013	182,999	375,147	40,503	175,584	396,338	66,214	396,338
		235,800	13,111	113,735	310,000	34,015	124,475	325,227	61,256	371,714
		221,500	12,442	100,700	308,999	30,786	103,196	310,101	41,412	346,736
		219,000	12,316	95,262	295,140	23,906	99,633	305,500	41,412	310,101
		201,371	11,292	88,500	285,010	22,337	84,000	285,316	37,241	285,316
90th Percentile		201,371	15,013	95,262	285,010	40,503	103,196	305,500	61,256	310,101
75th Percentile		182,999	12,442	54,000	270,100	0,760	61,657	230,000	7,241	248,225
50th Percentile		143,034	9,023	0,000	99,000	2,337	3,630	100,000	20,424	191,023
25th Percentile		18,384	9,149	0,592	0,400	9,331	20,622	121,949	6,265	132,174
10th Percentile		3,150	0,023	22,400	118,683	8,100	13,946	85,000	2,784	85,000
Lowest 5		93,150	12,316	22,920	118,683	23,906	17,600	96,000	6,265	96,000
		85,000	11,292	22,400	110,400	22,337	15,000	85,000	3,132	85,000
		80,400	10,800	22,000	107,742	13,985	13,946	80,400	3,061	80,400
		75,600	9,149	18,864	100,100	9,331	12,425	75,600	2,784	75,600
		75,000	9,023	14,053	97,000	8,100	12,000	75,000	1,740	75,000
Number Of Employees		41	8	33	41	8	24	32	18	32
Market Average		147,494	11,643	49,172	189,343	22,870	52,163	186,185	23,413	199,020
Number Of Companies		14	3	10	14	3	10	11	6	11
Company Weighted Average		160,690	12,030	47,601	197,269	17,670	48,681	203,192	21,711	214,352

FICTITIOUS DATA

22300 Marketing



SAMPLE – BREAKOUT REPORT

2012 Edition: Breakout Report
Report ID = Sample Report

01 January 2012

Country: United Kingdom
Report created for: WESTERN MANAGEMENT GROUP - Sample Data

Currency: GB Pound Sterling

10300 Human Resources

REPRESENTS: Employee Weighted Average

	Guaranteed Payments	Base Salary	Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Variable Cash Last Year	Individual Variable Cash Last Year	Total Actual Cash	Total LTI Value	Total Actual Remuneration	Relative Index	Number of Companies	Number of Employees
GEOGRAPHY													
United Kingdom	10,200	116,678		37,627	146,153		39,957	152,825	20,345	166,395	100.0%	16	60
JOB FOCUS													
Combination	9,960	120,963		39,337	159,300		40,854	164,093	20,762	177,811	107.37%	14	36
Compensation and Benefits	11,400	114,209		34,704	139,055		31,600	134,674	15,241	146,867	88.12%	6	7
Employment and Staffing		75,173		25,731	83,750		27,103	92,187	4,961	94,667	60.32%	3	3
INDUSTRY													
Computer Systems		118,868		42,798	144,230		58,856	164,933	15,871	169,893	107.92%	6	27
Consulting / Integration	11,400	118,481		39,254	151,876		48,391	157,715	31,184	172,099	103.2%	3	13
Telecommunications Equipment		117,648		32,522	150,170		25,367	144,210	21,434	165,644	94.36%	3	14
GEOGRAPHIC RESPONSIBILITY													
Worldwide Responsibility		127,492		44,857	172,339		42,545	153,009	24,977	177,986	100.12%	3	5
Regional Responsibility	11,400	109,371		32,265	136,026		39,802	138,621	15,842	150,503	90.71%	6	21
Small Cluster of Countries		126,497		55,613	154,304		49,372	188,181	14,464	210,165	129.89%	6	10
Single Country	9,000	111,754		32,811	134,312		23,787	152,734	23,210	157,899	99.94%	8	16
STATISTICS													
Lowest	9,000	87,894		10,296	88,250		1,318	71,500	2,976	71,500	46.78%	--	--
10th Percentile	9,000	84,000		16,874	90,000		7,650	91,664	4,465	94,110	50.98%	--	--
25th Percentile	9,000	90,346		22,063	111,274		11,037	110,941	4,394	113,732	73.2%	--	--
50th Percentile	9,000	106,442		37,400	133,666		11,150	135,994	11,443	143,888	88.7%	--	--
75th Percentile	11,400	144,810		47,240	161,440		9,550	175,000	21,000	190,000	114.51%	--	--
90th Percentile	11,400	200,000		71,040	230,240		66,957	236,465	50,000	274,954	154.73%	--	--
Highest	11,400	275,000		95,000	285,000		142,655	328,961	83,059	356,919	215.25%	--	--
FINANCIAL RESPONSIBILITY													
Not Reported / Not Available	10,200	116,678		37,627	146,153		39,957	152,825	20,345	166,395	100.0%	16	60
ORGANISATION HEADCOUNT													
Not Reported / Not Available		134,352		39,821	173,173		30,918	165,271	17,311	179,119	109.14%	4	15
10 to 31 Employees	11,400	94,512		29,216	108,620		37,706	135,398	20,806	149,268	88.8%	4	8
1,000 to 3,199 Employees	9,000	108,310		34,459	142,769		38,515	145,304	27,219	173,806	95.08%	7	12
10,000 to 31,999 Employees	11,400	133,405		51,455	184,861		55,430	186,663	18,965	180,235	109.05%	3	5
PEOPLE RESPONSIBILITY													
Not Reported / Not Available		127,388		38,954	157,801		29,421	159,131	14,728	169,782	104.13%	5	11
Less than 10 Employees	9,600	101,748		31,286	125,525		33,761	126,783	19,353	139,079	82.97%	11	25
10 to 31 Employees	11,400	110,934		31,965	134,375		32,619	140,539	25,773	159,014	91.98%	9	15
32 to 99 Employees	11,400	116,499		36,328	152,827		41,673	158,172	16,593	174,765	103.5%	3	4
100 to 319 Employees		189,910		89,390	242,837		38,724	205,226	29,299	219,877	134.29%	3	3
GENDER													
Female	11,400	114,191		37,451	144,359		39,747	152,277	22,472	166,331	99.64%	12	36
Male	11,400	124,935		39,865	152,840		41,592	156,877	18,702	170,516	102.65%	11	20
JOB LEVEL													
Executive Level 2	11,400	110,173		24,650	121,128		29,873	120,372	25,000	129,705	78.76%	5	9
Executive Level 3	11,400	112,279		30,738	140,090		32,685	142,711	22,184	158,651	93.38%	8	21
Executive Level 4		124,607		43,165	165,501		44,721	159,654	19,752	170,057	104.47%	8	19
Total Job													
Total Job	10,200	116,678		37,627	146,153		39,957	152,825	20,345	166,395	100.0%	16	60

(Light Grey) = Insufficient data for analysis

(Empty Cell) = No data

10300 Human Resources

SAMPLE – LTI SUMMARY REPORT

2012 Edition: LTI Summary Report

01 January 2012

Report ID = Sample Report
Country: Netherlands

Currency: EU Euro

Report created for: WESTERN MANAGEMENT GROUP - Sample Data

Job Code	Job Title	Total Number of Employees Reported	Number of Companies Reported	Appreciation-Based LTI Programmes		Full Value LTI Programmes		Cash LTI Programmes		Total LTI Value
				Percent Receiving	Total Value	Percent Receiving	Total Value	Percent Receiving	Total Value	
05300	General / Business Management	15	9	26.66%	315,591	33.33%	86,771	0.0%		185,406
10300	Human Resources	14	9	28.57%	1,253	0.0%		0.0%		2,784
11300	Legal	7	5	28.57%		14.28%	24,877	0.0%		24,877
15300	Finance and Administration	22	12	45.45%	46,398	4.54%	6,160	0.0%		47,974
20300	Sales and Marketing	6	5	16.66%	27,408					27,408
20301	Sales	6	5	3.33%	1,688	10.0%	6,841	0.0%		41,937
22300	Marketing	3	3	0.0%		0.0%		0.0%		
30300	Services and Support	4	4	0.0%		16.66%	33,144	0.0%		33,144
31300	Solutions	3	3	0.0%		0.0%		0.0%		13,046
40300	Development / Design Engineering	3	3	66.66%	10,546	33.33%	44,167	0.0%		54,712
60300	Distribution / Supply Chain	10	8	30.0%	14,618		16,010	10.0%	45,000	37,814
70300	Consulting	52	6	5.76%	125,766	30.76%	33,265	0.0%		44,039

