

## Asia/Pacific Compensation Data Bank™ (CDB) General Industry Database

### THE POWER OF INFORMATION

Attracting and retaining the best people for your organization is an ongoing challenge. In this climate, having current competitive market data is critical to managing your total rewards.

Towers Perrin's Compensation Data Bank (CDB) is designed to provide high-quality remuneration market data based on consistent methodology and reports. Covering executive, middle management, professional and support levels, it is a comprehensive source that allows you to compare your competitive positioning against your peers.

CDB is part of Towers Perrin's worldwide databases that can answer a host of questions about reward programs, such as:

- Are you paying at the market rate you're targeting?
- Is the pay mix in line with the market?
- How does compensation differ across functions?
- Is a premium paid for geographic responsibility?
- Does your industry pay differently from others?

### UNIQUE FEATURES

#### Captures both cash compensation and long-term incentives

- Our surveys capture cash compensation, including base salary, other fixed and variable compensation. In addition, our executive surveys also provide expected values of long-term incentives.

#### Approach focusing on contribution levels through Career Map methodology

- Our surveys allow companies to tailor compensation to the unique skill levels of individual roles.

#### Simple link from survey structure to your organization's internal grading structure

- Function and career-level descriptions allow for benchmarking jobs and linking the survey results to your internal grading structure.

#### A variety of report formats is available (online, CD-Rom, hard-copy)

- Data can be accessed in the most convenient manner for participants in both pdf and spreadsheet formats. Results can be delivered online through Comp Online™, the Towers Perrin global web-based reporting tool.

#### Additional Value-added Services

- If you do not have sufficient resources available for preparing your submission, our local consultants will assist.
- Interest group and participant meetings enable you to network with other participants.
- Towers Perrin may conduct custom analyses for your specific needs on your behalf.

### Why Towers Perrin CDB?

**Quality Participants** Our participants are multinational and local companies that have a major impact on the local labor market.

**Quality Methodologies** Our databases feature regional consistency featuring career-level matching.

**Quality Processes** We have extensive job-matching and data review techniques. As part of our commitment to continuous improvement, we work with participants to capture elements, methodologies and reporting formats that are of the most value.

**One Global Platform** We have one single worldwide IT platform for maintaining and reporting data, which provides you with consistent formats, methodologies and statistical approaches from country to country.

**Internet Technology** Through Comp Online™, we provide participants with the most advanced Web-based access to data – around the clock, around the world.

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### TOP EXECUTIVE BENCHMARK POSITIONS

For executives, we use benchmark job descriptions that allow you to match your incumbents to a specific set of responsibilities. We capture differences between corporate and subsidiary jobs as well as scope differentials (e.g. geographic responsibility, reporting level, etc). A sample list of our executive jobs includes:

#### Top Corporate Functions:

- Chief Executive Officer
- Chief Operating Officer
- Deputy General Counsel
- Corporate Secretary

#### Other Top Executive Functions:

- Profit Centre Head
- Top HR Executive
- Top Finance Executive
- Top IT Executive

- Top Marketing & Sales Executive
- Top Engineering Executive
- Top Customer Relations Executive
- Top Manufacturing Executive

### MANAGEMENT, PROFESSIONAL AND SUPPORT CAREER LEVELS

Below the executive level, we cover a broad range of functional areas such as:

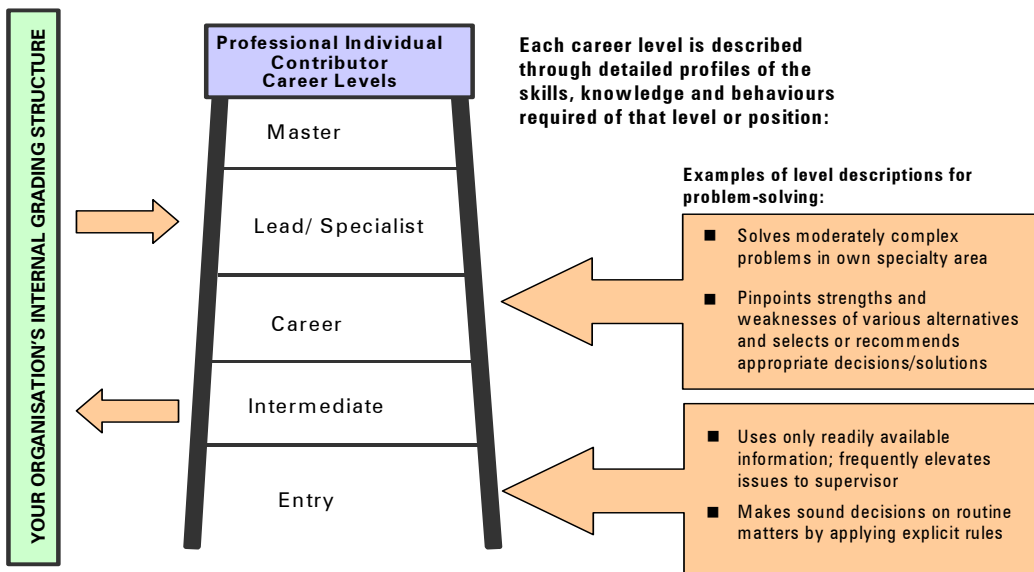
- Administrative Services
- Corporate Affairs
- Finance
- Engineering
- Sales
- Human Resources
- Information Technology
- Legal
- Manufacturing
- Marketing & Sales
- Research & Development
- Strategic Planning & Business Development
- Supply Chain Management
- Operations
- Customer Service

