



**TOWERS  
PERRIN**  
HR SERVICES

# Global General Industry Database

COMPENSATION DATA BANK™ (CDB)

## TOWERS PERRIN'S GLOBAL CDB GENERAL INDUSTRY DATABASE

Combining the best of our Compensation Data Bank™ (CDB) General Industry Databases — in Africa, Asia/Pacific, Canada, Europe, Latin America, the Middle East, and the United States — to create a single data solution for companies in all industries around the world.



Global CDB General Industry Database — *NEW!*

For more details, visit [www.towersperrin.com/hrservices/tpdata](http://www.towersperrin.com/hrservices/tpdata).

## KEEPING UP WITH PAY TRENDS IN AN EVOLVING GLOBAL ECONOMY

The challenge of recruiting, retaining and engaging employees has never been greater. As competition for people and skills intensifies — in all parts of the world — there's corresponding pressure to ensure that your company's pay programs are effectively meeting these critical workforce needs. That, in turn, demands reliable, relevant and timely data to determine the right pay levels and mix for a workforce that spans countries and hemispheres.

At Towers Perrin, we know that effective compensation decisions depend not only on having the best data, but having availability from a single, consistent source to minimize the time and complexity of data management. So we've taken our general industry surveys global — joining multiple surveys in various parts of the world on a uniform platform, with consistent content and formats — to provide both multinational and local companies with a common way to analyze compensation data across borders and industry sectors.

Our new Global CDB General Industry Database builds on our experience in serving the data and consulting needs of general industry companies for more than 20 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.

### GLOBAL GENERAL INDUSTRY DATABASE AT A GLANCE

- Over 2,200 companies, many participating in dozens of countries
- Over 30 countries
- Over 40 industry sectors

#### **Executive and Senior Management**

- Over 200 positions
- 15 functional areas

#### **Middle Management, Professional and Support**

- Over 3,000 discipline/career level combinations
- Over 20 career levels
- Over 30 functions/job families

#### **Pay Components**

- Base salary
- Additional fixed payments (varies by country)
- Actual and target bonus
- Additional variable incentives (varies by country)
- Long-term incentive expected values
- Actual and target total cash
- Total direct compensation

Please refer to data submission materials for additional details.

Towers Perrin’s Global General Industry Database: The fast, easy way to get market data — and conduct your own custom analyses — around the clock and around the world.

**THE STRENGTHS OF OUR GLOBAL APPROACH**

**Premier Companies**

Our database includes hundreds of the biggest and best companies. You can look at the market as a whole or focus on your own particular sector, location or peer group of comparator organizations.

**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.

**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 customize report content and formats. You can also collaborate with colleagues in other locations.

**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.

**Disciplines and Functions**

Disciplines are areas of specialization within each functional area. The example below illustrates the disciplines within Human Resources.

Function	Discipline
Administrative Services	Human Resources (generic/generalist)
Business Consulting	Compensation and Benefits
Corporate Affairs/Communications	Organization Development
Customer Operations	Technical Training
Engineering	Labor Relations
Finance	HR Information Systems
Human Resources	Recruitment
IT Development	
Marketing	



## INSIDE THE GLOBAL GENERAL INDUSTRY DATABASE

Our Global General Industry Database has two components:

### Executive and Senior Management

Our benchmark positions at the executive and senior management level allow you to match each of your executives to a specific set of responsibilities. We collect data at the corporate level and at business units. Among the over 200 positions in 15 functional areas are corporate and subsidiary

top executives, heads of major line and staff functions, and other key marketing, sales and business services roles.

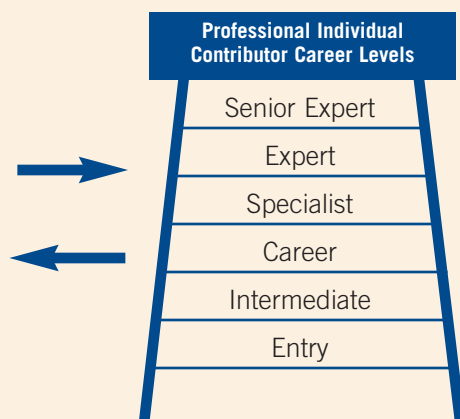
### Middle Management, Professional and Support

Below the senior level, our career levels describe skills and behaviors at discernible steps in an individual's career path, from entry level to expert. Our approach also differentiates between individual contributors and managers.

