



**TOWERS
PERRIN**

HR SERVICES

2007 General Industry Database



COMPENSATION DATA BANK™

EUROPE

About our databases and surveys

The HR Services business of Towers Perrin maintains databases and conducts surveys around the world, covering a wide range of positions, career levels and industries. We combine advanced technology and analytical tools with superior data to provide clients with a comprehensive assessment of their competitive positioning.

How to enrol

For further information, please contact your local CDB General Industry account manager. Telephone numbers by country are listed below:

Austria

Tel: +49 (0) 69 1505 50

Belgium

Tel: +32 (0) 2 749 3000

Czech Republic

Tel: +49 (0) 69 1505 50

France

Tel: +33 (0) 1 5393 1300

Germany

Tel: +46 (0) 69 1505 50

Hungary

Tel: +49 (0) 69 1505 50

Ireland

Tel: +353 (0) 46 948 1494

Italy

Tel: +39 02 7787 721

Netherlands

Tel: +31 (0) 20 711 4000

Poland

Tel: +49 (0) 69 1505 50

Spain

Tel: +34 91 590 3009

Switzerland

Tel: +49 (0) 69 1505 50

United Kingdom

Tel: +44 (0) 20 7170 2999

For your data needs in other countries, please contact:

Global inquiries

tpdata@towersperrin.com

Tel: +1-800-645-5771 (toll free)

Tel: +1-914-745-4096

Asia/Pacific

tpapdata@towersperrin.com

Tel: +60-3-2381-6797

Canada

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Tel: +1-877-550-4402 (toll free)

Tel: +1-416-960-2700

Europe, Middle East and Africa

europeandatabases@towersperrin.com

Tel: +44 (0) 20 7170 2999

Latin America/Caribbean

latamdata@towersperrin.com

Tel: +1-866-824-5815 (toll free)

Tel: +1-954-767-1345

United States

tpusdata@towersperrin.com

Tel: +1-800-645-5771 (toll free)

Tel: +1-914-745-4096

OUR DATABASE STRENGTHS

Towers Perrin's Europe CDB General Industry Database:
Consistent survey methodology with access to quality market data – conduct your own custom analyses – across countries, business units and industry sectors

At Towers Perrin, we know that effective compensation decisions depend not only on having the best data, but also having a single, consistent source to minimise the time and complexity of data management. Our Europe CDB General Industry Database provides a uniform platform, with consistent content and formats – to provide both multinational and local companies with a common way to analyse compensation data across borders and industry sectors.

Our database builds on our experience serving the data and consulting needs of this industry for more than 35 years. By joining our general industry database, you have access to information and consulting resources not available from any other source. And you'll have the assurance of working with a global leader in compensation, benefit and HR consulting.

Premier companies

CDB is designed to meet the needs of leading companies in all major industries, as well as companies that have a major impact on the local labour market. You can look at the market as a whole or focus on your own particular sector, location or peer group of comparator organisations.

Proven methodology

Our career level methodology makes it easier for you to match positions, using easy-to-understand definitions. Our approach yields a more robust database, with more data points and higher quality that you can easily link to your own grading structure.

Rigorous quality

We spend time with each participant to review data, including position matches – drawing on both our expert staff and the most advanced error-checking technology available. You can count on the quality and year-to-year consistency of the data for your market comparisons.

Advanced web technology

Our web-based reporting technology, Comp Online™, allows you to obtain market data simply, quickly and flexibly, and conduct your own custom analyses – around the clock and around the world. You can access the specific information you need, create your own unique peer groups and customise report content and formats. You can also collaborate with colleagues in other locations.



Global data

We conduct over 300 surveys in over 60 countries around the world with general industry databases in Asia/Pacific, Europe, Latin America and the United States. We use consistent methodology, formats and technologies for collecting reporting market data worldwide. This allows meaningful comparisons of all pay components – salary and other fixed payments, actual and target bonus payments plus other annual forms of variable pay, and values for options and other long-term incentives – for all the countries and regions where your company has operations.

Local expertise

We have helped clients in the general industry develop and implement compensation and other HR programmes for more than 35 years, and we understand the unique elements that drive compensation design and effectiveness in this industry. We know the solutions that are most effective and have a significant base of best practices to tap into. Our local survey teams can help you by conducting job match and participant meetings, and by providing ongoing support.