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data

FICTITIOUS DATA

2011 PARTICIPANT LIST

Abertis	Intergraph
Accenture	Levi Strauss
Adidas	Motorola Mobility
Alcatel-Lucent	Motorola Solutions
Applied Materials	Nokia
Asos	Nokia Siemens Networks
Avaya	NXP
BAE Systems	Office Depot
Carrefour	Oracle
Cisco Systems	Philips
Coach Leatherwear	Qualcomm
Dassault Systemes	Research in Motion
Dell	SAP
EMC	Sony Ericsson Mobile Communications
EMI Music	Sony Music Entertainment
Fossil	ST Microelectronics
Freescale Semiconductor	Technicolor
Fujitsu Semiconductor Europe	Telefónica Europe
Fujitsu Technology Solutions	Unisys
Getronics KPN	Universal Music Group
Hewlett-Packard	Varian Medical Systems
IBM	Warner Bros.
Intel	Warner Music International



SURVEY JOBS INDEX

- 05300 General / Business Management
- 06300 Strategic Management – *New for 2012*
- 07300 Chief Technology Officer – *New for 2012*
- 10300 Human Resources
- 11300 Legal
- 13300 Purchasing / Procurement
- 14300 Total Quality
- 15300 Finance and Administration
- 16300 Information Technology
- 17300 Site Services
- 20300 Sales and Marketing
- 20301 Sales
- 21300 Sales Operations
- 22300 Marketing
- 25300 Systems / Applications Engineering (Funded by the Sale)
- 30300 Services and Support
- 31300 Solutions
- 32300 Services
- 35300 Outsourcing
- 40300 Development / Design Engineering
- 41300 Research
- 43300 Product Design
- 51300 Manufacturing
- 52300 Quality Engineering
- 60300 Distribution / Supply Chain
- 62300 Customer Service
- 70300 Consulting
- 71300 Project Management



PolicyCentral® – ONLINE POLICIES AND PRACTICES RESOURCE

Remuneration related policy and practices information from all of our surveys is collected and analyzed through our website at **PolicyCentral** – your online source for the compensation policy issues. Simply log on at www.wmgnet.com and click on **PolicyCentral** to complete this portion of your survey.

Pay Increases 2011

Pay Increases 2012

We understand that it may require an initial investment of your time to enter your company's data the first time for these "Core Topics", but once your data is in, updating it next year won't take as much of your time; you only need to review and update your changes for "time sensitive" topics annually. All of your previous data is retained for modification, and if you are in multiple WMG surveys, you only need to enter/update annually, and it covers all of your surveys, and you will be eligible for multiple discounts!

Over ten additional topics are also available covering Automobile Programmes, Sales Compensation, Employment Turnover, pay Structures, Pay Increase Policies, and LTI Programmes. Once you enter your own data on any topic, you can generate a report for that topic.

In PolicyCentral You are able to customize your reports by selecting specific companies, product groups, survey groups, geographic areas, and more. You can also receive reports in colorful graphics and uploadable spreadsheet format – all free of any additional charge.

Enhanced Selection and Reporting Capability can be based on the following: (Data will not be displayed if there are less than 5 organizations reporting.)

- Industry
- Headquarters Location
- Size of Organization
- Employee Population
- Annual Revenue
- Specific WMG Survey Participants
- Age of Data
- Specific Company Selections
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel files

You can logon at www.wmgnet.com to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, call or email Steve Schwarzer at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 or steve@wmgnet.com.



PREPARING YOUR SURVEY INPUT

Before starting data submission, we recommend that you follow the steps outlined below to help streamline your submittal.

- **Print this document in color**, as these materials have many key-points outlined in **red** print.
- **Read this document** completely, taking notes and "marking-up" your copy. If you have any questions, please feel free to contact us directly for clarification.
- **Prepare your proposed Job Matches** comparing and translating your internal job-structures and positions to those found in the survey.
- Attend the **Participant Meeting** – There are significant financial incentives for attending one of these sessions. Present and verify your **Job Matches** with the other participants, using the Provided Job Match Tools.
- **Collect** and prepare your **Company, Country, and Incumbent Data**
- **Download the SmartScreen®** Excel Template from the EuroComp Website
- **Use the SmartScreen** on your PC
 - Enter the **General Information, Country Information, and Billing Information**
 - **Export your Employee Data** from your HRIS System to an Excel file, with one line of data per employee
 - **Cut/Paste** the data from your HRIS / Employee Data file into the appropriate SmartScreen fields
 - **Enter Survey-Specific Information** into the SmartScreen which has not been generated in your HRIS file
 - Run the SmartScreen **Audit Reports** to flag omissions, pay questions, and common data entry errors
 - **Fix errors** found within the Audit Reports
 - **Save and Archive** a copy of the SmartScreen on your PC
- **Send** a copy of your **SmartScreen** file by 15 May 2012 to euro.info@wmgnet.com

SURVEY SUPPORT

If you have questions regarding any aspect of the survey, website, SmartScreen®, DataCentral® or PolicyCentral® operation, please contact the appropriate WESTERN MANAGEMENT representative from the list below.

- **EuroComp Website Address**

<http://www.wmgnet.com/ecex>

- **General Survey Support**

Steve Schwarzer
39 Allée des Oliviers
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DATA CONFIDENTIALITY AND SECURITY

Participation in the survey implies agreement to share data with all other participants on a mutual exchange basis, providing that the normal data confidentiality and security provisions are met. In order to protect the confidentiality of the data there are several additional safeguards in effect.

- No company identification will be associated with any data or reports generated from the database, except within a participant's own data and reports.
- All reports and data presentations are available only in "aggregate" form and display summary information only.
- To ensure confidentiality, reports will NOT be produced for any participant unless the following criteria are met:
 - Report requests should contain a minimum of five or more survey participants, in addition to the requester.
 - No reports on individual jobs will be produced in which data from any single company (other than the requestor) represents over 33.3% of the total data in a given job OR if there are less than five companies (including your own) reporting data on a given job.

SmartScreen® – DATA ENTRY SIMPLIFIED

A pre-formatted **SmartScreen®** Excel template is available to simplify your data entry. The **SmartScreen** template is an Excel based application that provides a flexible/user friendly interface to input, validate and securely submit your survey data. **SmartScreen** also provides you with an import capability and validity checking for those with large files for submission. You can "cut & paste" into it from your other internal data sources. The spreadsheet will highlight data that is not formatted correctly and/or data that does not fall within specified reasonable limits on each job. You are able to verify your data before submitting it to WMG, thus greatly increasing the validity of the data. It is available at no additional cost.

You can download the SmartScreen Excel template from:

<http://www.wmgnet.com/DNN/Portals/0/ecex/ECEX12SmartScreen.xls>

Once you have entered your data, performed the "Validate Pay Data" function of your **SmartScreen** and saved your data on your computer, you can submit your SmartScreen as follows:

- Save the file, click on the "SUBMIT" tab and follow the easy steps to upload directly and securely to the WMG website. This is your most secure method to submit your data, as it is sent in an encrypted format.
- OR**
- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Steve Schwarzer at steve@wmgnet.com

When your **SmartScreen** data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable data entries and job matches. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call or eMail Steve Schwarzer at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 or steve@wmgnet.com.

SmartScreen® LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified above and import to the **SmartScreen** template for validation prior to submission to WMG. Please call Steve Schwarzer at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 if you have questions about the use of the SmartScreen, if you have a data file exceeding 65,000 records, or proper formatting of your file.

- Report annual pay figures, whole numbers – do not include cents
- If you have used formulas to calculate fields, convert the formulas to “values” prior to uploading to **SmartScreen**
- DO NOT include decimals, currency signs (€) or cents – These will be formatted for you
- DO NOT add columns of information not defined on the layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns
- DO NOT change the order of the columns
- DO NOT assign a password to the document. You can use the “Submit” tab to directly and securely upload your file

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SURVEY DATA ELEMENTS

Below are the definitions of each item on the **SmartScreen®**, listed in order by column.

NOTE: Please enter all remuneration figures for a given country in **Local Currency, including Turkey. Please enter ALL Euro-Monetary-Unit (EMU) member country data in Euro.** Do not enter non-local currency. It is imperative that you use the exchange rates listed in the Currency Conversion Table for any currency conversions you make. All other conversion rates will give inconsistent survey results.

Data Effective Date for the survey is 1 April 2012. Data reported should reflect policies and compensation in effect on 1 April 2012. All employees submitted must be on Active Pay Status as of 1 April 2012. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Report data for each individual employee matched to the survey job.