We maintain over 3,000 combinations of career levels and disciplines, drawing on data for more than 30 functions/job families at various career levels from over 2,200 participants across more than 30 countries.

## Career Level Methodology

The career levels are matched to the functions and disciplines that have been defined for the Global CDB General Industry Middle Management, Professional and Support (MMPS) component.



Each career level is described through detailed profiles of the skills, knowledge and behaviors required of that level or position.

### Specialist

- Solves complex problems; takes a broad perspective to identify innovative solutions
- Works independently, with guidance on only the most complex tasks

### Intermediate

- Solves a range of straightforward problems; analyzes possible solutions using standard procedures
- Receives a moderate level of guidance and direction

View a demo of Comp Online™ at [www.towersperrin.com/hrservices/tpdata](http://www.towersperrin.com/hrservices/tpdata).

### COMP ONLINE™

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 organization 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 database/country or across multiple databases/countries.
- Click **Custom Analyses** to create your own peer groups and customize report formats and content, directly from the live database with the most up-to-date list of participants. Include long-term incentive expected values for any position, broken out by options versus restricted shares if you choose.
- Click **Published Analyses** to view, download and print reports from an online library of your general industry databases.

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

The screenshot shows the 'NEW PEER GROUP - SELECT COMPANIES' interface. It features a search bar for 'Peer Group Name' and two tables of available and selected companies. The 'Available Companies' table lists companies like Bonhans Industries, Canary Yellow, Clearwater Communications, Jake Palmer Hotels Corporation, Knightwood Enterprises, and Lancers Television. The 'Selected Companies' table lists Indigo India Inc., Hockey Vahalla Inc., Oranger Construction, and Freedonia Demo Inc.

Create an unlimited number of peer groups by company name or characteristic (e.g., industry, size or performance measure).

The screenshot shows the 'PRICING SHEET' interface for a 'Finance Professional' position. It includes a 'Weighted Average (USD)' table and a detailed breakdown of compensation data for two different industry contexts: Hong Kong and Singapore. The breakdown includes columns for Position, # Cos, # Incs, Median Market Data, and Weighting.

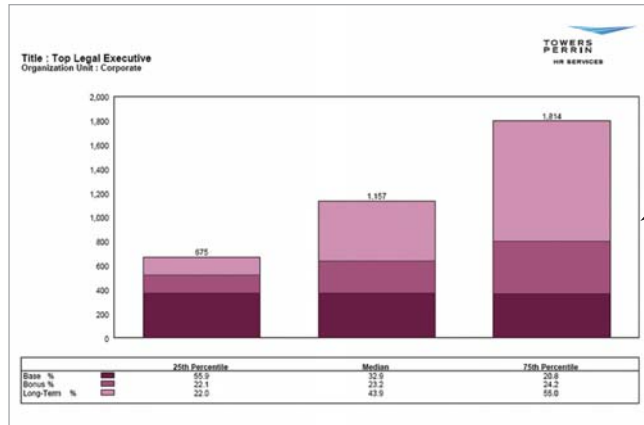
Weighted Average (USD)	Your Data	Avg	10th	25th	Median	75th	90th	% Diff
Base Salary	50	45	34	38	44	50	57	14
Total Cash	58	53	38	43	51	59	69	14
Total Comp	58	53	38	43	51	59	69	14

Combine and weight positions, levels, disciplines and scope cuts.



Subscribing to Comp Online™ will allow you to access CDB data in multiple ways.

- Download an online library of Published Analyses (PDF or spreadsheet).
- Quickly obtain results using Express Analyses — browse, search, weight and export specific data within one survey or across multiple surveys.
- Use Custom Analyses for more detailed analyses:
  - Compare to your unique peer groups.
  - Combine positions or levels.
  - Age the data.
  - Regress the data based on different variables.
- Access special reports at no extra charge, such as the Global Compensation Planning Report with merit budget and salary increase information for 60 countries.