EUROPE CDB GENERAL INDUSTRY DATABASE AT A GLANCE

Executive:

- Over 950 participants
- 11 countries (Austria, Belgium, Czech Republic, France, Germany, Ireland, Italy, Netherlands, Spain, Switzerland, United Kingdom)
- Over 50 executive level positions (profit centre and subsidiary roles)
- 17 functional areas
- 40 industry sectors

Middle management, professional, and support

- Over 1200 participants
- 14 countries (Austria, Belgium, Czech Republic, France, Germany, Hungary, Ireland, Italy, Netherlands, Poland, Russia, Spain, Switzerland, United Kingdom)
- Middle management through support levels
- Over 30 functional areas
- 3000 functional/discipline/scope combinations
- 40 industry sectors

Data elements

- Base salary
- Actual and target bonus
- Additional variable incentives
- Scope data and modifiers
- Actual and target total cash
- Actual and target total direct pay
- Long-term incentive expected values (executive levels only)
- Company car data
- Employees supervised
- Benefits prevalence

Please refer to data submission materials for additional details.

SAMPLE EXECUTIVE POSITIONS

The CDB Executive survey covers the top Executive benchmark positions within a profit centre or line of business across Europe. The following is a representative list of benchmark positions covered.

- | | |
|---|---|
| ■ Profit Centre/Business Unit Head | ■ Top Controller |
| ■ Top Legal Executive | ■ Top General Accounting Executive |
| ■ Top Human Resources Executive | ■ Head of Internal Audit |
| ■ Top Compensation and Benefits Executive | ■ Top Information Technology Executive |
| ■ Top Manufacturing Executive | ■ Top Research & Development Executive |
| ■ Top Engineering Executive | ■ Top Planning & Business Development Executive |
| ■ Top Marketing and Sales Executive | ■ Top Logistics/Distribution Executive |
| ■ Top Marketing Executive | ■ Top Purchasing Executive |
| ■ Top Sales Executive | ■ Top Property Management Executive |
| ■ Top Finance Executive | |

INSIDE THE EUROPE CDB GENERAL INDUSTRY DATABASE

For additional information, including participants and positions, visit www.towersperrin.com/hrservices/tpdata

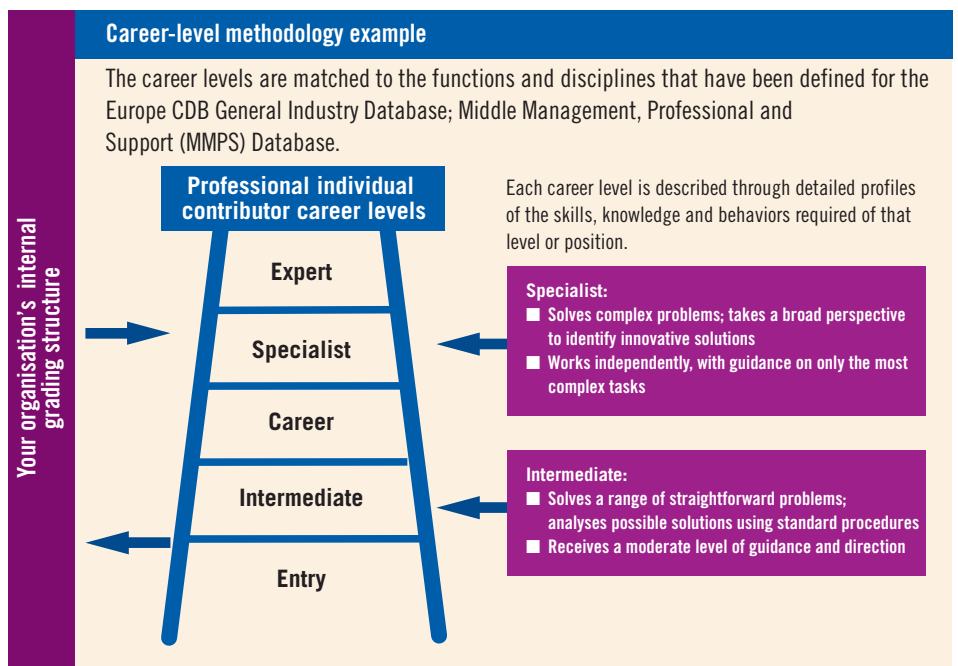
SAMPLE FUNCTIONAL AREAS COVERED

The following is a representative list of job families or functional areas covered

- Corporate affairs
- Estates management
- Finance
- General management
- Human resources
- Health & safety
- IT development
- IT administration & support
- Legal
- Marketing
- New media
- Production & manufacturing
- Engineering
- Project management
- Quality
- Research & development
- Retailing
- Supply chain management
- Sales support
- Technical services & support
- Training

CAREER-LEVEL METHODOLOGY

Below the executive level Towers Perrin's unique career-level approach replaces traditional benchmark positions with career levels and job families/disciplines/scopes.



