



SRG Services

Compensation, Benefits and Perquisites Market Assessments

January 2016





Global benchmarking

SRG provides market assessments of international positions based on our proprietary surveys covering 178 countries with over 7,000 participants and 12,000 benchmark positions.

Assessments can be made for compensation items only, a combination of compensation and benefits or stand-alone benefits profiles by country and position levels.

In this deck, we describe our standard process and provide examples of deliverables. Both the process and deliverables can be tailored to fit the needs of the individual client.

In an attachment, we list countries for which we can provide data based on our surveys.





Compensation

Process and timing

- Client provides details on the position (-s) to be assessed as well as the scope details for the unit in which the position resides.
- SRG provides job capsule (-s) and list of suggested peer group from which to collate competitive data.
- After confirmation from the client of job match and peer group, SRG assembles data and presents it in a standard or agreed tailored format. Typical delivery time is two days for up to five positions, slightly longer for larger assignments.
- The following two pages provide examples of standard deliverable and job capsule.





Compensation

Deliverable, example based on standard format

Remuneration Analysis

Country: PRC (Shanghai)
 Industry Sector: Manufacturing- Durable Goods
 Currency: 1USD= 6.3079 CNY
 Date: 24-Apr-12

Client X

CNY

Position Title	Revenue Scope	Pay Class	25th %ile	50th %ile	75th %ile	Pay Type	25th %ile	50th %ile	75th %ile	Eligibility
President Asia	\$2.5B	B	2,328,764	2,746,823	3,182,348	Target Bonus %	48%	58%	62%	100%
		PI	1,077,876	1,545,654	1,915,653					
		TTC	3,483,458	4,395,741	5,230,380	LTI Present Value	747,654	963,213	1,275,875	78%
		TTD	4,339,100	14,172,934	6,689,318					

Survey Date: 1/12
 Participants: 87
 Aging: Current (5.7% p.a.)

Legend: B = Base (paid in 12 monthly installments)
 PI = Performance Incentive (Actual Bonus)
 TTC= Target Total Cash (Base + Target Bonus)
 TTD= Target Total Direct (Base + Target Bonus + LTI)

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Compensation

Job capsules, example

JOB CODE:

JOB TITLE: Country HR Manager

FUNCTION: Management

PRIMARY RESPONSIBILITY:

This position is the senior HR position in a country organization, which is a geographical region or autonomous group/division of a parent corporation and which is a self-contained profit center. Responsibility for the overall direction and control of the human resources function in the country including recruitment, training, development, industrial & employee relations, compensation & employee benefits, and H/R administration and the payroll and recordkeeping activity. To match this position, the incumbent must be a seasoned professional with a high degree of autonomy and latitude in setting objectives and implementing those human resources plans and strategies which support the business plans and strategies of the country and corporate headquarters.



Benefits and perquisites



- Benefits and perquisites information could be provided as part of a compensation assessment or a stand alone report.
- The following exhibits show three standardized reports.
- Other reports can be produced from our extensive database to fit the needs of the client.





Benefits and perquisites

Costs as percentage of base salary

Benefits Costs Breakdown By Type (usually accompanies a pricing)

Note: this breakdown foots to an individual job pricing

This example is statutory and non-statutory

Employee Benefits/Perquisites

Type Benefit	Median	%
Pension/Provident		8.20
Life/AD&D (2-4 annual)		0.16
Health		0.41
Club Fees		N/A
Professional Assn. Dues		N/A
Travel		0.21
Telephone (and expenses)		0.05
Security System (capital expense)		
Medical Examinations (annual)		0.042
Education- dependent student		0.23
Company Car (plus Expenses)		11.20%
Housing (subsidy and subsidized mortgage interest)		N/A
Total		20.50%





Benefits and perquisites

(extract, includes the car report)

NON STATUTORY BENEFITS SUMMARY

Assumptions:

