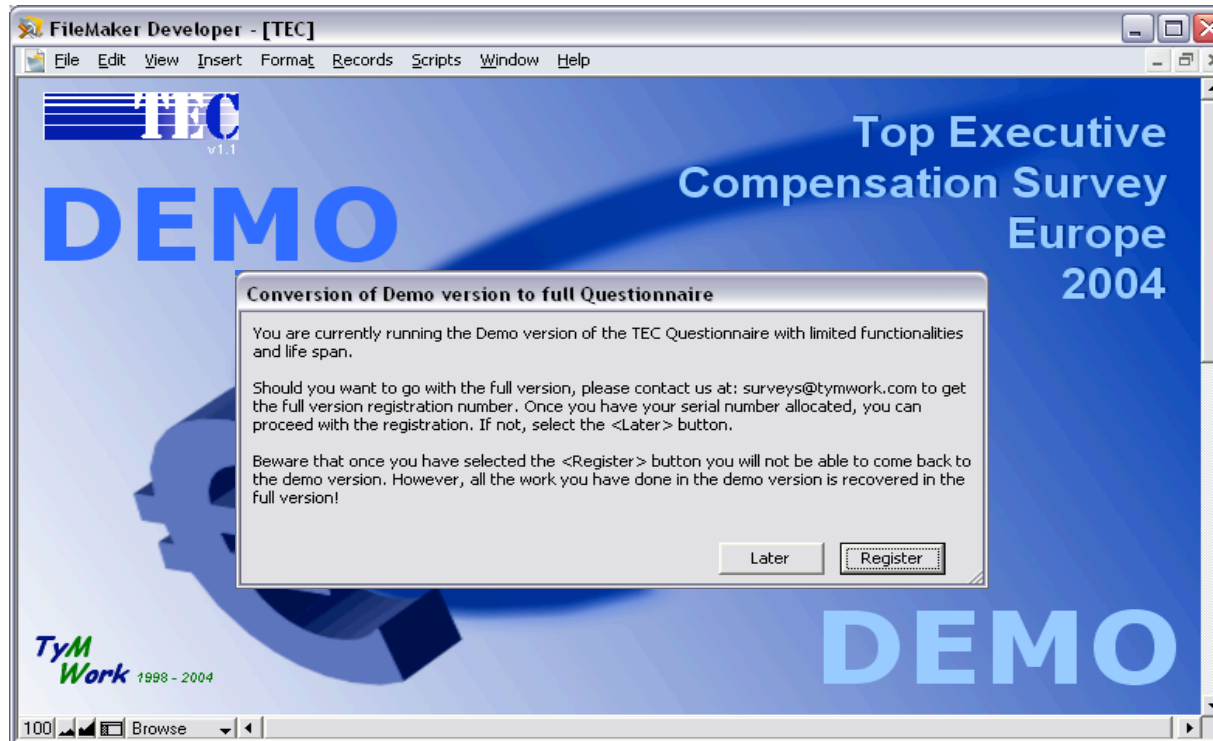


The survey questionnaire is relatively intuitive. In order to fully take advantage of the program, we will go screen by screen to explain the various functionalities of the program.

When you launch the program by clicking on the TEC Questionnaire located on your PC desktop, you will be prompted to enter an “Account Name” (enter **user**) and a “Password” (enter **montana**). Due to the rather confidential data you will be entering, we would recommend that you change this password and use one of your own (see “Password Change” on the next slide).

DEMO VERSION Click on the <Later> button to continue with the demo version.

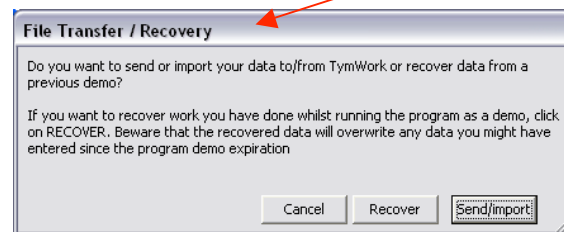
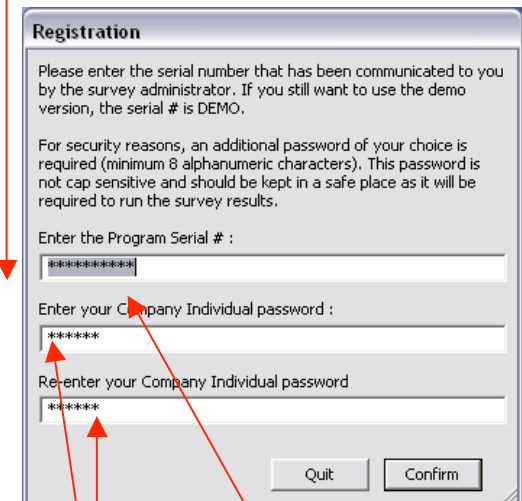
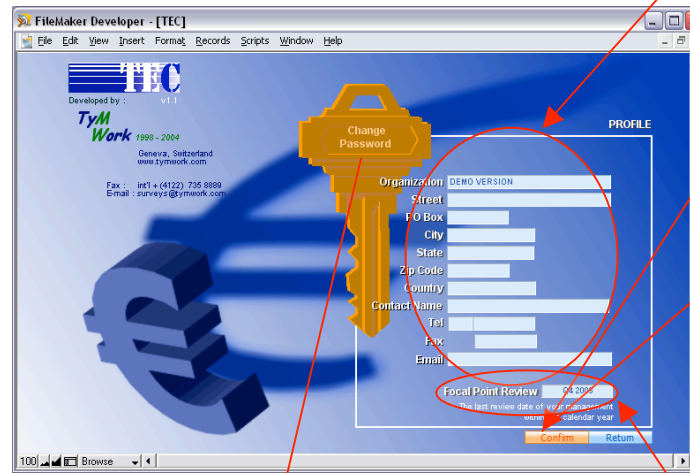
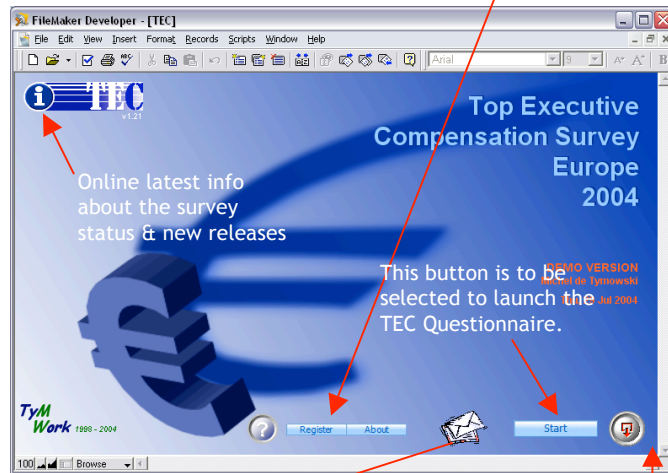
FULL QUESTIONNAIRE Contact TyMWork (surveys@tymwork.com) to get the serial number that will enable you to properly use the downloaded questionnaire. Once the serial number has been communicated to you, you can click on the <Register> button. In the meantime you can use the demo version, as all the data entered will be automatically recovered when you fully register your questionnaire!



