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Watson Wyatt 2007 Pakistan Compensation Forum

together with
SIDAT HYDER

21th February

Karachi Sheraton Hotels and Towers



Agenda

8:45 Registration & Coffee

9:30 Introduction & Meeting Objectives

Watson Wyatt & Sidat Hyder

9.45 Market Trends

- *Market overview, Review & insight of the 2006 survey*
- *An internal view- Sidat Hyder*

11.15 Employee Engagement/Best Practices Survey Pakistan

11:45 Preparing for 2007 Survey Cycle

- *Defining & Surveying the market*
- *Sector Focus*
- *Understanding the Reward Package*
- *Benchmarking the right jobs*

12.15 Summary, Conclusions & Questions

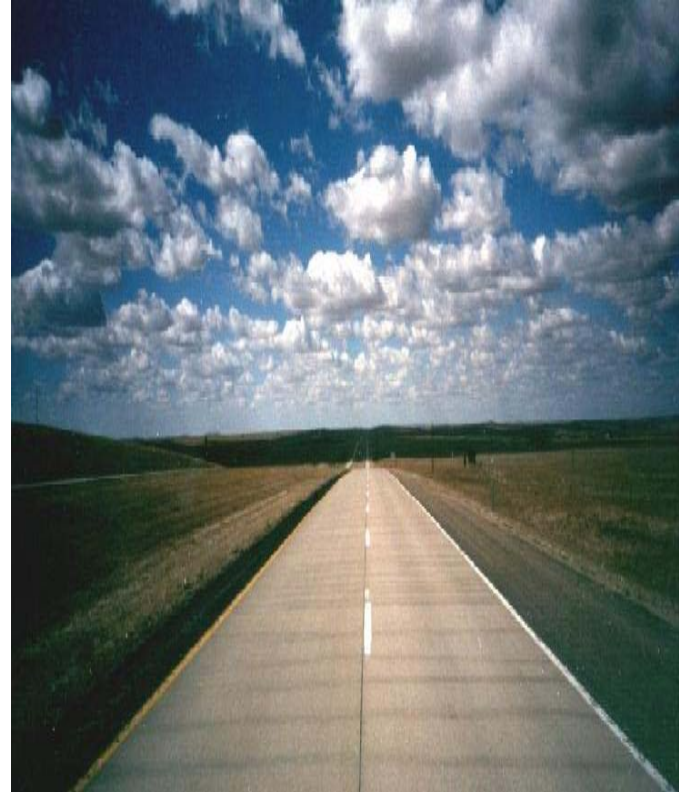
12.45 Lunch

14.15 WW Approach to Job Levelling- Global Grading System

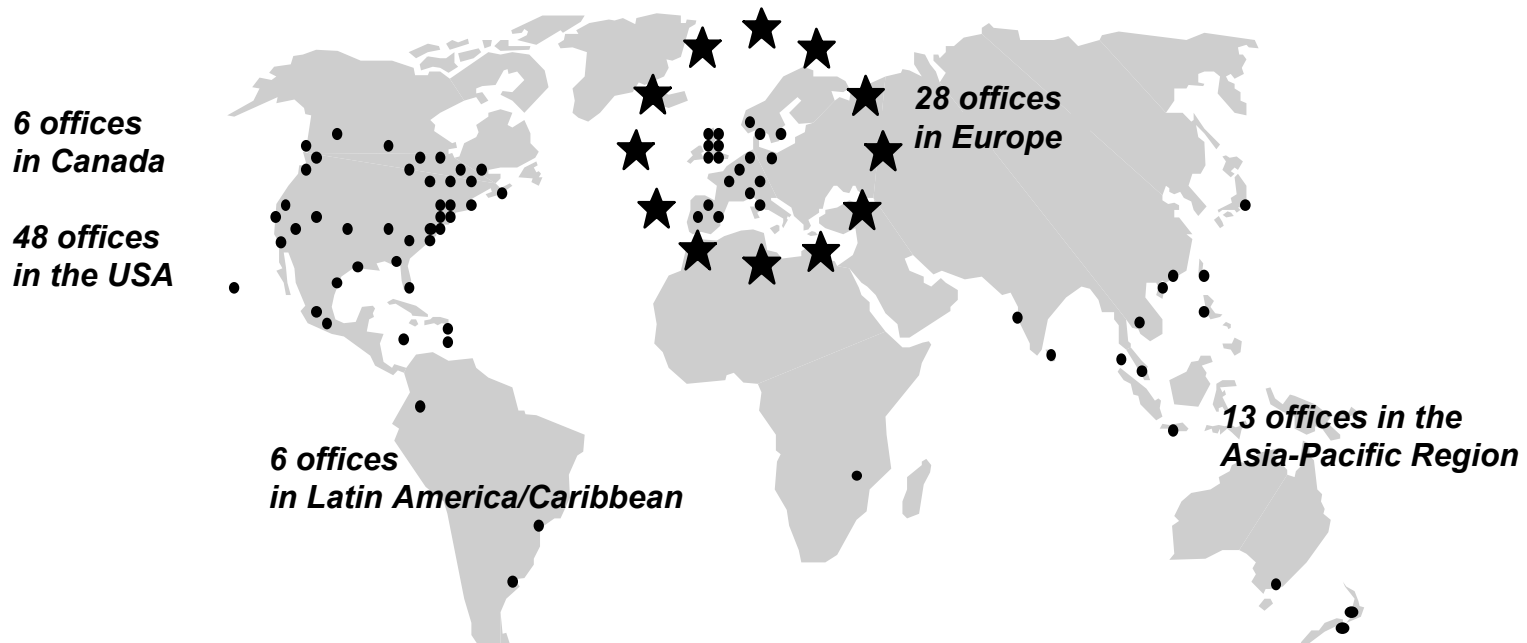
14.45 Sector Breakouts

Meeting Objectives

- To present and discuss **compensation trends** and challenges within the HR community in Pakistan
- **Prepare for 2007 survey** round with the aim of establishing credible & relevant database
- **Understand your needs** and identify how Sidat Hyder & Watson Wyatt can assist



Watson Wyatt Worldwide Consulting Network



More than 6.000 associates in over 100 offices worldwide

Amsterdam	Bristol	Dublin	Kuala Lumpur	Marlborough	Norcross	Rome	Sri Lanka	Wellington