1. Sector: Professional Services
2. Managing Partner (1); Consultant (2); Administrative Staff (3)
3. All costs are annual in A\$ (1USD= 1.0098 A\$)

Country: AUSTRALIA

Date: October 2010

TYPICAL PAY COMPONENTS	PAYMENT FREQUENCY	Prevalence Percent	Managing Partner	Consultant	Admin. Staff
Base Salary - typically paid in 12 monthly Payments. Extra payments come around Lunar New Year except for Japan where June and December are where 2 extra payments on top are paid.	Semi-Monthly / Monthly	All			
Transportation : Payments for transport subsidies and the provision of company automobiles. Company cars are mostly provided to senior managers, and the cost of operations are fully included	Monthly	1- 84 2- 58 3- 0	See car level 4 or 5 (novated lease)	See car level 3 or 4 (novated lease)	N/A
Housing : A Payments in the form of allowances/subsidies for rental accommodations.	Semi-Monthly/ Monthly	1- 21 2- 0 3- 0	11-14% of base	N/A	N/A

Also includes information on items such as Club membership, Vacation and Vacation Bonus, Education Reimbursement, Meal Supplements, Subsidized Loans etc.





Car benefits

(included in non-statutory report)

Car Report Country: X Country 2010

Level	Make	Model	Price Euros	Monthly Average Operating	Monthly Lease* Average Euros
1	Holden	Barina	23,990	340	367
	Nissan	Pulsar	24,900		
	Holden	Astra	25,990		
2	Hyundai	Sonata	27,436	360	450
	Toyota	Corolla	24,740		
	Ford	Focus	31,070		
3	Mitsubishi	Lancer	32,990	368	682
	Toyota	Camry	38,490		
	Holden	Vectra	36,990		
4	Holden	Commodore 3.5	41,390	401	677
	Mitsubishi	Magna	40,400		
	Ford	Falcon	40,015		
5	Holden	Commodore 3.8	43,390	426	768
	Toyota	Avalon	44,990		
	Ford	Fairmont	48,450		
	Mercedes	E Class 300	84,543		

* full service, if available

Costs/service included- interest, depreciation, road tax, maintenance, tires, insurance (comprehensive), road assistance, and administrative costs.





Benefits and perquisites

Cost as percentage of base salary and prevalence

Type Benefit	Commercial Manager Median %	Legal Director %	Sales & Mktg. %	Chief IA %
Defined Contribution Plan	15.8	15.4	14.2	14.1
Life/AD&D (2-3 annual)	0.16	0.15	0.13	0.12
Health (Supplemental)	0.19	0.19	0.17	0.15
Telephone (and expenses)	0.06	0.06	0.07	0.05
Medical Examinations (annual)	0.043	0.043	0.042	0.042
Company Car (plus operating)	8.7	8.5	8.2	8.1
Vacation Bonus	11.5	11.3	11.2	11.2
Total as percent of Base	36.453	35.64	34.012	33.762

Defined contribution plans are most common for managers and executives. Company contributions range from 14-18%.

Life & AD&D is provided by 24% of companies. Most rely on statutory death benefits.

Health/Medical- there is an increasing trend (38%) for companies to provide surgical/hospitalization and outpatient supplemental coverage (includes family members).

Telephone- mobile phones are common and 46% of respondents cover personal calls.

Medical Exams- are paid by 56% of respondents.

Transportation- managers are offered a car or a car allowance. Leases are common, which include operating expenses. Typical leased cars are the Ford Mondeo 2.0 (DKK 4,674/month) and the Volvo V70 2.5 (DKK 5,225/month).

Vacation Bonus- respondents accrue 12.5% for a vacation bonus paid at vacation of as cash if not taken (paid in the following year).

Holidays- 11

Vacation ranges from 25 to 30 working days. Members of collective bargaining units get 30 days.