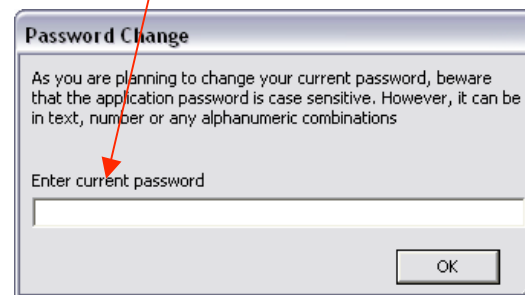
As you have validated the account name and password, the below screen will appear (Startup Screen). At the bottom part of the screen you will see a number of buttons and/or icons, each corresponding to a specific command or action.

DEMO VERSION Directly proceed with the <Start> button to launch the program (go to the next slide).

FULL QUESTIONNAIRE Click on the **Register** button to enter your coordinates. Once your coordinates have been entered you have to **Confirm** your registration



The button is to be selected to exit the application.
All data entries are saved automatically as you work with the program. As a result, there is no "Save" command.



As the information contained in this program covers sensitive information on senior executives in your organization, we highly recommend that you change your password to protect your data from possible intruders. Beware that the password is case sensitive.

The Export button is to be selected once the survey data input is completed. When you click on this button, a file with all your inputs is created together with an email to the attention of TyMwork.

The Import function is used to download the survey results.
See next slide for more details

Should you be using other email programs than Outlook (e.g. Lotus Notes) or a Window version prior Win 2000, this command might not work properly. If such be the case, the export file with your data can be found in C:\Program Files\TEC\Xport.tec

Beware : This command is disactivated with the demo version, however the data you have entered can be recovered with the full questionnaire

This is where you enter your Focal Point Review cycle (i.e. common annual merit increase review date) for the salaries reported by your company

Your individual password (mandatory). Keep it in a safe place as you will be requested to enter it to identify your data when the survey results will be downloaded.

The serial number communicated to you by TyMWork

INSTRUCTIONS RELATED TO THE SURVEY RESULTS WEB DOWNLOAD

Download Survey Results

When you click on the download icon on <http://www.tymwork.com/Survey/TEC05results.htm>, don't save the file, click on run and wait until the download (on the temporary folder) is completed. This should take couple of minutes depending on the speed of your network. You will be prompted for a password (check your email or contact surveys@tymwork.com to get your password)

The program will be placed on C:\Program files\TEC 200x. Should you want to place it on a different drive and/or folder, do so prior unzipping the file. However, should you change the download destination, you will have to recreate a new shortcut.

Update program with Survey Results

Start the program by clicking on the shortcut TEC 200x Survey that should be on your desktop. If not available (for the above reasons), go into the TEC 200x folder and click on TEC 200x.exe (and eventually recreate a new shortcut).

An "Account Name" and "Password" will be required (check your email or contact surveys@tymwork.com to get them)

Once done go to the program file menu and select data transfer. Click on Send/Import, click again on the "Import" button.

Enter your your company name, company code & individual password (different from the above, check your email or contact surveys@tymwork.com to get them). They should be entered exactly as per the email sent to you. otherwise you will not be able to register.

Confirm by clicking on the "OK" button. Your program will be updated with your data as well as with the competitive data!

The screenshot shows the TEC 200x program interface with three dialog boxes overlaid:

- File Transfer / Recovery**: A dialog box asking "Do you want to send or import your data to/from TymWork or recover data from a previous demo?". It includes instructions for recovering work and buttons for "Cancel", "Recover", and "Send/import".
- File Export / Import**: A dialog box with instructions: "To forward your data inputs to TymWork, click on SEND." and "To import your data inputs to an empty database (i.e. following a program update) click on IMPORT." It has "Import" and "Send" buttons.
- Import registration**: A registration form with fields for "Company name", "Company code", and "Company individual password", and an "OK" button.

Red arrows indicate the flow: from "Send/import" in the first dialog to "Import" in the second, and from "Import" in the second to the "Import registration" form. A large grey arrow points from the top right towards the dialog boxes.