A. COUNTRY CODE: Enter the two-digit ISO country code of the WORK LOCATION (not residence) of the employee:

AT = <u>Austria</u>	IN = <u>India</u>	SG = <u>Singapore</u>
BE = <u>Belgium</u>	IE = <u>Ireland</u>	SK = <u>Slovakia</u>
BR = <u>Brazil</u>	IL = <u>Israel</u>	ZA = <u>South Africa</u>
CN = <u>China</u>	IT = <u>Italy</u>	ES = <u>Spain</u>
CZ = <u>Czech Republic</u>	NL = <u>Netherlands</u>	SE = <u>Sweden</u>
DK = <u>Denmark</u>	NO = <u>Norway</u>	CH = <u>Switzerland</u>
FI = <u>Finland</u>	PL = <u>Poland</u>	TR = <u>Turkey</u>
FR = <u>France</u>	PT = <u>Portugal</u>	AE = <u>UAE</u>
DE = <u>Germany</u>	RO = <u>Romania</u>	GB = <u>United Kingdom</u>
GR = <u>Greece</u>	RU = <u>Russian Federation</u>	
HU = <u>Hungary</u>	SA = <u>Saudi Arabia</u>	

B. SURVEY JOB CODE: Please enter the Survey Job Code which matches the appropriate job description. These descriptions are brief outlines of the survey jobs. They can be used as the basis to decide whether or not you have a comparable job. The Survey Job Title will automatically display.

C. SURVEY JOB LEVEL: Please refer to the survey Job Leveling Matrix on Page 23.

D. JOB FOCUS: This field designates the specialty sub-function of the position. Please refer to the survey job descriptions for a complete listing of Job Focus Codes.

E. COMPANY PAY GRADE: Enter the Company Pay Grade for the incumbent. Leave blank if your company does not have a pay grade for this position.

F. COMPANY JOB TITLE: Please enter the internal Company Job Title for the incumbent.

G. RECORD ID: Please enter a distinct ID for each incumbent being matched. **This DOES NOT need to be their Company Employee ID.** We only need a number which enables you to easily identify the data for auditing purposes.



- H. MATCH:** Please indicate the current basis of determining the employee's pay/position to market.
- R =** Red-Circle Match If the employee's pay rate is higher than normal and based on a historical position or situation and not their current role, is not directly linked to the market, and may have been frozen.
- M =** Market Match (Default) If the employee's pay rate is based on market pressures, and within the norms of your own internal grading/pay system for their role/level. Note that the SmartScreen will "Default" to this value if the field is left blank.
- G =** Green-Circle Match If the employee's pay rate is known to be below the market, and below what normally would be paid for the role within the company. This may also be due to historical reasons.
- I. GENDER:** Please enter the Gender of the incumbent
- M =** Male
- F =** Female
- J. INDUSTRY:** Please enter the Industry code of the business for which the incumbent is responsible. If the job supports several businesses, e.g. General Manager, then enter the code most applicable to your company in this location.
- CC =** Computer Systems Mainframes, mass storage, and large networked systems. CC is the default value for computer companies, if the job includes a combination of computer industry code assignments.
- CI =** Consulting / Integration Systems Integration, Professional Consulting Services including IT and business solutions.
- CP =** Computer Products and Peripherals Personal computers, notebooks, workstations, printers, scanners, CD-ROMs, disk drives, DAT, monitors, plotters, and related peripherals.
- CS =** Computer Software CAD/CAE/CAM, operating systems, programming languages, basic architecture, desktop publishing, financial, business tools, databases, word processors and spreadsheets.
- CV =** Computer Services Hardware, software, and remote support services, which are managed as a high-availability services business.
- DN =** Data Networking Hardware and Software Routers, hubs, switches modems, and related data networking software for voice, data, or video.
- IA =** Chemical or Analytical Instruments Spectroscopic and chromatographic devices, separation instruments, surface analyzers and other related systems, instruments, services and supplies.
- IE =** Electronic Instruments Test, measurement and related instrumentation products, service and supplies.
- MD =** Medical or Biomedical Instruments Medical diagnostic, monitoring, treatment and analysis equipment.
- SD =** Components / Semiconductors Components, Integrated circuits, semiconductor devices, and related materials and supply items.
- EE =** Electrical Equipment Calculators, photocopiers, typewriters, fax machines, radio, television, and stereo equipment, refrigerators, washing machines, generators, elevators, or related services and installation.
- TE =** Telecommunications Equipment Cellular phones, residential and commercial equipment, pagers and similar consumer/end-user products. Capital equipment including switching, infrastructure and related telecommunications hardware.
- TS =** Telecommunications Services voice/data/video providers, including local, regional and long-distance carriers, on-line/computer networking services, internet service providers, and cable providers.
- ZZ =** Other Industries



K. GENERAL MANAGEMENT RESPONSIBILITY: Indicate if the role has GM responsibility for the legal entity.

Y = Yes the role is responsible for the General Management of the legal entity (typically Country). This traditionally lies with the 5300 role, but can also apply to any other position such as 10300, 11300, 15300, 20300, 20301, etc.

N = No (Default) does not have General Management responsibility for the legal entity. Note that the SmartScreen will "Default" to this value if the field is left blank.

L. GEOGRAPHIC RESPONSIBILITY: Please indicate the geographic influence under the direct supervision of the incumbent:

W = If Worldwide Responsibility Responsible for a company's activities across the whole world.

M = If Multi-Regional Responsibility Responsible for a company's activities across most or all of EMEA + one or more major regions such as the Americas, AsiaPac, and the like.

R = If Regional Responsibility (Europe Middle East and Africa) Responsible for a company's activities across most or all of Europe. They may be in a company's Regional Headquarters or located elsewhere. Regional does NOT include clusters of countries (see below).

L = If Large Cluster of Countries (eg Northern Europe, Southern Europe) Responsible for a company's activities in a significant "cluster" of countries. A minimum of four countries must be included a cluster for it to be considered large; typically represents five or more countries.

S = If Small Cluster of Countries (eg Iberia, or Italy plus Greece) Responsible for a company's activities in a smaller "cluster" of countries. Three or fewer countries; but may include clusters up to four or five countries if considered small in scope by the company.

C = If Single Country Responsible for a company's activities in one country only.

CORPORATE ROLES: Please use the following codes in the **Geographic Responsibility** field for corporate positions with global responsibilities. Please only use these codes for the following roles ONLY: 10300 Human Resources, 11300 Legal, and 15300 Finance

G1 = Corporate Role – First-Tier role which reports directly to CEO

G2 = Corporate Role – Second-Tier role which reports directly to a G1, thus is two levels below CEO.

G3 = Corporate Role – Third-Tier role which reports directly to a G2, thus is three levels below CEO.

M. FINANCIAL RESPONSIBILITY CURRENCY: Select the currency being used for the Financial Responsibility field.

L = Local Currency (Default)

E = Euro

U = U.S. Dollars

N. FINANCIAL RESPONSIBILITY: In this field, please enter the financial responsibility by which the job will be measured in LOCAL CURRENCY, unless you have previously selected to enter in EURO or U.S. DOLLARS in the Financial Responsibility Currency field.

Financial Responsibility is entered for select positions ONLY. Please refer to the Job Descriptions for complete details. Enter the annual sales, revenue, or orders under the incumbents' scope of responsibility, not their departmental budget.

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).



- O. ORGANISATION HEADCOUNT:** Please enter the average actual total number of people in the entity where the incumbent is responsible. E.g. the figure reported for the Director of EMEA would be the total number of employees in EMEA; likewise the HR Director in Germany would have the total headcount for Germany reported; the Manufacturing Manager would have the total number of employees in the business entity. Typically this is the number of employees reporting up to the General / Business Unit Manager above the incumbent. If the incumbent is the General / Business Unit Manager, report the total number of employees working in their organisation.

***NOTE:** This should be entered for every position*

- P. PEOPLE RESPONSIBILITY:** Please enter the average actual number of people which the incumbent manages on an on-going basis; including direct and indirect employees. E.g. the figure reported for the Director of EMEA would be the total number of employees in EMEA; the HR Director of Germany would have the total number of employees in the HR department reported for this figure; for the Manufacturing Manager this would represent the total employees in Manufacturing.

***NOTE:** This should be entered for every position.*

- Q. GUARANTEED PAYMENTS:** Please enter the total annual CASH payments for items which are "guaranteed" and NOT part of normal Base Pay, Other Variable Cash, Individual Variable Cash schemes, or LTI's. Applies to all countries. If you are unable to report this figure, please leave blank.