The Asia/Pacific CDB uses Towers Perrin's unique "career level" approach. This approach replaces traditional benchmark positions with career levels and job families/disciplines. Career levels describe skills and behaviors at discernible steps in an individual's career path, e.g., from entry to master.

Advantages of the approach include:

- easy-to-read and understand definitions, which simplify matching and data submission
- more useful reports because you can compare your positions to specific disciplines or broader job families
- links to your internal grading structure.

#### CAREER LEVEL METHODOLOGY EXAMPLE



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### A POWERFUL WEB-BASED DATA ANALYSIS SERVICE – COMP ONLINE™

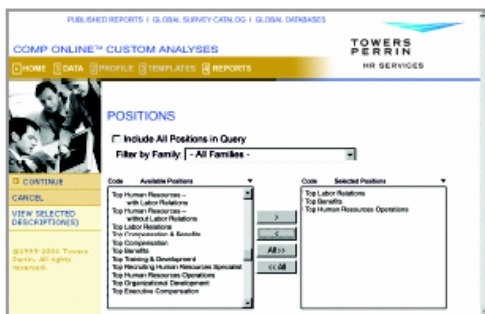
Comp Online™, the time-proven leader for online market data reporting, lets you access CDB standard reports online and conduct competitive assessments over the internet. It also enables you to:

- Create your **own peer groups** by selecting specific companies by name, industry or size
- **Customize your report formats** and content, e.g. create your own report labels
- Customize your **preferred percentiles** and show **your incumbents' data relative to market**
- **Combine positions** and levels
- Access **new data as it is submitted** to the database throughout the year

**Comp Online™, allows you 24 hours access, 7 days a week, 365 days a year.**

### CUSTOM ANALYSIS IN THREE EASY STEPS

1. **Select the data to include in your report:** For example, pick positions to include in the analysis and create your own peer group of companies with whom to compare.
2. **Select and customize the template:** Select pay elements and scope factors, as well as statistics to calculate (e.g. percentiles). Headers and labels can also be tailored.
3. **Receive your final report in your selected format:** This can be pdf or spreadsheet format and can be viewed online, printed, sent via email or downloaded directly onto your PC.



**SAMPLE TEMPLATE**  
Job Family: Sales  
Career Level: Career  
All Disciplines

	# of Cos	# of Cases	Average	10th	25th	Median	75th
Base Salary - Actual	54	583	42,716	25,723	31,306	43,238	51,623
Commission Bonus - Target	27	252	22,716	1,462	8,847	14,817	27,055
Commission Bonus - Target % Bonus	27	252	22,716	6,300	11,410	14,417	16,711
Target % Bonus - Actual	54	583	48,253	36,333	45,486	48,681	52,907
Target % Bonus - Target	54	583	46,611	37,712	43,488	46,681	52,907
Total Compensation - Actual	30	706	4,660	1,969	2,201	3,568	4,124
Total Fixed Pay - Actual	54	583	51,614	39,125	47,742	50,801	54,164
Total Fixed Pay - Target	54	583	51,833	38,291	46,919	50,418	53,833
Annual Variable Bonus - Actual	30	287	8,237	2,846	3,136	5,637	10,368
Annual Variable Bonus - Target	27	252	22,767	7,750	3,800	6,026	23,218
Annual Variable Bonus - Target % Bonus	0	252	28	8	10	16	37
Commission - Actual	30	322	27,603	1,966	10,010	15,016	33,889
Commission - Target	27	284	22,614	10,040	14,847	21,148	32,623
Commission - Target % Bonus	27	284	65	30	39	48	77
Total Variable Payments - Actual	53	528	30,389	3,877	6,116	10,169	28,760
Total Variable Payments - Target	45	438	27,962	7,800	4,804	14,647	28,144
Total Pay - Actual	57	584	66,756	46,637	54,339	61,483	72,889
Total Pay - Target	48	484	73,114	41,822	52,626	66,401	80,113
Age	57	559	34	31	33	33	35
Years of Experience in Job	30	706	5.8	1.6	2.5	4.1	7.2
Years of Experience in Field	57	573	7.4	4.0	6.0	8.9	11.7
Employees Supplied	27	204	1	0	0	1	2

All values in Singapore Dollars. Company weighted statistics.

The reports shown above are for sample purposes only. The content and format of specific reports may vary.