Sample functions and disciplines

Disciplines are areas of specialisation within each functional area. The example below illustrates the disciplines within human resources.

Functions

- Strategic planning and corporate development
- Corporate affairs
- Estates management
- Finance
- General management
- Human resources**
- Health and safety
- IT development
- IT administration & support
- Legal
- Marketing

Disciplines

- HR generalist/partner/consultant (generic/generalist)
- Compensation and benefits
- Employee and management development
- Employee relations
- International assignments
- Resourcing/recruitment
- Organisation design
- HR diversity

ACCESS RESULTS VIA COMP ONLINE™

View a demo of Comp Online™ at www.towersperrin.com/hrservices/tpdata

Towers Perrin's Comp Online™ is a powerful web-based service that combines the richness of our premier market data and methodologies with advanced analytical functions. It offers a simple and consistent way to deliver market data to your organisation around the world – day or night. No matter where you and your colleagues are located, you will have the same capabilities and features.

By subscribing to Comp Online™, you can access and manage data in a variety of ways.

- Click **Express analyses** for the number you need, right now. Browse, search, weight and export specific compensation data within one survey/country or across multiple surveys/countries.

- Click **Custom analyses** for more detailed analyses. Create your own peer groups, combine levels, age the data and customise report formats and content.

- Or, click **Published analyses** to view, download and print standard reports (PDF or spreadsheet).

With all Comp Online modules, multiple users in multiple locations can access multiple reports, all for the cost of one subscription.

Europe CDB Executive Database

Position Summary Table

Position: Top Human Resources Executive

	Companies	Incumbents	Average	25th	Median	75th
Base Salary	125	249	124,577	95,000	114,960	145,000
Actual Bonus	102	190	48,190	20,767	35,369	66,420
Other Cash	8	20	15,289	3,950	7,831	21,874
Total Cash – Actual	111	206	170,830	110,694	145,946	206,648
Long Term Incentive Expected Value	92	181	51,070	17,747	36,935	70,733
Actual Total Direct Pay	104	191	212,201	137,300	179,110	266,950
Target Bonus (%)	121	244	33.9	24.3	30.0	40.0
Maximum Bonus (%)	74	146	67	50	53	80
Total Cash – Target	124	247	169,181	117,600	150,930	198,800
Long Term Incentive Expected Value (%)	92	181	39.6	15.0	29.4	48.8
Target Total Direct Pay	117	232	209,309	139,443	182,818	261,167
ORGANISATION DATA						
Unit Sales	90	156	4,112	263	664	2,166
Unit Profit	66	102	788	26	96	475
Unit Employees	47	85	4,790	526	1,650	4,051
INCUMBENT DATA						
Age	110	223	45	40	45	50
Years of Service	105	183	9	3	6	14
Years in Position	71	133	3	1	2	4

LONG TERM INCENTIVE ELIGIBILITY DATA

LTI Eligibility	Performance Share Plan	Share Options	Deferred Bonus
15% No	67% No	49% No	84% No
85% Yes	33% Yes	51% Yes	16% Yes

JOB IMPACT DATA

Geographic Responsibilities	International Responsibility	Corporate Reporting Level	Division Reporting Level	Job Match
36% Single Country	34% Over 50%	0% RL 1	6% RL 1	5% Plus
18% Multi-Country	16% 20% to 50%	4% RL 2	75% RL 2	92% Equals
24% Regional	16% Less than 20%	47% RL 3	14% RL 3	3% Minus
22% Worldwide	34% Negligible amount	35% RL 4	3% RL 4	
		10% RL 5	2% RL 5	
		5% RL 6		

All values in Pounds Sterling
Incumbent weighted statistics

ABOUT TOWERS PERRIN

Towers Perrin is a global professional services firm that helps organisations around the world optimise performance through effective people, risk and financial management. The firm provides innovative solutions to client issues in the areas of human resource strategy, design and management; actuarial and management consulting to the financial services industry; and reinsurance intermediary services.

The firm has served large organisations in both the private and public sectors for 70 years. Our clients include three-quarters of the world's 500 largest companies and three-quarters of the *Fortune* 1000 US companies.

Our businesses include HR Services, Reinsurance and Tillinghast.

The HR Services business of Towers Perrin provides global human resource consulting and related services that help organisations effectively manage their investment in people. We offer our clients services in areas such as employee benefits, compensation, communication, change management, employee research and the delivery of HR services.

YOUR PRIVACY

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