Atlanta	Brussels	Düsseldorf	Lake Oswego	Melbourne	Ottawa	San Diego	Stamford	Welwyn
Auckland	Buenos Aires	Edinburgh	Leeds	Memphis	Paris	San Francisco	St. Louis	Zurich
Bangkok	Calgary	Grand Rapids	Lisbon	Mexico City	Peking	San Juan	Stockholm	
Barbados	Charlotte	Hartford	Little Falls	Miami	Philadelphia	Santa Clara	Stuttgart	
Barcelona	Chicago	Hong Kong	London	Minneapolis	Phoenix	São Paulo	Sydney	
Beaverton	Cleveland	Honolulu	Los Angeles	Montreal	Portland	Scottsdale	Taipei	
Bethesda	Columbus	Houston	Madrid	Mumbai	Redhill	Seattle	Tokyo	
Birmingham	Dallas	Irvine	Milan	Munich	Reigate	Seoul	Toronto	
Bogota	Denver	Jakarta	Manchester	New Delhi	Richmond	Shanghai	Vancouver	
Boston	Detroit	Kingston	Manila	New York	Rochelle Park	Singapore	Washington	

Watson Wyatt Services

- Bespoke Surveys
- Compensation Consulting Services
 - Compensation audits
 - Incentive plan design
 - Pay structures
 - Benefit design
- Benchmarking Against Market/Sector
- Global Grading System – job evaluation
- Compensation Workshops – e.g.. Reward Trainings
- HCI (Human Capital Index)
- Total Reward Research



Watson Wyatt Data Services - EMEA

- **Surveys in EMEA**

- 16 Countries in Western Europe
- 19 Countries in Central/Eastern Europe
- 18 Countries in Middle East/Africa