Once you have clicked on the “START” command, the below screen will appear. This is the main screen of the survey to be completed for each positions you are covering in the survey. So it is important that all fields be properly completed.

The screenshot displays a FileMaker Pro Advanced window titled "FileMaker Pro Advanced - [Data]". The main form is divided into several sections:

- Header:** Includes a menu bar (File, Edit, Records, Go to Query, TEC Help, Tools) and a data entry area with fields for Code (380), Position Title (Head of Regional Sales & Marketing), Ref # (AA0275), Internal Position Title (VP Sales & Marketing), Industry Sector (HT & Telecom), and Country (SWITZERLAND). A TEC logo and the year 2006 are also present.
- POSITION PROFILE:** Contains various assessment categories:
 - A. Qualifications (67):** Includes Job Matching (TEC, 1233), A-1 Educational Level (5), A-2 Proficiency Level (4), and exposure (3).
 - B. Communication (66):** Includes B-1 Internal Contacts (3), B-2 External Contacts (4), and Nature of Contacts (3).
 - C. Organizational Resources (50):** Includes C-1 Financial Resources (Revenue/Assets Mgt: 7, Annual Budget: 9) and C-2 Human Resources (Degree of Involv.: 3, Tot. Subord. Staff: 7, Functional Reports: 1, Outside Resources: 1).
 - D. Organizational Effectiveness (45):** Includes D-1 Organizational Lvl (5), D-2 Output Process (2), and D-3 Operational Impact (3).
 - E. Leadership (34):** Includes E-1 Decision-Making Lvl (3) and E-2 Managerial Scope (2).
 - F. Challenge (68):** Includes F-1 Autonomy (4), F-2 Creativity (3), and F-3 Working Environment (Level of Pressure: 3, Activity Requirements: 3).
- GENERIC POSITION DESCRIPTION:** A text area containing the description: "Has the primary responsibility to design and implement the policies and programs that direct both the marketing and sales of the reported entity."
- REMUNERATION PROFILE:**
 - Annual Cash Compensation:** Table with columns for Current and Midpoint/Target. Rows include Base Salary (CHF 659'200), Cash Incentive (CHF 319'680), Long Term Cash Incentive (CHF 0), Other Cash Payments (CHF 0), and Profit Sharing (CHF 11'250). Total Cash is CHF 990'130.
 - Equity Participation Plan(s):** Includes Stock Options Plan (12'300 options, \$12.50 Mkt value) and Stock Grant (5'000 shares, \$1.89 Mkt value).
 - Perquisites:** Includes Company Car (CHF 2'100), Company dedicated Chauffeur, Representation Allowance (CHF 28'000), and Other Allowance(s).
 - Comments:** A text area with the note: "Incumbent working out from in London however paid on the Swiss payroll."
- Bottom Screen Commands:** A navigation bar with buttons for Responses, Scores, Remuneration, Structure, Salary Coef., New Entry, Duplicate Entry, Delete Entry, Position 1 of 1, Print Screen, and Calculate Profile.

In the next following pages, we will review in details the various functionalities to be found in this screen

UPPER SCREEN COMMANDS/FIELDS

POSITION & REMUNERATION PROFILES FUNCTIONALITIES

BOTTOM SCREEN COMMANDS

These are fields for you own usage

	380	Position Title Head of Regional Sales & Marketing	Ref # AA0275	Internal Position Title VP Sales & Marketing	Industry Sector HT & Telecom	Country SWITZERLAND		2006
--	-----	--	-----------------	---	---------------------------------	------------------------	--	------

UPPER SCREEN COMMANDS/FIELDS

When you click on the "Code" button, the below screen appears with all the surveyed positions. In order to select a particular position, you just click on it.

The Survey Position Code and Title will automatically be selected.

Fields to select the industry sector and the country where the incumbent is paid.

The screenshot shows the FileMaker Developer interface with a 'Position Selection' dialog box. On the left is a hierarchical tree structure with levels: Worldwide (100), Worldwide BU (200), Regional (300), Regional BU (400), Area (500), and Area BU (600). The main area contains a grid of job positions categorized by level:

Worldwide		Region	
Company wide	Business Unit level	Company wide	Business Unit level
100 Chief Executive Officer	210 Head of BU	310 Regional General Manager	410 Regional BU GM
110 Chief Operating Officer	220 Head of BU Finance	320 Head of Regional Finance	420 Head of Regional BU Finance
120 Head of Corporate Finance	230 Head of BU HR	330 Head of Regional HR	430 Head of Regional BU HR
130 Head of Corporate HR	240 Head of BU Legal	340 Regional Legal Counsel	440 Regional BU Legal Counsel
140 Head of Corporate Legal	250 Head of BU IT	350 Head of Regional IT	450 Head of Regional BU IT
150 Head of Corporate IT	260 Head of BU Communication	360 Head of Regional Communication	460 Head of Regional BU Communication
160 Head of Corporate Communication	270 Head of BU Business Development	370 Head of Regional Business Development	470 Head of Regional BU Business Development
170 Head of Corporate Business Development	280 Head of BU Sales & Marketing	380 Head of Regional Sales & Marketing	480 Head of Regional BU Sales & Marketing
180 Head of Corporate Sales & Marketing	281 Head of BU Sales	381 Head of Regional Sales	481 Head of Regional BU Sales
181 Head of Corporate Sales	282 Head of BU Marketing	382 Head of Regional Marketing	482 Head of Regional BU Marketing
182 Head of Corporate Marketing	290 Head of BU Operations	390 Head of Regional Operations	490 Head of Regional BU Operations
190 Head of Corporate Operations	291 Head of BU R&D	391 Head of Regional R&D	491 Head of Regional BU R&D
191 Head of Corporate R&D	292 Head of BU Engineering	392 Head of Regional Engineering	492 Head of Regional BU Engineering
192 Head of Corporate Engineering			