***NOTE:** Report HUNGARIAN Forints in THOUSANDS. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).*

***INCLUDES:** Car Allowances, Holiday Bonuses, Housing Allowances (UAE), Cash Paid in Lieu of Benefits.*

***EXCLUDES:** Base Pay, Other Variable Cash, Individual Variable Cash, or LTI's as described below.*

- R. BASE PAY:** Please indicate annual full-time "Base" compensation. If you pay on a split payroll, or in another tax-effective way (e.g. representation allowance), please inflate your Base Salary to reflect these amounts. All figures should be as of the 1st of April of the current year.

***NOTE:** Report HUNGARIAN Forints in THOUSANDS. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).*

***INCLUDES:** Annual Base Salary, plus all allowances such as extra month(s) pay, all fixed, legal or contractual bonuses, and cost of living adjustments.*

***EXCLUDES:** Guaranteed Payments, Other Variable Cash, Individual Variable Cash, and LTI's.*

- S. OTHER VARIABLE CASH TARGET:** Please indicate all Team/Group/Unit award targets (which cannot be individualized), Profit Sharing targets, or Gainsharing targets for the current calendar year (may be legislative or non-compulsory).

***NOTE:** Report HUNGARIAN Forints in THOUSANDS. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).*

- T. INDIVIDUAL VARIABLE CASH TARGET:** Please indicate all additional Individual Variable Cash Targets. These may include bonus and commission payments such as sales commission including sales incentive, executive bonus, incentive bonus, discretionary commission or quota related bonuses for the current calendar year. State total amount which you expect to be paid in respect of the current year, assuming 100% achievement for all performance goals (target). Must be "individualized bonus" if part of a team bonus program.

DO NOT INCLUDE Profit Sharing (legislative or non-compulsory), Gainsharing, overtime, or shift differentials. Do not enter the value of any stock options granted (or their cash equivalents, such as phantom stock).

***NOTE:** Report HUNGARIAN Forints in THOUSANDS. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).*

TOTAL TARGET CASH Base Pay + Other Variable Cash Target + Individual Variable Cash Target.

***NOTE:** For display only in the final reports, and calculated automatically by the software. DO NOT enter in XLS sheets submitted to the survey.*



- U. OTHER VARIABLE CASH:** Please indicate all Team/Group/Unit awards (which cannot be individualized), Profit Sharing payments, or Gainsharing earned in respect of the previous year (actual earned in 2011, even if paid in 2012, legislative or non-compulsory). If jobholder is a **new incumbent (less than 12 months in job)**, leave blank. Enter ZERO only if there were no payments made to the individual. If unknown or unavailable, leave this field blank.

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).

NOTE: Also include Profit Sharing programs which would have been paid in cash, but have been deferred by the employee for purposes of tax deferment, and/or retirement.

- V. INDIVIDUAL VARIABLE CASH:** Please indicate all additional Individual Variable Cash payments as defined above as earned in respect of the previous year (actual earned in 2011, even if paid in 2012). If jobholder is a **new incumbent (less than 12 months in job)**, leave blank. Enter ZERO only if there were no payments made to the individual. If unknown or unavailable, leave this field blank.

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).

TOTAL ACTUAL CASH: The total of Base Pay + Other Variable Cash + Individual Variable Cash.

NOTE: For display only in the final reports, and calculated automatically by the software. DO NOT enter in XLS sheets submitted to the survey.

TOTAL ACTUAL REMUNERATION Total Actual Cash + Total of LTI Value Last Year

NOTE: For display only in the final reports, and calculated automatically by the software. DO NOT enter in XLS sheets submitted to the survey.

- W. APPRECIATION-BASED LTI ELIGIBILITY:** Please indicate eligibility for company Appreciation-Based LTI Programmes. Appreciation-Based LTI Programmes are defined as company stock which can be "purchased" by the employee at a future date for a fixed "strike" price, and may be referred to as Incentive Stock Options. Stock Appreciation Rights (SAR) programmes are also included in this category.

E = Eligible for Appreciation-Based LTI Programmes, None Received

R = Eligible for Appreciation-Based LTI Programmes, Received

I = Ineligible for Appreciation-Based LTI Programmes

N = NO Appreciation-Based LTI Programmes at Company

- X. APPRECIATION-BASED LTI VALUATION:** Regardless of the methodology used by your organization to determine LTI Valuation (Black-Scholes-Merton, Binomial Lattice or other evaluation models), enter the total value of the Appreciation-Based LTIs shares/units allocated to the employee for the calendar year 2011. This figure is often available from your Treasury, Finance or Investor Relations function or your 10-K, Proxy Statement, or 20-F Statement (in EMEA), or similar governmentally required filings which complies with ASC 718 (FASB 123R) or IFRS2 requirements for financial disclosure purposes.

FOR EXAMPLE: The 2011 Per Share/Unit Accounting Value is determined to be \$19.50 per share/unit. If the employee is allocated 1,000 shares/units for 2011, the entry in LTI VALUATION will be \$19,500. This value is typically 25% to 35% of "Fair Market Value" as of the date of Grant.

NOTE: Report in **U.S. DOLLARS ONLY**. Use the Currency Conversion Table to convert rates to U.S. DOLLARS.

For further guidance click here for: [The WorldatWork/GEO LTI Valuation Model](#)



Y. FULL VALUE LTI ELIGIBILITY: Please indicate eligibility for company Full Value LTI Programmes. Full Value LTIs are shares of company stock which are to be given to the employee at a future date, and do NOT have an exercise price; they are given at full-value, at no cost to the employee. May be referred to as Non-Qualified Stock Options, Performance Shares/Share-Units, or Restricted/Registered Stock Units (RSU's).

E = Eligible for Full Value LTI Programmes, None Received

R = Eligible for Full Value LTI Programmes, Received

I = Ineligible for Full Value LTI Programmes

N = NO Full Value LTI Programmes at Company

Z. FULL VALUE LTI VALUATION: Regardless of the methodology used by your organization to determine LTI Valuation (typically face-value less discounts for vesting, risk, and/or dividends), enter the total value of the Full Value LTIs of all shares/units allocated to the employee for the calendar year 2011. This figure is often available from your Treasury, Finance or Investor Relations function or your 10-K, Proxy Statement, or 20-F Statement (in EMEA), or similar governmentally required filings which complies with ASC 718 (FASB 123R) or IFRS2 requirements for financial disclosure purposes.

FOR EXAMPLE: The 2011 Per Share/Unit Accounting Value is determined to be \$19.50 per share/unit. If the employee is allocated 1,000 shares/units for 2011, the entry in LTI VALUATION will be \$19,500. This value is typically 90% to 100% of "Fair Market Value" as of the date of Grant.

NOTE: Report in **U.S. DOLLARS ONLY**. Use the Currency Conversion Table to convert rates to U.S. DOLLARS.

AA. CASH LTI ELIGIBILITY: Please indicate eligibility for company Cash LTI Programmes. Other Cash LTI's are cash-based incentive programmes of long duration which are intended to replace or supplement stock-based programmes and include multi-year cash incentive plans, and PUPS.

E = Eligible for Cash LTI Programmes, None Received

R = Eligible for Cash LTI Programmes, Received

I = Ineligible for Cash LTI Programmes

N = NO Cash LTI Programme at Company

AB. CASH LTI VALUATION: Regardless of the methodology used by your organization to determine LTI Valuation (typically face-value less discounts for vesting and/or risk), enter the total value of the Cash LTIs allocated to the employee for the calendar year 2011. This figure is often available from your Treasury, Finance or Investor Relations function or your 10-K, Proxy Statement, or 20-F Statement (in EMEA), or similar governmentally required filings which it complies with ASC 718 (FASB 123R) or IFRS2 requirements for financial disclosure purposes.. This may be need to be calculated from a percentage into an individual cash-pay figure (i.e. a 25% LTI Target * 100,000 Euro Base = 25,000 Euro LTI). Even if the payment is vested over time, report the full figure awarded for 2011.

NOTE: Report HUNGARIAN Forints in **THOUSANDS**. For all other countries, please report full amount in **LOCAL CURRENCY ONLY** (Including Turkey).

AC. INCUMBENT NOTES: Enter information which will help to explain where data has been derived, or why the value of a field is outside of the audit limits. The information entered here is only visible to your company and WME, and is not distributed to other participants.