View mix and level of pay for any position, career level or function.

In two clicks, view total compensation and scope cuts for any position.

Discipline	Total Sample	# Cos	# Incs	Median Base Salary	Median Total Cash	Median Total Comp
Total Sample	2,339	111	597	165.2	201.2	249.3
General:LOG5	96	452	160.6	197.7	210.2	
Litigation:LOG1	38	170	153.8	192.3	210	
Patents:LOG2	24	106	173.1	218.9	248.9	
Real Estate:LOG6	10	14	140.5	185.3	202.8	
Reg Affairs:LOG3	24	56	164.4	208	211.7	
Tax:LOG4	11	24	168.3	210.7	250.8	
Organization Unit	80	312	163.3	204.4	218.1	
Corporate	69	337	160.6	197.3	220.6	

Choose from over 20 different report templates — customize for future use.

**Position : 0001 - Chief Executive Officer**

Chief Executive Officer has primary responsibility for the profitability and growth of the company and is directly accountable to the Board of Directors for all activities of the company. The CEO, together with the Board of Directors, directs the corporation in establishing long-range plans, strategy and policy.

Organization Unit : Corporate

	# of Cos	# of Cases	Average	10th	25th	Median	75th	90th
Base Salary	18	18	1,058.4	772.0	842.5	947.5	1,150.2	1,716.3
Bonus Amount	16	16	1,315.7	179.7	553.9	1,077.5	1,725.0	3,401.8
Bonus as % of Base	16	16	114	20	66	108	150	218
Target Bonus %	18	18	101	77	92	100	106	150
Bonus as % Target	16	16	113	21	68	106	173	193
Total Cash Compensation	18	18	2,227.9	900.5	1,245.9	1,692.7	2,817.8	5,090.2
Total Target Cash Compensation	18	18	2,147.1	1,383.0	1,600.5	1,945.0	2,531.3	3,508.1
Long-Term Incentive	17	17	4,925.6	1,007.6	1,714.8	4,228.0	6,640.0	12,359.0
Long-Term as % of Base	17	17	414	112	195	447	613	737
Total Direct Compensation	18	18	6,879.9	1,842.3	2,838.4	5,102.1	9,324.4	16,087.0
Total Target Direct Compensation	18	18	6,799.1	2,338.0	3,160.8	5,176.6	9,060.8	15,362.8
Employees Supervised	18	18	38,968	4,655	9,750	29,415	64,455	97,000
Reporting Level	18	18	1	1	1	1	1	1
Unit Size (Millions)	18	18	9,074.7	1,296.4	2,356.5	4,818.6	12,703.2	32,676.1

**Bonus Eligible** 0% No, 89% Yes | **Bonus Receiver** 11% No, 89% Yes | **Long-Term Incentive Eligible** 0% No, 100% Yes | **Long-Term Incentive Receiver** 6% No, 94% Yes

**Global Responsibility** 0% Asia Pacific, 0% Domestic, 0% Europe, 0% International, 0% Latin America, 0% Other, 100% Worldwide | **Board/Officer Status** 100% Board Member, 0% Elected Officer Only, 0% Neither

*All values in US Dollar. Effective date 03/01/2008. Incumbent weighted statistics.*



**Global Data**

We use the same methodology, data elements, survey benchmarks and formats around the world. 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, Around the World**

We have helped clients develop and implement compensation and other HR programs for more than 30 years, and we understand the unique elements that drive compensation design. We know the solutions that are most effective and have a significant base of best practices into which we can tap. Our regional survey teams can help you by conducting job match meetings, training sessions, participant meetings and by providing ongoing support.