Below the grid is a 'Sub-Region' section with a similar grid:

Sub-Region	
Company wide	Business Unit level
510 Area GM	610 Area BU GM
520 Area Finance Manager	620 Area BU Finance Manager
530 Area HR Manager	630 Area BU HR Manager
540 Area Legal Counsel	640 Area BU Legal Counsel
550 Area IT Manager	650 Area BU IT Manager
560 Area Communication Manager	660 Area BU Communication Manager
570 Area Business Development Manager	670 Area BU Business Development Manager
580 Area Sales & Marketing Manager	680 Area BU Sales & Marketing Manager
581 Area Sales Manager	681 Area BU Sales Manager
582 Area Marketing Manager	682 Area BU Marketing Manager
590 Area Manufacturing Manager	690 Area BU Manufacturing Manager
591 Area R&D Manager	691 Area BU R&D Manager
592 Area Engineering Manager	692 Area BU Engineering Manager

POSITION PROFILE

This data entry screen is used to enter the responses resulting from the position evaluation multiple choice questionnaire. The time to be devoted to this exercise is critical. However, **the program accepts companies reporting scores from HAY, MERCER & Watson Wyatt evaluation systems.** If such be the case, you should select the system used, report the score and complete only section C of the job matching!

Should you go through the TEC job matching process, the evaluation table is built around six main factors and is a key element of the survey:

- A. Qualification
- B. Communication
- C. Organizational Resources
- D. Organizational Effectiveness
- E. Leadership
- F. Challenge

Each factor has a number of corresponding sub-factors with multiple choice questions to be entered.

Should the user not be in possession of the position evaluation questionnaire (which can be printed from the application), he/she can click on the heading of the factor or sub-factor to get the relevant question and response definitions, as the questionnaire is built-in the program.

POSITION PROFILE

Job Matching TEC 1233 1233

TEC exposure 3

Main Factor

Sub-Factor

Fields to be completed for proper matching (total of 23 multiple choice questions)

Specific Factor Points resulting from the job matching exercise

Blue bullet points = select help for the job matching questionnaire

Message to be prompted should the evaluation be incomplete

Generic Position Description

Has the primary responsibility to design and implement the policies and programs that direct both the marketing and sales of the reported entity.

If not using the TEC job matching process, select the system you want to use and enter the actual score. It will automatically be converted to the appropriate TEC total points

Total TEC Points resulting from the job matching exercise

Main Factor

Sub-Factor

Fields to be completed for proper matching (total of 23 multiple choice questions)

Specific Factor Points resulting from the job matching exercise

Blue bullet points = select help for the job matching questionnaire

Message to be prompted should the evaluation be incomplete

Generic Position Description

POSITION QUESTIONNAIRE

The TEC Questionnaire has a complete Job Matching Questionnaire built-in the application, In order to access to the questions, the blue bullet points next to the factors and sub-factors triggers on the screen the multiple choice questions. However, for convenience reasons, the Job Matching Questionnaire can be printed.

POSITION PROFILE

A. Qualifications		83	Tot. Pts	83	
• A-1 Educational Level	7	• A-2 Proficiency Level	5	• A-3 Int'l Exposure	4
B. Communication		0			
• B-1 Internal Contacts		• B-2 External Contacts			
Nature of Contacts		Nature of Contacts			
C. Organizational Resources		0			
• C-1 Financial Resources		• C-2 Human Resources			

FileMaker Developer - [Quest]

File Edit View Insert Format Records Scripts Window Help

A. Qualifications

Defines the basic skills and know-how needed in order to efficiently fulfill the position.

B. Communication

Defines the level and nature of communication which the position is expected to have in day-to-day relations, both orally and in written.

C. Organizational Resources

Defines the level of responsibility in the effective management of the financial resources within the organization.

D. Organizational Effectiveness

Defines the position's impact on the decisional level within the company and the consequences on the organization's medium/long-term objectives.

E. Leadership

Defines the level of guidance/influence required by the position to motivate colleagues, as well as the degree of involvement in defining and implementing objectives of the company.

F. Challenge

Measures the extent to which the position is independent in the day-to-day assignments, as well as the analytical skill and creativity required to fulfill the job, as well as the working environment.

Blue bullet points = select help for the job matching questionnaire

FileMaker Developer - [Quest]

File Edit View Insert Format Records Scripts Window Help

A-2 Proficiency Level

The position requires the following demonstrated level of proficiency/experience to fulfill the position:

1. Standard - Some related experience needed or specific training required in addition to the formal academic education. Gains practical know-how by assisting higher-level professionals.
2. Related - General training in a specific field with related work experience on assignments of reasonable complexity for the vocation or profession.
3. Experienced - Qualification in a technical skill or specific business field. Uses a wider knowledge of concepts, practices and procedures to handle especially complex tasks and/or provide leadership to others.
4. Professional - Acts as an authority in the area of expertise with a contribution to the enhancement of the company's know-how.
5. Senior Professional - Acts as an authority at senior management levels playing a major role in improving the company's know-how.
6. Leading Authority - Acts as final authority at the executive level in several major area of expertise to enhance the overall organization's business dynamic. Requires leading distinction in the professional field and a good reputation amongst other professionals within the business community.

Netcomp Evaluation

A. Qualifications
Defines the basic skills and know-how needed in order to efficiently fulfill the requirements of the position.