JOB MATCHING

Each participating company is required to have a representative at the Participant Meeting to ensure proper job matching. The quality of the survey results depends on your job matches. Read all of the job descriptions, and match your internal positions accordingly. These descriptions reflect the normal range of duties, responsibilities and requirements found in the level of job specified. It is not intended that the description list every specific task which might be conceivably be assigned to that level of job. Thus it is unlikely that your job will be an exact match to the survey classification.

Please match as many jobs as you reasonably can and make sure all compensation data elements are reported - especially the incentive figures and scoping factors. Use and review the SmartScreen audit reports to ensure that your data is as accurate as possible. Report ALL incumbents you have in matched positions, even if for one position in a country, such as the 5300, 20300 or 20301.

TOP Management Roles ONLY It is essential that you only submit incumbents who are performing TOP Management / Executive-Level duties. Please remember that the employees must be considered in the Top Management / Executive ranks of your company, and reside within the top tier of their respective organisation. If an incumbent is not considered part of the Top Management or Executive ranks within your company, please do not match them to the survey.

JOB LEVELING MATRIX

In response to the request of participants we have added a new field which summarizes the Job Level of the position matched. There are three major factors which determine the Job Level in the survey: Organisation Level, Organisation Financial Size, and Impact of the Role. Please use this matrix to determine the Job Level of each incumbent submitted to the survey. Please DO NOT Report M1, M2 and X8 levels to the survey. **X7 may be used for "Corporate" roles, in connection with G1, G2 or G3 Geographic Responsibility.**

Organization-Level in the Company	Organisation Revenue													Typical Jobs	
	€ 100 bn Plus	€ 32 bn to € 99 bn	€ 10 bn to € 32 bn	€ 3.2 bn to € 9 bn	€ 1 bn to € 3.1 bn	€ 320 m to € 999 m	€ 100 m to € 319 m	€ 32 m to € 99 m	€ 10 m to € 31 m	€ 3.2 to € 9 m	Up to € 3.2 m				
1. Corporation															
2. Business Group, EMEA Region (sum of all countries the company is present)		€ 100 bn Plus	€ 32 bn to € 99 bn	€ 10 bn to € 32 bn	€ 3.2 bn to € 9 bn	€ 1 bn to € 3.1 bn	€ 320 m to € 999 m	€ 100 m to € 319 m	€ 32 m to € 99 m	€ 10 m to € 31 m	€ 3.2 to € 9 m	Up to € 3.2 m			
3. Division, Country Cluster (subset of EMEA countries - e.g. north, south, etc.)			€ 100 bn Plus	€ 32 bn to € 99 bn	€ 10 bn to € 32 bn	€ 3.2 bn to € 9 bn	€ 1 bn to € 3.1 bn	€ 320 m to € 999 m	€ 100 m to € 319 m	€ 32 m to € 99 m	€ 10 m to € 31 m	€ 3.2 to € 9 m	Up to € 3.2 m		
4. Unit, Country (single country)				€ 100 bn Plus	€ 32 bn to € 99 bn	€ 10 bn to € 32 bn	€ 3.2 bn to € 9 bn	€ 1 bn to € 3.1 bn	€ 320 m to € 999 m	€ 100 m to € 319 m	€ 32 m to € 99 m	€ 10 m to € 31 m	€ 3.2 to € 9 m	Up to € 3.2 m	
Impact of the Position														Typical Jobs	
1. Fully accountable for the results. Shapes the business. Has Sales & Marketing, Infrastructure as well as Manufacturing and/or R&D responsibility.	X8	X7	CEO	X6	BU SVP	X5	X5	X4	X4	X3	X3	X2	X2	X1	CEO, General/Business Management
1.5. Fully accountable for the Business P&L, however does not have Manufacturing and/or R&D responsibility.	X7	X7	X6	X6	X5	X5	EMEA GS VP	EMEA BU VP	X3	X3	X2	X2	X1	X1	e.g.: General/Business Management
2. Drives the business, but depends on a few others to achieve results (Shares responsibility). Part of strategic team, and/or runs operations.	X7	X6	X6	X5	X5	X4	MFG Mgr.	Area Sis Ldr	AGM	X2	Ctry Sis Ldr	X1	X1	X0	e.g.: Sales, Manufacturing, Customer Support, Finance, Legal, etc.
2.5. Contributes to results by setting strategies and policies and/or business plans.	X6	X6	X5	X5	X4	HR VP CFO	X3	BU HR Ldr	X2	X2	X1	X1	X0	X0	e.g.: Human Resources, IT, etc.
3. Contributes to results by optimizing processes, consulting top management and/or lead major projects, etc.	X6	X5	X5	X4	X4	X3	X3	Area HR Ldr	X2	Ctry HR Ldr	X1	X0	X0	M2	e.g.: Sub-Functions of HR, Finance, IT, etc.
3.5. More than Supports	X5	X5	X4	X4	X3	X3	X2	X2	X1	X1	X0	X0	M2	M2	
4. Supports the business by performing analysis, information treatment, recommendations.	X5	X4	X4	X3	X3	X2	X2	X1	X1	X0	X0	M2	M2	M1	

MOST LIKELY NOT SEEN AS AN EXECUTIVE



SURVEY JOB DESCRIPTIONS

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Review the job descriptions below to identify those jobs which may exist in your company. ONLY report data on jobs which match the description by at least an 80% confidence level. Jobs which cannot meet this criteria should NOT be reported. If you are also a participant in the EuroComp benchmark survey, positions which are at the M2 "Second Level Manager" may on rare occasion be matched to the Executive roles in this survey. Likewise, matches to the EuroComp M1, Supervisor, or individual contributor roles should NOT be matched into this study.

Survey Job:	5300 General / Business Management
Job Description:	Overall responsibility for all business operations, including sales, services, marketing, finance, human resources, administration, accounting, I.T., order processing and other administrative related services. Develops business objectives and strategies. Directs the activities of Sales Managers against specific order and cost targets. Ensures that adequate marketing services for the business (research, advertising, lead generation, pricing, training) are provided to the Sales Force via the Marketing function. May have multiple incumbents supporting separate Business Units or Channels. This is a much broader role than the 20300 and 20301 positions which typically do not have line-reporting of the administration / support functions. <i>DO NOT REPORT Statutory Heads whom are <u>not General Managers</u> to this position (eg Finance, Sales, HR, etc.). Report these types of roles to their proper functional job match. If matching as a GM, must spend 80% of their time as the GM.</i>
Financial Responsibility:	Targeted/estimated volume for the current year.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of employees in the business entity.
Job Focus:	A Traditional Direct Line Management Structure B Matrix Management Structure

Survey Job:	6300 Strategic Management
Job Description:	Responsible for assisting the CEO and Vice Presidents with creating, communicating, implementing, and sustaining strategic initiatives. Focus on exploring strategic alternatives and examining potential acquisitions, alliances, and alternative distribution strategies. Utilizes data to support the development of innovative programs or services, assessing the field to identify emerging trends and recommending new initiatives to grow the organization. Requires strong problem-solving and interpersonal skills, the ability to challenge the status quo and drive innovative thinking and the capability to successfully implement strategy. Works with and across all departments and divisions to establish specific plans, deliverables and measurable objectives. Drives and influences decision making that will result in both the short and long-term growth of the organization. Often titled as the Chief Strategy Officer or CSO.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	None

Survey Job:	7300 Chief Technology Officer
Job Description:	The single top technology executive in the entire company. Responsible and accountable for establishing the company's technical vision and leading all aspects of the company's technology development. Leads the execution of technology strategy for technology platforms, partnerships, and external relationships. Builds and manages the technology team and oversees research and development, as well as project management. Provides visible leadership for the company within the technology community. Anticipates and reacts to major technology changes to ensure the maintenance of company leadership in the competitive landscape. Establishes technical standards and ensures adherence for product development and company operations.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	None



Survey Job:	10300 Human Resources
Job Description:	<p>Supports management on key people-related business decisions and programmes.</p> <p>The generalist "Combination" role is responsible for the development and delivery of all aspects of Human Resources.</p> <p>The specialist roles provide functions such as C&B, Organisational Development, and the like. Responsible for the development and delivery of all Human Resources programmes in within their speciality.</p> <p>If manages a "Shared Services" operation supporting one or more Business Units, must be responsible for programme integration in the field. Shared Services are those operations which are typically transactional in nature and concentrated in a central internal centre similar to an outsourcing arrangement, but utilising internal employees and resources to lower costs and maintain internal security and control.</p> <p>Use "Combination" Job Focus if has overall Generalist / total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.</p>
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	<p>A Compensation and Benefits</p> <p>B Training and Development</p> <p>C Organisational Development</p> <p>D Employment and Staffing</p> <p>E Shared Services</p> <p>F Employee Relations</p> <p>Z Combination</p>