- |                |            |              |                |
|----------------|------------|--------------|----------------|
| Algeria        | Finland    | Malaysia     | Slovenia       |
| Argentina      | France     | Mexico       | South Africa   |
| Australia      | Germany    | Morocco      | Spain          |
| Austria        | Greece     | Netherlands  | Sweden         |
| Belgium        | Hong Kong  | Nigeria      | Switzerland    |
| Brazil         | Hungary    | Norway       | Taiwan         |
| Bulgaria       | India      | Peru         | Thailand       |
| Canada         | Indonesia  | Philippines  | Tunisia        |
| Chile          | Ireland    | Poland       | Turkey         |
| China          | Israel     | Portugal     | UAE            |
| Colombia       | Italy      | Puerto Rico  | United Kingdom |
| Costa Rica     | Japan      | Romania      | United States  |
| Czech Republic | Korea      | Russia       | Venezuela      |
| Denmark        | Latvia     | Saudi Arabia |                |
| Egypt          | Lithuania  | Singapore    |                |
| Estonia        | Luxembourg | Slovakia     |                |

*Towers Perrin maintains databases and conducts surveys in over 60 countries around the world. We currently offer general industry databases in 30 countries. In select countries, only industry-specific data may be available. For details on the industries covered by country, please visit [www.towersperrin.com/hrservices/tpdata](http://www.towersperrin.com/hrservices/tpdata).*

## COMPENSATION ADMINISTRATION SOLUTIONS: FREEING YOUR STAFF TO FOCUS ON THE MOST IMPORTANT ACTIVITIES

Data management is a time-consuming activity that's critical, but onerous. As a result, more and more companies today are eager to find ways to get out from under this part of compensation design and refocus their compensation professionals on more strategic activities.

To meet this need, we've created Compensation Administration Solutions, a suite of customized services and proprietary technology that lets us handle any or all of the following activities for you.

Behind these services is our Market Analyzer™ tool, which gives you interactive access to job pricings from multiple compensation survey sources, as well as job evaluations, employee assessments, pay structure design and costing.



Global Databases | Welcome System Admin | **Market Analyzer** | TOWERS PERRIN

Home | Benchmarking | Express Analysis | My Pricings | Reporting | My Reports | Competencies | Admin

Welcome, System Admin  
Client: XYZ Company (Change)

**Benchmark 1 - 2 of 3** View All 3

Employee Group	Status	Effective Date
client data 2	Ready for Review	17-May-200X
Client Data 2	Ready for Benchmark	28-Feb-200X
200X Market Assessment	Ready for Review	11-Aug-200X

**Reporting 1 - 2 of 2** View All 2

Employee Group	Effective Date
client data 2	17-May-200X
200X Market Assessment	11-Aug-200X

**My Reports 1 - 2 of 2** View All 2

Report Name	Format(s)	Created	Status	Removal
Market Pricing Survey Job Descriptions - By Job Title	PDF	02-Nov-200X	Completed	19 Days
MDF New Web Pricing Format	PDF	26-Oct-200X	Completed	19 Days

**Express Analysis 1 - 4 of 7** Search View All 7

Survey Report	Country	Published	Last Access
200X EC: Single Regression Incumbent Weighted 200X U.S. CDB General Industry Executive Compensation Database	United States	06-Oct-200X	10-Apr-200X
1Erich Custom Test 200X U.S. CDB General Industry Executive Compensation Database	United States	16-Aug-200X	10-Apr-200X
200X Report - Incumbent Weighted (no LTI) 200X U.S. CDB Middle Management and Professional Database	United States	07-Nov-200X	10-Apr-200X
200X Report - Company Weighted 200X U.S. CDB Middle Management and Professional Database	United States	06-Feb-200X	05-Apr-200X

**My Pricings 1 - 4 of 140** View All 140

Job Title	Created
rusty'	09-Apr-200X

Global Databases | Welcome System Admin | **Market Analyzer** | TOWERS PERRIN

Home | Benchmarking | Express Analysis | My Pricings | Reporting | My Reports | Competencies | Admin

Choose a Rating Methodology | Select a Job or Employees to Rate | Rating Detail | Rating Summary

**Benchmark Summary**

Benchmark for: CAC07704 FINANCIAL STAFF ANALYST (Change) Employee Group: 200X Market Assessment

**GJM Detail**

Benchmark Progress: GJM - Complete  
Functional Area: Corporate Banking (Change)  
Function: Corporate Banking (Change)  
Discipline: Corporate Lending - Corporate Accounts (Change)  
Ladder: Professional Roles (Change)  
Level: Professional: Level 2 (Change)