A-1 Educational Level	A-2 Proficiency Level	A-3 International Exposure
<p>A-1 Educational Level The position requires the following formal/academic education to have the basic knowledge to fulfill the position.</p> <ol style="list-style-type: none"> 1. Basic - High School in the U.S. / Secondary School, or apprenticeship level. 2. Advanced - Junior College (in the U.S.) or State Diploma corresponding to the level of schooling prior to other university entry. 3. Vocational - Technical or Commercial Secondary diploma. 4. Academic level - Certain studies leading to an advanced degree in science, economics, finance or other recognized disciplines. 5. Professional level - Professional recognition (Bachelor's, CPA) secured through additional specific studies or the academic level. 6. Post Graduate Studies - Master's degree from a challenge University or business school. 7. Distinction - Specialized academic studies, such as a Ph.D. or Doctorate. 	<p>A-2 Proficiency Level The position requires the following demonstrated level of proficiency/experience to fulfill the position:</p> <ol style="list-style-type: none"> 1. Standard - Some related experience needed or specific training required in addition to the formal academic education. Gains practical know-how by assisting higher-level professionals. 2. Related - General training in a specific field with related work experience on assignments of reasonable complexity for the vocation or profession. 3. Experienced - Qualification in a technical skill or specific business field. Uses a wider knowledge of concepts, practices and procedures to handle especially complex tasks and/or provide leadership to others. 4. Professional - Acts as an authority in the area of expertise with a contribution to the enhancement of the company's know-how. 5. Senior Professional - Acts as an authority at <u>senior management levels</u> playing a major role in improving the company's know-how. 6. Leading Authority - Acts as final authority at the <u>executive level</u> in several major areas of expertise to enhance the overall organization's business dynamic. Requires leading distinction in the professional field and a good reputation amongst other professionals within the business community. 	<p>A-3 International Exposure The position requires the following international experience:</p> <ol style="list-style-type: none"> 1. Minimal - Little or no related experience within a multinational environment. 2. Limited - Some experience within a multinational environment. 3. Broad - Moderate experience through international assignments and/or projects completed within a multinational environment. 4. Extensive - Significant experience with a truly multinational environment gained through major international assignments.

By clicking on this printer icon, you will be able to get the full Job Matching Questionnaire printed (6 pages).

REMUNERATION PROFILE

The position remuneration profile where all cash, non-cash or deferred cash elements have to be completed for each reported individual.

Target Data

REMUNERATION PROFILE

Annual Cash Compensation

	Current	Midpoint/Target
● Base Salary	CHF 470'000	450'000
● Cash Incentive	CHF 88'500	90'000
● Long Term Cash Incentive	CHF 0	0
● Other Cash Payments	CHF 0	0
● Profit Sharing	CHF 24'000	33'750
Total Cash	CHF 582'500	573'750

Equity Participation Plan(s)

	# of Options	Mkt value
● Stock Options Plan	100'000	\$ 0.25
	Discount: 20 %	Waiting: 1 yrs
		Vesting: 4 yrs
● Stock Grant	# of Shares: 20'000	Mkt value: \$ 0.25

Perquisites

	Lease value	Allowance
● Company Car	CHF 24'500	0
● Company dedicated Chauffeur	<input type="checkbox"/>	
● Representation Allowance	CHF 28'000	
● Other Allowance(s)	CHF 0	

Comments

The incumbent covers, in addition to the CEE responsibility, the Middle East for the Health Division (HDBU) with a dual reporting. However, the core reporting remains with the CEE region.

Base Salary

Enter the incumbent's annual base salary at the end of the reported quarter, as well as his/her annual current BS midpoint.

The reported amount should include any additional monthly payouts (e.g. 13, 14th months, etc.), as well as guaranteed bonuses.

Representation allowance (tax exempted) should also be included in the Base Salary. However, the specific value of such perquisite is to be valued on the below "Representation Allowance" field.

OK

Headers with blue bullet points can be selected to get specific instruction messages.

Currency definition directly linked on the country selected.

Additional space for individual participant's comments. Not to be shared in the survey.

Responses Scores Remuneration Structure Salary Coef.

Position 1 of 1

→ BOTTOM SCREEN COMMANDS

RESPONSES

The below table shows, for each positions entered, the responses of the questionnaire. The table is interactive, i.e. you can make the changes directly on this screen instead of the individual template.

FileMaker Developer - [Data]

File Edit View Insert Format Records Scripts Window Help

Position Matching

Responses

Code	Position	ID #	A Qualifications			B Communication			C Organizational Resources			D Organiz. Effectiv.			E Leader-ship			F Challenge			Country					
			Educational Level	Proficiency Level	International Exp.	Internal Contacts	Nature of Contacts	External Contacts	Nature of Contacts	Annual Revenues	Degree of Invol.	Annual Budget	Degree of Invol.	Tot. Subordinates	Tot. Reporting Staff	Tot. Outside Staff	Organizational Level	Output Process	Operational Impact	Decision-Making Level		Managerial Scope	Autonomy	Creativity	Level of Pressure	Activity Requirement
540	Area Legal Counsel	2	3	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	
540	Area Legal Counsel	6	3	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	
		9																								

DEMO VERSION - 2004
Page ?

→ Click this icon to sort the below column

→ Click this icon to bring you back to the individual template

Responses Scores Remuneration Structure Salary Coef.

Position 1 of 1

New Entry Duplicate Entry Delete Entry

Print Screen Calculate Profile

→ BOTTOM SCREEN COMMANDS

SCORE

The below table shows, for each positions entered, the point scoring by factors as well as the total point value of the evaluation. This is a critical table as it gives you an overview of the various scores by individuals helping you in harmonizing your Job Matching process!