Survey Job:	11300 Legal
Job Description:	<p>Provides legal services to management on major or complex legal issues; intellectual property matters; legal liability claims; mergers and acquisitions and representing the company in litigation and before government bodies. With the help of a team of in-house attorneys, will provide support in all areas of the law.</p>
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	<p>A General Counsel</p> <p>B Patents / Intellectual Property</p> <p>C Employment</p> <p>D Contracts / Bid Management</p> <p>E Government Affairs</p> <p>Z Combination</p>

Survey Job:	13300 Purchasing / Procurement
Job Description:	<p>Responsible for the management of procurement for a wide variety of materials, supplies and services. Evaluates and selects vendors whom meet company price, delivery, quality, and service criterion. Conducts supplier site visits and rates them as to production capability, performance and delivery. Negotiates with vendors concerning products and services being procured. If purchasing materials is part of the Supply Chain for manufacturing processes, report to the 62300 role.</p>
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	<p>A Commodities</p> <p>B Office Products</p> <p>Z Combination</p>



Survey Job:	14300 Total Quality Management
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Job Description: Responsible for developing a quality-driven culture through provision of training and consulting services in TQC methods, so encouraging a stronger customer focus and ongoing process improvement. Supported by team of analysts and consultants.

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus: **None**

Survey Job:	15300 Finance and Administration
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Job Description: Responsibility for finance, administration, accounting, order processing, other administrative related services and may have I.T. Responsible for ensuring adequate business controls exist in business operations, and for providing an accurate financial planning and reporting service for management. May also be responsible for specialized tax and treasury/forex activities. May have more than one incumbent in the combined role if each supports a major Business Unit with separate accounting / books / systems.

If manages a **"Shared Services"** operation supporting one or more Business Units, must be responsible for programme integration in the field. Shared Services are those operations which are typically transactional in nature and concentrated in a central internal centre similar to an outsourcing arrangement, but utilising internal employees and resources to lower costs and maintain internal security and control.

Use **"Combination"** Job Focus if has overall Generalist / total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

Financial Responsibility: Targeted/estimated volume for the current year.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus:

- A General Accounting**
- B Payroll**
- C Credit / Collection**
- D Controlling / Business Analyses**
- E Treasury**
- F Audit**
- G Tax**
- H Sales Financial Planning**
- I Shared Services**
- Z Combination**

Survey Job:	16300 Information Technology
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Job Description: Responsibility for the IT structure, networking, eMail, intranet, telecommunication services, providing guidance for planning, purchasing, processing and ultimate use of IT within the company. Not responsible for developing software for customer applications. Sets strategic objectives for work scheduling, routing and control of all computer input and output.

If manages a **"Shared Services"** operation supporting one or more Business Units, must be responsible for programme integration in the field. Shared Services are those operations which are typically transactional in nature and concentrated in a central internal centre similar to an outsourcing arrangement, but utilising internal employees and resources to lower costs and maintain internal security and control.

Use **"Combination"** Job Focus if has total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus:

- A Development / Design**
- B Technical Support**
- C Internal Call Centre / Help Desk**
- D Internal IT Project Management**
- E Shared Services**
- Z Combination**



Survey Job: 17300 Site Services

Job Description: Plans, organises, directs, and controls the activities and staff involved in one or more of the following areas of site services: Design, construction, coordination, modification, maintenance, security, safety, environmental, regulatory compliance, or administration of company facilities and equipment, including the handling of Real Estate transactions. Develops plans and programs responsive to present and anticipated facility requirements. Formulates and monitors company facility standards. **If manages both Manufacturing and Non-Manufacturing sites, report as an "A" Job Focus for Manufacturing.**

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus:
A Manufacturing Environment
B Non-Manufacturing Environment

Survey Job: 20300 Sales and Marketing

Job Description: Responsible for the overall development of sales of several related product lines or into specific customer types. Reporting to this job will be a number of Sales and Marketing Managers (aligned by territory, product line, or customer type). Will also have a dedicated field marketing staff (responsible for product advertising, salesforce training, etc.). May also be responsible for a service organisation (consulting and/or pre/post sales support) and/or administration (financial analysts, sales order processing, etc.). Will be responsible for developing overall business plans, setting territory quotas, and negotiating major customer orders.

Financial Responsibility: Targeted/estimated volume for the current year.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus: **None**

Survey Job: 20301 Sales

Job Description: Through a number of Sales Managers, responsible for sales results for a line of business, customer segment, channel of distribution, or geography. Directs the activities of Sales Managers against specific order and cost targets. Use Job Focus Code to indicate area of responsibility.

Use "Combination" Job Focus if has total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

Financial Responsibility: Targeted/estimated volume for the current year.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus:
A Direct Field Sales
B Indirect Channel Sales
C Major Strategic Account
D New Business Development
Z Combination

Survey Job: 21300 Sales Operations

Job Description: Responsible for the strategic management of the Sales Operations organisation. Provides support to the sales organisation via the research, development, and implementation of processes, methods and systems which help to optimize sales, and reduce the overall cost of sale. Works closely with the sales, marketing, customers, IT, finance, and channels, to ensure that sales-related information and product flow in a timely manner. As part of the sales team, helps to identify and develop new sales strategies which result in sales growth for the company.

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus: None



Survey Job: 22300 Marketing

Job Description: Develops and implements marketing programs to generate sales growth. Identifies market potential, develops market and pricing plans, develops sales channels (direct/indirect) including value-added partners for assigned product / service lines. Implements plans including appropriate training and merchandising support. Measured on successful business growth, and have a key impact on new products. Does not control the Sales Force, but may have Direct Marketing Telesales operation reporting to her/him. Use Job Focus Code to indicate area of responsibility.

Use "Combination" Job Focus if has total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

- Job Focus:**
- A Product Marketing
 - B Field Marketing
 - C New Business Development
 - D Research / Forecasting
 - E Channel Marketing
 - F Marketing Communications
 - G Public Relations
 - H Strategic Marketing
 - I Product Life Cycle / Portfolio Management
 - Z Combination

Survey Job: 25300 Systems / Applications Engineering (Funded by the Sale)

Job Description: Responsible for Pre-Sales and or Post-Sales technical applications, systems engineering, or design support, which is funded by the sale itself. Provides technical resources to optimize sales volume. Assures customers have maximum opportunity for successful application of company products.

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

- Job Focus:**
- A Pre-Sales
 - B Post-Sales
 - Z Combination

Survey Job: 30300 Services and Support

Job Description: Responsible for all services, solutions and support for company products plus multi-vendor services. Will have overall profit and loss responsibility for services, solutions, outsourcing, and support operations.

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus: None

Survey Job: 31300 Solutions

Job Description: Responsible for delivery of solutions for external customers, providing technical and/or business support, applications and systems integration services for a specific industry / product segment. These services are sold as a "product" to the customer. Their organisation understands, develops, sells and delivers solutions to customers' business, information, technical and educational needs.

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus: None



Survey Job:	32300 Services
Job Description:	Responsible for the delivery of one or more technical services for the company's products plus multi-vendor product services. Will have profit and loss responsibility for service operation. May also include post-sales software maintenance responsibility, provision of supplies and spare parts and bench repair. Use Job Focus Code to indicate area of responsibility. See the 62300 Role for first-tier call centre management. Use "Combination" Job Focus if has total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	A Field Service B Remote Support C Technical Training Z Combination

Survey Job:	35300 Outsourcing
Job Description:	Responsible for managing one or more phases of outsourcing business including customer satisfaction, quality, and financial responsibility. Sets the strategy and directs the activities of engagement, transition, or delivery managers. Engagement roles are responsible for the sales and negotiation of outsourcing solutions with customers and/or partners. Transition Management focuses on managing the project with a strategic view of balancing long-term opportunities and organisational profit. Delivery management ensures that the client technical/service needs are fulfilled via internal resources, vendors, and subcontractors, and that customer expectations and requirements are met in a satisfactory manner with regards to budget, quality and schedule. Use "Combination" Job Focus if has total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	A Engagement B Transition C Delivery Z Combination

Survey Job:	40300 Development / Design Engineering
Job Description:	Responsible for the management of scientific, analytical, state-of-the-art studies which lead to revised or improved products. Drives development of products / services via organisational objectives, policies and initiatives. Typically manages a diverse team of Engineers and other technical services/staff. This position may also work directly with the Sales and Marketing organisations, and may include responsibility for scheduling the product introduction or re-introduction and eventual handover to the Manufacturing organisation. See the 71300 role for external and non-design related Program / Project Management. Use "Combination" Job Focus if has total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	A Hardware B Software C Networking D Semiconductor E Internet / Web Technologies F Program / Project Management Z Combination