Countries Surveyed

Afghanistan	Brunei	Djibouti	Honduras	Liberia	Nepal	St. Kitts & Nevis	Syria
Albania	Bulgaria	Dominican Rep	Hong Kong	Libya	Netherlands	St. Lucia	Taiwan
Algeria	Burkina Faso	Ecuador	Hungary	Liechtenstein	New Zealand	St. Vincent & Grenadines	Tajikistan
Angola	Burundi	Egypt	Iceland	Lithuania	Nicaragua	Somoa	Tanzania
Antigua & Barbuda	Cambodia	El Salvador	India	Luxembourg	Niger	Saudi Arabia	Thailand
Argentina	Cameroon	Estonia	Indonesia	Macedonia	Nigeria	Senegal	Trinidad & Tobago
Australia	Canada	Ethiopia	Iran	Madagascar	Norway	Serbia	Tunisia
Austria	Cayman	Fiji	Iraq	Malawi	Oman	& Montenegro	Turkey
Azerbaijan	Centr African Rep.	Finland	Ireland	Malaysia	Pakistan	Seychelles	Turkmenistan
Bahamas	Chad	France	Israel	Maldives	Palau	Sierra Leone	Uganda
Bahrain	Channel Islands	Gabon	Italy	Mali	Panama	Singapore	United Kingdom
Bangladesh	Chile	Gambia	Jamaica	Malta	Papua New Guinea	Slovakia	Ukraine
Barbados	China (PRC)	Georgia	Japan	Marshall Islds	Paraguay	Slovenia	UAE
Belarus	Colombia	Germany	Jordan	Mauritania	Peru	Solomon Islands	USA
Belgium	Congo Brazzaville	Ghana	Kazakhstan	Mauritius	Philippines	South Africa	Uruguay
Belize	Costa Rica	Greece	Kenya	Mexico	Poland	Spain	Uzbekistan
Benin	Cote d'Ivoire	Grenada	Korea (S)	Micronesia	Portugal	Sri Lanka	Vanuatu
Bermuda	Croatia	Guatemala	Kuwait	Monaco	Puerto Rico	Sudan	Venezuela
Bhutan	Cuba	Guam	Kyrgyzstan	Mongolia	Qatar	Suriname	Vietnam
Bolivia	Cyprus	Guinea	Laos	Morocco	Reunion	Swaziland	Yemen
Bosnia Herzegovina	Czech Rep	Guinea-Bissau	Latvia	Mozambique	Romania	Sweden	Zambia
Botswana	Dem Rep. Congo	Guyana	Lebanon	Myanmar	Russia	Switzerland	Zimbabwe
Brazil	Denmark	Haiti	Lesotho	Namibia	Rwanda		



Strategic Rewards Group LLC



What we can do for you

Market Pricings

Pricings are done from proprietary surveys on Base Comp, Short and Long Term Incentives and include information on companies in sample.

Benefits info can also be provided. Our fees are typically less than others due to low overhead.

Turn-around 1-2 days, no need for complicated contractual arrangements.

Salary movements

Annual surveys or salary movements and inflation forecast, general industry or tailored.

Provider of salary movement data to ACA/ WorldatWork since 1994.

Mobile Employees

Any issues, from creating policies and processes to moving a single executive from A to B on a temporary or permanent basis.

Relocation of entities/units from one country to another.

Who we are

SRG was founded 2009 by three partners:

Bill Scandone, pharmaceutical industry for 30 years including Pfizer and SmithKline Beecham.

Bill.Scandone@strategicrewardsgroup.com

Anders Halden, ex Towers, Buck, CRG and Head of Int'l Personnel at the Ericsson Group

Anders.Halden@strategicrewardsgroup.com

Gary Parker, ex Global Compensation Practice Chairman of Aon Consulting, The Coca-Cola Company and Chase Manhattan

GaryParker@strategicrewardsgroup.com

Our compensation surveys

Started in the UK in 1980 by a sister company. They currently cover 178 countries with over 7,000 participants and 12,000 benchmark positions.