This column shows how the job matching score compares with the current Total Cash target midpoint (i.e, target BS plus target ST incentive).

FileMaker Developer - [Data]

File Edit View Insert Format Records Scripts Window Help

Print Return

Position Matching

Score by factors

Code	Position	ID #	Qualification	Communication	Organiz. Resources	Organiz. Effectiveness	Leadership	Challenge	Tot. Pts	Grade	Country
230	Head of BU HR Director of HR Pharma Division	47500	61	34	3	60	26	66	250	8	GERMANY
520	Area Finance Manager Finance Mgr Nordics	12853	51	12	2	18	9	51	142	5	GERMANY
340	Regional Legal Counsel Legal Europe	45986	78	25	6	39	20	73	241	8	SWITZERLAND
210	Head of BU Vice President Pharmacology	58832	84	60	18	84	58	100	405	13	FRANCE

Page ? DEMO VERSION - 2004

→ Click this icon to sort the below column

→ Job Matching looks too low

→ Job Matching looks fine

→ Job Matching looks too high

→ Click this icon to bring you back to the individual template

Responses Scores Remuneration Structure Salary Coef.

Position 1 of 1

New Entry Duplicate Entry Delete Entry

Print Screen Calculate Profile

→ BOTTOM SCREEN COMMANDS

REMUNERATION

Prompts the remuneration profile report. The below table shows, for each positions entered, the remuneration data entered.

FileMaker Developer - [Data]

Salary Listing

Print Return

Code	Position	ID #	Annual Cash Compensation					Perquisites			Equity Participation Plan(s)									
			Base Salary	Incentive	Long-term Incentive	Other Cash	Profit Sharing	Total Cash	Company Car	Chauffeur	Allowance(s)	# of Shares	Mkt value	Discount	Waiting/Vesting					
230	Head of BU HR	47500	Actual	293'000	64'460	0	0	16'115	373'575	Lease	12'340	<input type="checkbox"/>	Repr.		Options	7'000	\$	24.32	20 %	1 yrs
			Target	330'000	99'000	0	0	23'760	452'760	Allow			Other		Grant					4 yrs
			All cash data in €							Total Points 250 Total Cash € 385'915										
520	Area Finance Manager	12853	Actual	204'560	39'850	0	0	11'250	255'660	Lease	11'400	<input type="checkbox"/>	Repr.		Options	5'000	\$	24.32	20 %	1 yrs
			Target	198'000	59'400	0	0	14'256	271'656	Allow	0		Other		Grant					4 yrs
			All cash data in €							Total Points 142 Total Cash € 267'060										
340	Regional Legal Counsel	45986	Actual	257'200	46'260	0	0	14'146	317'606	Lease		<input type="checkbox"/>	Repr.	18'000	Options	6'000	\$	24.32	20 %	1 yrs
			Target	265'000	53'000	0	0	19'080	337'080	Allow	12'000		Other		Grant					4 yrs
			All cash data in CHF							Total Points 241 Total Cash CHF 329'606										
210	Head of BU	58632	Actual	458'960	201'330	49'520	0	25'243	735'053	Lease	15'950	<input type="checkbox"/>	Repr.		Options	15'000	\$	24.32	20 %	1 yrs
			Target	453'000	182'000	54'000	0	34'056	723'056	Allow	0		Other		Grant	1'200		23.56		4 yrs
			All cash data in €							Total Points 405 Total Cash € 751'003										

DEMO VERSION - 2004



BOTTOM SCREEN COMMANDS

STRUCTURE

Prompts the structure profile report. For each positions entered, a calculated target midpoint level is attributed. This table is used as a sanity check to see whether or not the job matching makes sense once we correlate the **proposed midpoint (regression analysis)** with the **current midpoint (target bases salary plus target incentive)**.

As the inputs can be reported from various location, all the salary data, for comparison purposes, are converted into one reference salary scale. A country salary coefficient table is being used to performed this action.

TEC Quest - [Data]

File Edit View Insert Format Records tec Window Help

Print Return

Salary Structure

Point values vs Salary Midpoints

Code	Position	ID #	Tot. Pts	Grade	Currency	Calculated Midpoint	Current TC Midpoint	Reference Salary Scale
210	Head of BU VP of Pharmacology Division	1007	507	16	€	315'027	318'168	SWITZERLAND
281	Head of BU Sales VP Sales	1008	419	13	€	169'960	152'332	UK
350	Head of Regional IT Director IT EMEA	1009	351	11	€	105'004	125'305	BELGIUM
510	Area General Manager Managing Director Middle East	1000	274	9	€	61'087	56'531	GERMANY

DEMO VERSION - 2004

100 Browse

For Help, press F1

NUM

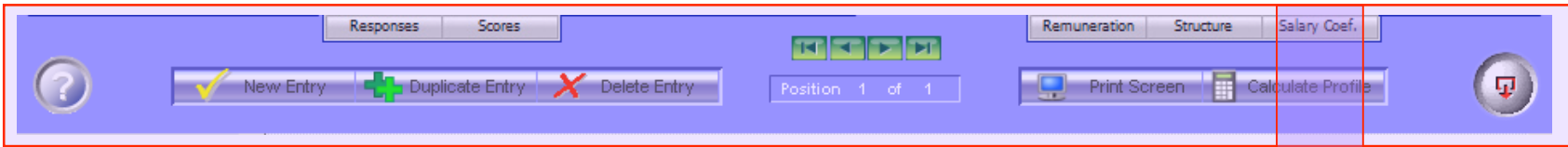
This column shows how the job matching score compares with the current Total Cash target midpoint (i.e, target BS plus target ST incentive).