Survey Job:	41300 Research
Job Description:	Responsible for the management of scientific, analytical, state-of-the-art studies which lead to new products. Drives research of products / services via organisational objectives, policies and, initiatives. Typically manages a diverse team of Engineers and other technical services/staff. This position may also work directly with the Sales and Marketing organisations, and may include responsibility for scheduling the product introduction and eventual handover to the Manufacturing organisation.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	A Applied Research B Fundamental Research C Research Facility Director / Manager Z Combination

Survey Job:	43300 Product Design
Job Description:	Responsible for the management of Industrial / Product Design concepts that optimize function, usability, aesthetics, value, ergonomics, user/human interface (touch, hepatics), and appearance of products and systems (shape, materials). Drives design, analysis, documentation and testing of Industrial / Product Design concepts and details. Ensures final designs meet marketing requirements, quality and cost goals, product specifications, and manufacturability standards. Typically manages a diverse team of Engineers and other technical services/staff. May also work directly with the Sales and Marketing organisations, and may include responsibility for scheduling the product introduction and eventual handover to the Manufacturing organisation.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	None

Survey Job:	51300 Manufacturing
Job Description:	Responsible for planning, organizing, implementing and managing manufacturing operations and subcontracted activities. Produces products, parts or components and ensures that costs, quality and inventory are within acceptable levels and that shipments meet customer delivery schedules. Responsible for production and assembly plus one or more functions such as procurement, fabrication, facilities engineering, manufacturing engineering, quality. Other titles may include Production Manager, Plant Manager, etc.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	None

Survey Job:	52300 Quality Engineering
Job Description:	Responsible for developing, planning and implementing techniques to ensure that quality levels are maintained. Also reviews product designs, makes sure that procedures and techniques for control of quality standards are established, manages inspection services, coordinates with manufacturing and engineering, and is in contact with customers to define and resolve product quality problems.
Financial Responsibility:	DO NOT REPORT.
Organisation Headcount:	Total number of employees in the business entity.
People Responsibility:	Total number of people which the incumbent manages on an on-going basis.
Job Focus:	None



Survey Job: 60300 Distribution / Supply Chain

Job Description: Responsible for the fulfillment of customer demand for products and services by ensuring reliable high quality productivity and efficiency throughout the supply chain. Will be responsible for all demand planning, order management, logistics management, including materials handling, distribution, supplier collaboration, export licensing, customs, tax and legal issues. Typically activities are through one or more main distribution centres.

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus: **None**

Survey Job: 62300 Customer Service

Job Description: Responsible for the strategic management of the first-tier call centre customer service organisation. Provides support to sales and service organisations as the first-tier of contact for customer enquiries and problems. Works closely with supported organisations to develop and document a standard policy and practice for handling of a wide variety of customer issues. Department is often responsible for determining action for repairs, returns, replacement or field service dispatch. **See the 32300 role for technical field service and support management, and the 21300 for sales-operations management.**

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus: **None**

Survey Job: 70300 Consulting

Job Description: Responsible for sales and delivery of high-value consulting services with external customers, providing technical and/or business support solutions, professional consulting for a specific industry / product segment. These services are sold as a "product" to the customer. Their organisation understands, develops, sells and delivers solutions to customers' business, information, technical and educational needs.
Use "Combination" Job Focus if has total functional responsibility, otherwise, use the focus which best fits the majority of their responsibilities.

Financial Responsibility: Targeted/estimated consulting revenues for the current year.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus:

- A Technology**
- B Business – Finance**
- C Business – Other**
- Z Combination**

Survey Job: 71300 Project Management

Job Description: Responsible for technical/administrative/operational program management. Sets the overall strategy for the program / project management organisation. Directs the activities of subordinate project managers. Reviews and approves major project requirements. Ensures that project managers keep work scope, schedules, and budgets well defined and maintained. Provides high-level coordination and negotiation between resource managers and ensures all necessary reviews and approvals are received and project timelines are kept. Incumbents are in this function as a career, not temporarily assigned to manage projects. **See the 40300 role for internal Design Engineering related Program / Project Management.**

Financial Responsibility: DO NOT REPORT.

Organisation Headcount: Total number of employees in the business entity.

People Responsibility: Total number of people which the incumbent manages on an on-going basis.

Job Focus:

- A Internal**
- B External**
- Z Combination**



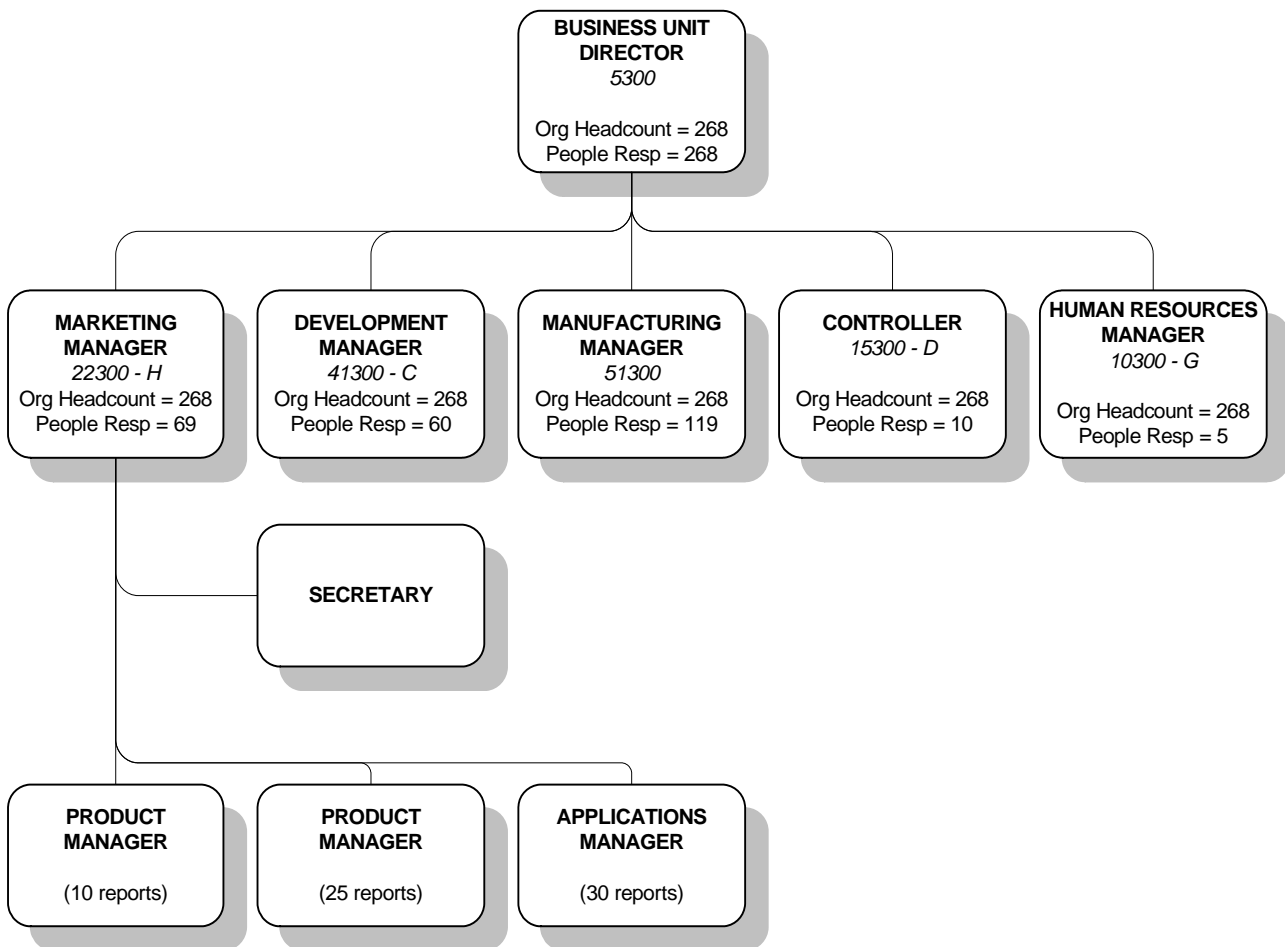
ORGANISATION HEADCOUNT AND PEOPLE RESPONSIBILITY EXAMPLES

For the Business Unit Director, the Organisation Headcount is 268, and their People Responsibility is 268.