**Market Data Detail**

Weighted Average: (USD) CALCULATE

	10th	25th	50th	75th	90th
Base Salary	55	62	67	74	81
Total Cash	59	64	69	79	89
Total Comp	59	64	69	79	89

**200X U.S. CDB Middle Management and Professional Database - Towers Perrin**  
200X Report - Incumbent Weighted: 2 selected results (USD 200X-03-01) PROPERTIES

Position	# Cos	# Incs	Median Market Data	Weighting
<input type="checkbox"/> 0310 - Financial Analyst III Financial Anlys-FND4	178	7030	Base Salary: 69.1 Total Cash: 74.2 Total Comp: 74.5	Result: Included Weight: 100.0% Adjustment: 0.0%
<input type="checkbox"/> 0310 - Financial Analyst III Global Revenue: \$1 Billion to \$3 Billion	52	560	Base Salary: 64.8 Total Cash: 64.9 Total Comp: 64.9	Result: Included Weight: 100.0% Adjustment: 0.0%

**200X U.S. CDB Middle Management and Professional Database - Towers Perrin**  
200X Report - Company Weighted: 3 selected results (USD 200X-03-01) PROPERTIES

Position	# Cos	# Incs	Median Market Data	Weighting
<input type="checkbox"/> 0310 - Financial Analyst III Financial Anlys-FND4	178	7030	Base Salary: 68.4 Total Cash: 71.4 Total Comp: 71.2	Result: Included Weight: 100.0% Adjustment: 0.0%

## HOW TO PARTICIPATE

Companies may participate in CDB Databases by country, by region or by making one global submission. For more information on fees, discounts, key dates and links to submission materials, contact one of our regional database centers or visit [www.towersperrin.com/hrservices/tpdata](http://www.towersperrin.com/hrservices/tpdata). Multi-country discounts are available for companies that bundle their ordering.

## INDUSTRY-SPECIFIC DATABASES

For most regions, we also collect data and publish compensation reports by industry. Below is a sample shown of the industries we cover. Not all industries are available in all countries. Companies that participate in our industry-specific databases qualify for generous discounts off our General Industry products. For more information, please contact a regional database center or visit the above-referenced webpage.

### ■ Energy Industry

Sectors covered: Oil and gas, energy trading and marketing, utilities

### ■ Financial Services Industry

Sectors covered: Asset management, central services and operations, corporate banking, investment banking, insurance, private banking, retail banking, treasury and capital markets

### ■ High Tech Industry

Sectors covered: Computer hardware, computer services, electronic equipment, Internet/e-commerce, semiconductors, software, systems and solutions, telecommunications

### ■ Media Industry

Sectors covered: Internet content providers, newspaper, magazine and book publishing, television and radio broadcasting and programming

### ■ Pharmaceutical Industry

Sectors covered: Biotechnology, medical devices, pharmaceuticals manufacturers, pharmaceutical distribution and wholesale.

## Contact Our Database Centers

### Global inquiries:

tpdata@towersperrin.com  
1-800-645-5771 (toll free);  
1-914-745-4096

### Asia/Pacific:

tpapdata@towersperrin.com  
60-3-2381-6797

### Canada:

tpcandata@towersperrin.com  
1-877-550-4402 (toll free);  
1-416-960-2700

### Europe:

europeandatabases@towersperrin.com  
44-20-7170-2999

### Latin America/Caribbean:

latamdata@towersperrin.com  
1-866-824-5815 (toll free);  
1-954-767-1345

### United States:

tpusdata@towersperrin.com  
1-800-645-5771 (toll free);  
1-914-745-4096

## ABOUT TOWERS PERRIN

Towers Perrin is a global professional services firm that helps organizations around the world optimize 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 organizations in both the private and public sectors for over 70 years. Our clients include three-quarters of the world's 500 largest companies and three-quarters of the *Fortune* 1000 U.S. 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 organizations 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

We will only use your business details to inform you of developments we believe may be of interest to you, including services, tools and products we offer. You may request that we cease contacting you on this topic by writing to us at the address below, attention Marketing Services: Databases and Surveys Group. Please include the name of the brochure you received in the text of the letter. You will be promptly removed from our mailing list.