The country used as salary structure reference (see next slide for more detailed information).

Job Matching looks too low

Job Matching looks too high

Job Matching looks fine



BOTTOM SCREEN COMMANDS

SALARY COEFFICIENT

This table (which has been preset with recommended index differentials) is used to help you testing your job matching process. Its basic purpose is to create a country salary coefficient reference to check the matching validity when you report positions from **different countries**. If you report data from only one country, this table should be disregarded!

Example, should most of your positions be based in Denmark, but you need to report few position located in Austria and Belgium, you will take your Denmark salary structure as an index of 100% and compare your two other structures against Denmark. To do so, clear the 2 left handed columns and enter your grade midpoint index (for a position **600** under **Index at 100** and your top job, e.g. **100 to 300** under **Index 900**) at 100 for Denmark and your equivalent calculated differential indexes for Austria and Belgium. You will then be able to compare the totality of your positions as they were all based in Denmark. This is a sanity check and in no way should replace the actual job matching exercise.



Print Return

Country Salary Coefficient Table

COUNTRY	Index		DENMARK		X Points	Index at X	26/7/04	
	at 100	at 900	Index at 100	Index at 900			exch. rate	2004 COL
Austria	118.49	116.34	118.49	116.34	100	118.49	1.000	87.59
Belgium	103.06	111.16	103.06	111.16	190	103.97	1.000	77.79
Denmark	100.00	100.00	100.00	100.00	190	100.00	7.436	100.00
Ireland	74.17	90.53	74.17	90.53	100	74.17	1.000	86.83
	75.57	85.13	75.57	85.13	100	75.57	1.000	94.95
				103.09	190	91.22	1.000	80.15
					100	80.21	1.000	73.98
						74.34	1.000	91.65
							1.000	85.19
								77.37

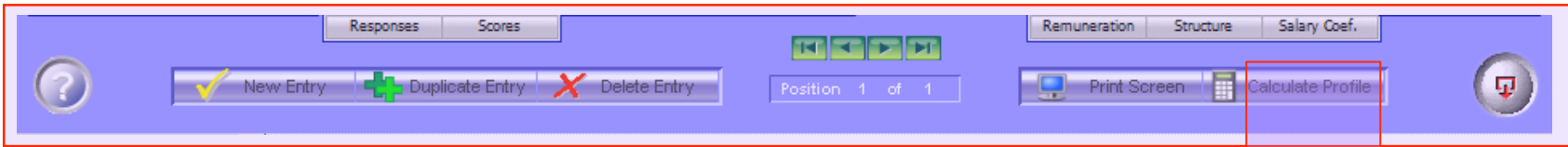
This is where you enter your salary structure differential against your main structure.

Country selected as salary structure reference. Should you select another country, the indexes will be adjusted accordingly.

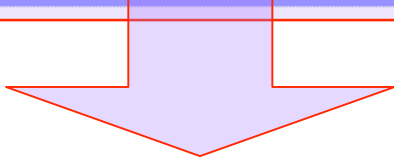
Exchange rates used for preset index data

For information only. Sources : UBS

Enter here a specific job matching point value to see what index value will come out.



→ BOTTOM SCREEN COMMANDS



PROFILE CALCULATION

To calculate the value of a job, click on the bottom right button "Calculate Profile" (or click on the top menu "Go to Query") where you will be able to set a number of parameters, i.e. mix positions (up to 8), select sector (up to 8 or all sectors by default if no selection) or country (up to 10 or overall Europe by default if no selection) of references (even though some of the selections will be more pertinent once we get over 60 participating companies).



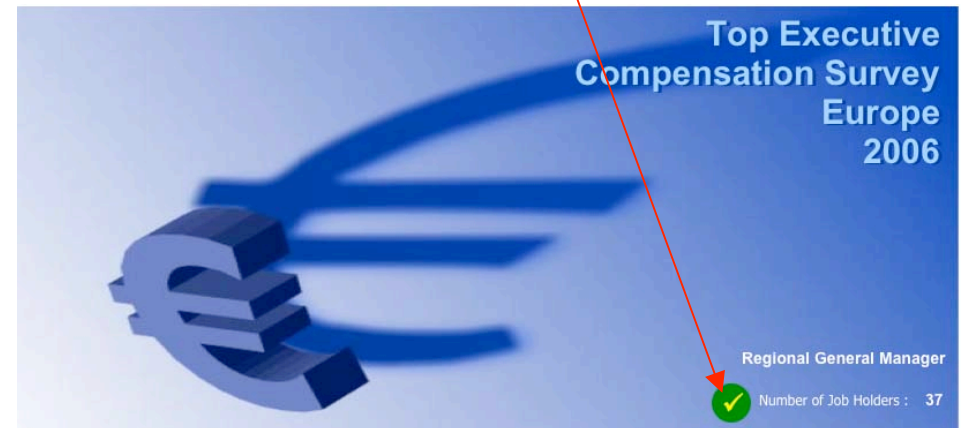
Position Profile Query

	Criteria	Selected Criteria
POSITION	<input type="text"/>	Head of Regional Sales & Marketing
SECTOR	<input type="text"/>	
COUNTRY	<input type="text"/>	

TEC POINT RANGE Above Below

Once criteria selected, click on "Calculate" and wait until all the calculations are performed (could take 20 to 30 seconds). Since it runs some calculations under Excel, you will be prompted to confirm the macros which you should do (if you don't want to be bothered by always clicking the macro authorization message, open Excel, go to the "Tools" menu => "Macro" => "Security" and select the "Low" security level). **Wait until all calculations are done.** A blue screen (see below) will come up to your screen with the position covered and the actual number of job holders. Click on the red circle with the yellow check mark to get the output data (results). A blue screen (see below) will come up to your screen with the position covered and the actual number of job holders. Click on the green circle with the yellow check mark to get the output data (results).