The Marketing Manager has an Organisation Headcount which is the same as their BU Director at 268 people, with a People Responsibility of 69.

For the HR Manager, the Organisation Headcount is also 268, and a People Responsibility of five.

The Manufacturing Manager has 119 People in their department, thus a People Responsibility of 119, and Organisation Headcount of 268.



EXPATRIATE EXAMPLES -- REPORTING RULES

European Expatriate

Report in the country which makes the most sense – Home or Host

If not able to provide “Virtual Host” pay data

Report individual in their Home Country in Home Currency

If reporting to the Host Country

Report data in local (host) country currency ONLY

Methods for Pay “Conversion” to Host

Equivalent “Host” Position in Range – If have Standardised Ranges

If not, enter the established Range Midpoint of the position in Host Country as the Base Rate

Complete All Targeted Fields based on the expected rates for the position

Actual Profit Sharing and Incentives, use the average percentage to calculate an approximation

Example 1 – German employee who is the Country Manager for Austria, working and residing in Austria. Their Base Rate is 200,000 Euro, which is at the 57th Percentile of the German Range. Enter their Base Rate which converted to the 57th Percentile of the Austrian Range for the role, which in this case is 185,000 Euro. If they are also on an Incentive plan which typically pays out 20% of Base, multiply their “virtual” base vs. 20%, which results in 37,000 Euro.

Example 2 – The same person in the above example, but you are unable to provide a “Virtual Host” salary, since your company does not have standardised ranges, or pay structures. In this case, they are reported as a Country Code of “DE”.

Non-European Expatriates (US, Canada, Hong Kong, Japan, etc.)

Do not Report

Non-Local National, but is completely on Local Payroll, Contract and Systems

Report as a Local Hire

Example – French national who commutes 20km into Geneva every day to work. They are on local contract, and do not receive any special treatment or payments. For the survey purposes they are considered a local national. Report their Country Code as “CH” and their pay in Swiss Franc.

CURRENCY CONVERSION GUIDE

To ensure consistent conversion of currencies, all conversions are "triangulated" off of the Euro.

1 Euro = Local Currency, as listed below:

Austria	EU Euro	1.000000	Pay Rates in Full
Belgium	EU Euro	1.000000	Pay Rates in Full
Brazil	BR Real	2.413320	Pay Rates in Full
China	CN Yuan	8.200360	Pay Rates in Full
Czech Republic	CZ Koruna	25.53480	Pay Rates in Full
Denmark	DK Krone	7.431340	Pay Rates in Full
Finland	EU Euro	1.000000	Pay Rates in Full
France	EU Euro	1.000000	Pay Rates in Full
Germany	EU Euro	1.000000	Pay Rates in Full
Greece	EU Euro	1.000000	Pay Rates in Full
Hungary	HU Forint	313.518000	Pay Rates in Thousands
India	IN Rupee	69.707600	Pay Rates in Full
Ireland	EU Euro	1.000000	Pay Rates in Full
Israel	IL Shekel	4.932470	Pay Rates in Full
Italy	EU Euro	1.000000	Pay Rates in Full
Netherlands	EU Euro	1.000000	Pay Rates in Full
Norway	NO Kroner	7.734660	Pay Rates in Full
Poland	PL Zloty	3.954540	Pay Rates in Full
Portugal	EU Euro	1.000000	Pay Rates in Full
Romania	RO New Lai	4.305290	Pay Rates in Full
Russian Federation	RU Ruble	41.447100	Pay Rates in Full
			(Please use a conversion rate of 31.988700 Russian Rubles = 1 US Dollar)
Saudi Arabia	SA Riyal	4.857310	Pay Rates in Full
Singapore	SG Dollar	1.679180	Pay Rates in Full
Slovakia	EU Euro	1.000000	Pay Rates in Full
South Africa	ZA Rand	10.464000	Pay Rates in Full
Spain	EU Euro	1.000000	Pay Rates in Full
Sweden	SE Krona	8.913310	Pay Rates in Full
Switzerland	CH Franc	1.216550	Pay Rates in Full
Turkey	TR New Lira	2.445220	Pay Rates in Full
			(Please use a conversion rate of 1.887440 New Turkish Lira = 1 US Dollar)
UAE	AE Dirham	4.758530	Pay Rates in Full
United Kingdom	GB Pound Sterling	0.832970	Pay Rates in Full
United States	US Dollar	1.295680	Pay Rates in Full

NOTE: Conversions are based on the Interbank rates on 1 January 2012.



CURRENCY CONVERSION EXAMPLES

Example 1 - Euro to Local Currency

For Sweden, you have a Base Pay of Euro 150,000. To convert the Euro 150,000 to Swedish Krona, multiply with the given conversion of 10.258100. This gives you a Base Pay of SEK 1,538,715.

Example 2 - Multiple Currency to Single Local Currency

In Denmark you have a Base Pay of DKK 800,000 and an Individual Incentive of USD 20,000.

Convert first the US figure to Euro by dividing the USD 20,000 by the given conversion rate: $\text{USD } 20,000 / 1.436600 = \text{Euro } 13,922$.

Then convert the Euro 13,922 into DKK by multiplying with the conversion rate:

$$\text{Euro } 13,922 * 7.441200 = \text{DKK } 103,596$$

Please report DKK 800,000 for the Base Pay and DKK 103,596 for the Individual Incentive.

JOB SCOPING GUIDE

Job Level

X0 through X7, based on the Job Leveling Matrix on Page 23 of the Input Materials

Match

R = Red-Circle Match
M = Market Match
G = Green-Circle Match

General Management Responsibility

Y = Yes
N = No

Geographic Responsibility

W = Worldwide
M = Multi Regional (EMEA + one or more major regions such as the Americas, or AsiaPac)
R = Regional (Europe Middle East and Africa)
L = Large Cluster of Countries (eg Northern Europe, Southern Europe)
S = Small Cluster of Countries (eg Iberia, or Italy plus Greece)
C = Single Country

Corporate Roles – Please use the following codes in the **Geographic Responsibility** field for Corporate positions with global responsibilities. Please only use these codes for the following roles: 10300 Human Resources, 11300 Legal, and 15300 Finance.

G1 = Corporate Role – First-Tier role which reports directly to CEO
G2 = Corporate Role – Second-Tier role which reports directly to a G1, thus is two levels below CEO.
G3 = Corporate Role – Third-Tier role which reports directly to a G2, thus is three levels below CEO.

Financial Responsibility (dependant on the country/currency chosen)

Not Reported / Not Available
Less than 1.0 Million
1.0 Million to 3.1 Million
3.2 Million to 9.9 Million
10.0 Million to 31.9 Million
32.0 Million to 99.9 Million
100.0 Million to 319.9 Million
320.0 Million to 999.9 Million
1.0 Billion to 3.19 Billion
3.2 Billion to 9.99 Billion
10.0 Billion to 31.99 Billion
Greater than 32.0 Billion

**Organisation Headcount AND People Responsibility**

Not Reported / Not Available
Less than 10 Employees
10 to 31 Employees
32 to 99 Employees
100 to 319 Employees
320 to 999 Employees
1,000 to 3,199 Employees
3,200 to 9,999 Employees
10,000 to 31,999 Employees
32,000 to 99,999 Employees
100,000 to 319,999 Employees
Greater than 320,000 Employees

Industry

BP = Bio Technology / Pharmaceuticals
CC = Computer Systems
CI = Consulting / Integration
CP = Computer Products and Peripherals
CS = Computer Software
CV = Computer Services
DN = Data Networking Hardware and Software
EE = Electrical Equipment
IA = Chemical or Analytical Instruments
IE = Electronic Instruments
MD = Medical or Biomedical Instruments
SD = Components / Semiconductors
TE = Telecommunications Equipment
TS = Telecommunications Services
ZZ = Other Industries

Geography

AT = Austria	PL = Poland
BE = Belgium	PT = Portugal
CZ = Czech Republic	RO = Romania
DK = Denmark	RU = Russian Federation
FI = Finland	SA = Saudi Arabia
FR = France	SK = Slovakia
DE = Germany	ZA = South Africa
GR = Greece	ES = Spain
HU = Hungary	SE = Sweden
IE = Ireland	CH = Switzerland
IL = Israel	TR = Turkey
IT = Italy	AE = UAE
NL = Netherlands	GB = United Kingdom
NO = Norway	

Job Focus

Dependant on the position; see survey job descriptions.