

POSITION LIST

2007 Europe Top Executive Remuneration Survey

The Top Executive Remuneration Survey covers over 115 Executive positions within the General Industry and Financial Services sectors. In addition, we also survey a number of non-executive director positions.

General Industry

Top Executive

Chief Executive Officer
Chief Operating Officer
Chairman
Deputy Chairman

Profit Centre Head

Profit Centre Head on the Main Board
Profit Centre Head Not on the Main Board
Country Manager / Region Head
US Profit Centre Head

Other Executives

Top Operations Executive (Non-
Manufacturing/Non-Retail)
Top Quality Executive
Top Shared Services Executive
Top E-Commerce Management Executive

Legal

Top Legal Executive
Company Secretary with Legal Responsibility
Company Secretary without Legal Responsibility

Human Resources

Top Human Resources Executive
Top Compensation and Benefits Executive
Top Employee Relations Executive
Top Recruitment and Resourcing Executive
Top Management Development Executive
Top Health and Safety Executive
Top Human Resources Shared Services Executive
Top Diversity Executive
Top Corporate Pensions Executive

Manufacturing/Engineering

Plant Manager
Top Manufacturing Executive
Top Engineering Executive
Top Environmental Affairs Executive

Sales/Marketing

Top Sales and Marketing Executive
Regional Field Sales Executive
Top Sales Executive
International Brand Manager
Top Marketing Executive
Top Product Development Executive
Top Merchandising Executive
Top Retail Operations Executive

Customer Operations

Top Customer Services Executive

Finance

Finance Director/Chief Financial Officer
Financial Controller
Treasurer
Top Tax Executive
Top Accounting Executive
Top Internal Audit Executive
Top Investor Relations Executive
Top Risk Management Executive

Information Technology

Chief Technology Officer
Top Information Technology Executive

Research and Development

Top Research & Development Executive

Corporate Affairs

Top Corporate Affairs Executive
Top Public Relations Executive
Top Internal Corporate Communications
Top Regulatory Affairs Executive

Planning and Business Development

Top Planning/Development Executive
Top Business Development Executive
Top Mergers and Acquisitions Executive

Materials Managements

Top Procurement & Logistics Executive
Top Procurement/Purchasing Executive
Top Logistics Executive
Top Supply Chain Executive

Property Management

Top Property Executive
Top Facilities Management Executive

Financial Services Jobs

Chief Investment Officer
Top Financial Planning Executive
Chief Economist
Risk Director
Top Regulatory Compliance
Top Asset/Liability Management Executive
Top Funding Executive
Top Credit Risk Executive
Top Operational Risk Executive

Operations and Information Technology

Top Service Delivery Executive
Top Operations Executive
Top Systems Architecture Executive
Top Telecommunications Executive
Top Call Centre Service Executive
Top Information Security Executive
Top Customer Service Executive

Corporate Banking

Top Corporate Banking Executive
Area Corporate Banking Executive
Top Large Corporate Executive
Top Mid-Sized Corporate
Top Small Business Banking Executive
Top Asset-Based Financing Executive
Top Commercial Finance Executive
Top Leasing Executive
Top Corporate Credit Risk Executive

Transaction Processing Services

Top Transaction Services Executive
Top Cash Management Executive

Retail Banking

Top Retail Banking Executive
Top Retail Direct Banking Executive

Top Telephone Banking Executive
Top E-/PC Banking Executive
Top Retail Products Executive
Top Retail Investment Products Executive
Top Insurance Products Executive
Top Retail Financial Services Distribution
Executive
Top Network Retail Banking/Financial Services
Executive
Area Retail Banking/Financial Services Executive
Top Retail Credit Risk Executive

Consumer Credit

Top Consumer Credit Executive
Top Card Services Executive
Top Residential Mortgage Banking Executive

Wealth Management/Private Banking

Top Wealth Management Executive
Top Private Banking Executive
Top "Mass Affluent" Banking Executive
Top Trust Executive
Top Retail Stockbroking Executive

Investment Management

Top Investment Management Executive/Strategy
Director
Investment Management Product Head

Insurance

Multi-Profit Centre Head – Chief Actuary
Top Reinsurance Executive
Top Direct Insurance Executive

Insurance – Life & Pensions

Top Executive – Life & Pensions
Top Direct Life & Pensions Executive
Top Actuary – Life & Pensions
Top Underwriting Executive – Life & Pensions
Top Marketing Executive – Life & Pensions
Top Sales and Distribution Executive – Life &
Pensions
Top Intermediary Sales Executive – Life &
Pensions
Top Direct Sales Executive – Life & Pensions
Top Claims Executive – Life & Pensions

Insurance - General Insurance

Top Executive – General Insurance
Top Direct Insurance Executive
Top Actuary – General Insurance
Top Underwriting Executive – General Insurance
Top Marketing Executive – General Insurance

Insurance - General Insurance (continued)

Top Sales and Distribution Executive – General Insurance

Top Intermediary Sales Executive – General Insurance

Top Direct Sales Executive – General Insurance

Top Claims Executive – General Insurance

Top Private Healthcare Executive

Chairman and Non-Executive Directors

Chairman

Deputy Chairman

Senior Independent Director

Non Executive Director