You can also select a point range to refine your search. Should you use HAY, Mercer or W. Wyatt systems, you can click on the icon to get the correlation table.

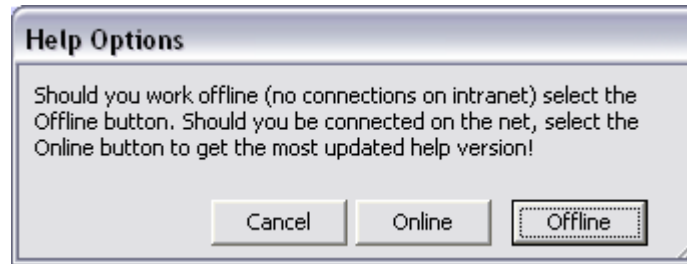




→ BOTTOM SCREEN COMMANDS



Click this button to access to the help menu. The message on the right will be prompted. As issues, questions and suggestions from participants are a daily process, you should privilege the online version as it is the most up-to-date help version.



Click this button to create a new position profile



Click this button to duplicate the current position profile



Click this button to delete the current position profile



Click this button to navigate through the position profile records



Click this button to print the current screen



Click this button to calculate a profile (more details about this function on the previous slide)



The button is to be selected to exit the application. All data entries are saved automatically as you work with the program. As a result, there is no "Save" command.

FileMaker Pro Advanced - [TEC output report]

File Edit View Insert Format Records Scripts Tools Window Help

PARTICIPANT ABC

Switzerland Head of Regional Sales & Marketing 380

Job holders : 11

Overview New Profile Delete Print

CHF

Your data	Lower Quartile	Median	Average	Upper Quartile	you vs median
Actual Cash Compensation					
Annual Base Salary	659 200	336 179	412 000	441 513	444 067 60%
Annual Incentive	319 680	108 203	158 801	191 293	200 964 101%
Long-term Incentive	0	0	0	12 763	0
Other Cash Payments	0	0	0	0	0
Profit Sharing	11 250	0	0	0	0 ?
Total Cash	990 130	438 106	582 869	645 568	604 239 70%
Calculated Total Cash	662 720	517 362	529 600	604 594	613 744 25%
Target Cash Compensation					
Annual Base Salary	695 520	330 000	342 358	419 386	407 635 103%
Annual Incentive	164 800	97 537	122 552	179 974	155 472 34%
Long-term Incentive	0	0	0	12 763	0
Other Cash Payments	0	0	0	0	0
Profit Sharing	14 320	0	0	0	0 ?
Total Target Cash	874 640	438 820	479 302	612 122	529 233 82%
Position Scope					
# of Subordinates	5'000-10'000	5-20	20-100	100-500	500-1'000
# of Functional Reports	none	none	none	1-5	1-5
# of Outsourced Employees	none	none	none	none	none
Revenues (in € mio)					
Mgmt responsibilities					
Remote					0%
Contributory	5001-10bio	1'001-3'000	3'001-5'000	3'001-5'000	5'001-10bio 36%
Important		up to 100	up to 100	101-250	up to 100 64%
Budget (in € mio)					
Mgmt responsibilities					
Remote					0%
Contributory	above 800	401-600	601-800	601-800	601-800 18%
Important		up to 10	101-200	25-50	101-200 82%
Annual Incentive	yes	yes = 100%			
Long-term Incentive	no	yes = 9%			
Other Cash Payment	no	yes = 0%			
Profit Sharing	no	yes = 0%			

Your data	Lower Quartile	Median	Average	Upper Quartile	you vs median
Equity Participation					
Stock Option Plan	yes	yes = 73%			
Discount		yes = 0%			
Discount value			0%		
Waiting Period (years)	1	1	1	2	3
Vesting (years)	3	2	4	3	4
# of Shares	12 300	5 950	8 175	12 469	17 000
Black Scholes value	30 353	59 208	64 287	82 625	77 921 -53%
Stock Grant Plan	yes	yes = 64%			
# of Shares	5 000	730	730	1 063	1 110
Mkt Value x # shares	14 912	44 695	44 695	56 048	68 421
Perquisites					
Company Car	yes	yes = 55%			
Leased Value	2 100	19 650	22 000	21 340	23 759 -90%
Car Allowance		yes = 9%			
Amount		35 142	35 142	35 142	35 142
Company Chauffeur		yes = 0%			
Tax Effective Allowances		yes = 5%			
Rep. Allowance	yes	yes = 5%			
Value	28 000	79 400	79 400	79 400	79 400 65%
Other Allowance(s)		yes = 0%			
Value			0		?
Overall					
Point Spread	TEC 330	204	210	278	287
Total Remuneration	TEC 1 037 495	544 909	671 212	756 161	695 342 55%
Description					
Has the primary responsibility to design and implement the policies and programs that direct both the marketing and sales of the reported entity.					
Selection Comments					
Incumbent working out from in London however paid on the Swiss payroll					

TEC
HAY
Mercer
W. Wyatt

Overview New Profile Delete Print

150 | Browse

You can select the way points results are presented, i.e HAY, Mercer or Wyatt point system.

You can customize or modify the company name, the position title, complete the job description and add comments

You can list as a summary all the position profiles you have calculated.