- **Numerous sector specific surveys**

- Pharma,
- Chemical
- FMCG
- Hi-tech/telecom
- Financial Services

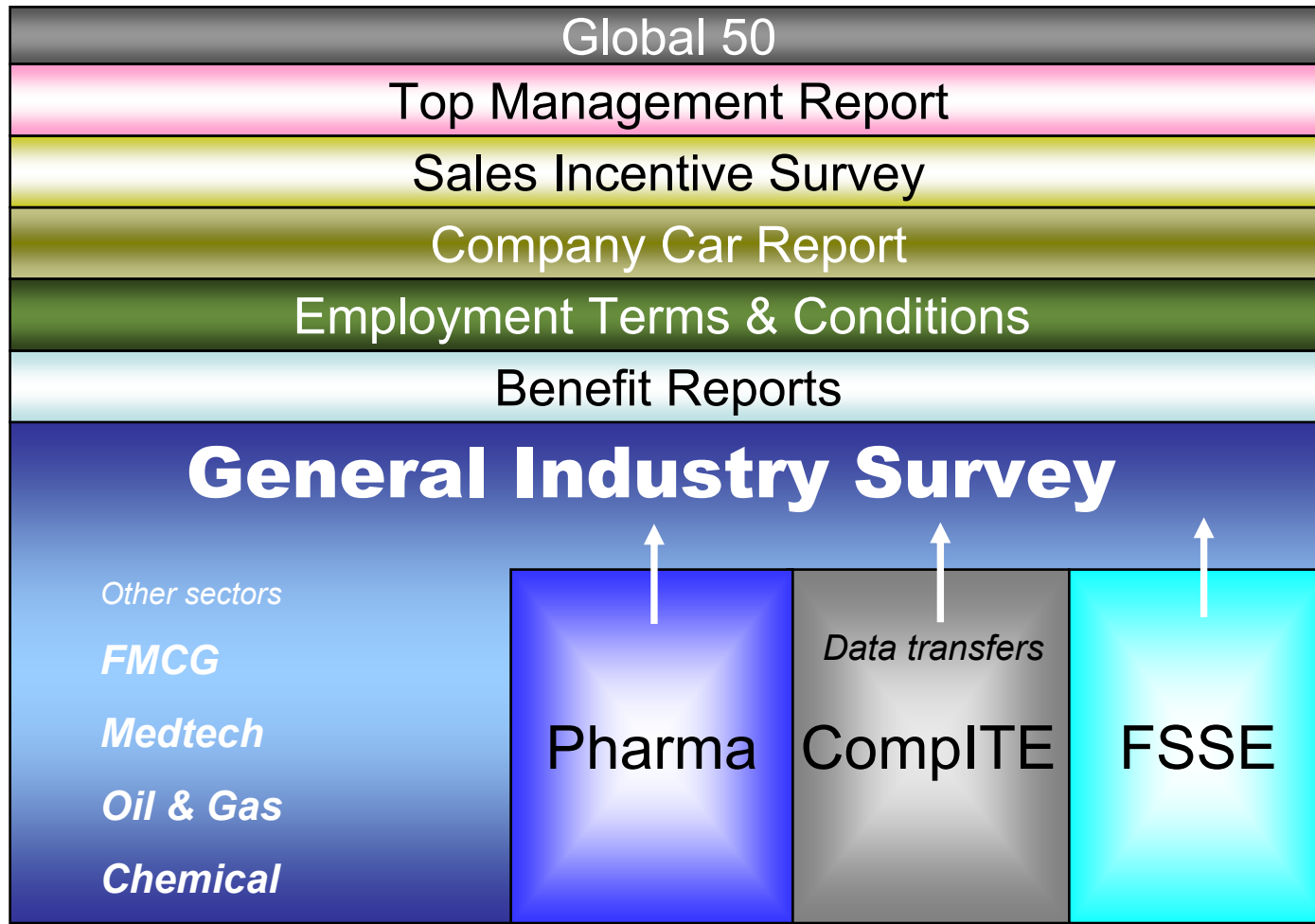
- **Over 5,000 participating companies**

- **Published and Club surveys**

- **Surveys tailored to your needs**

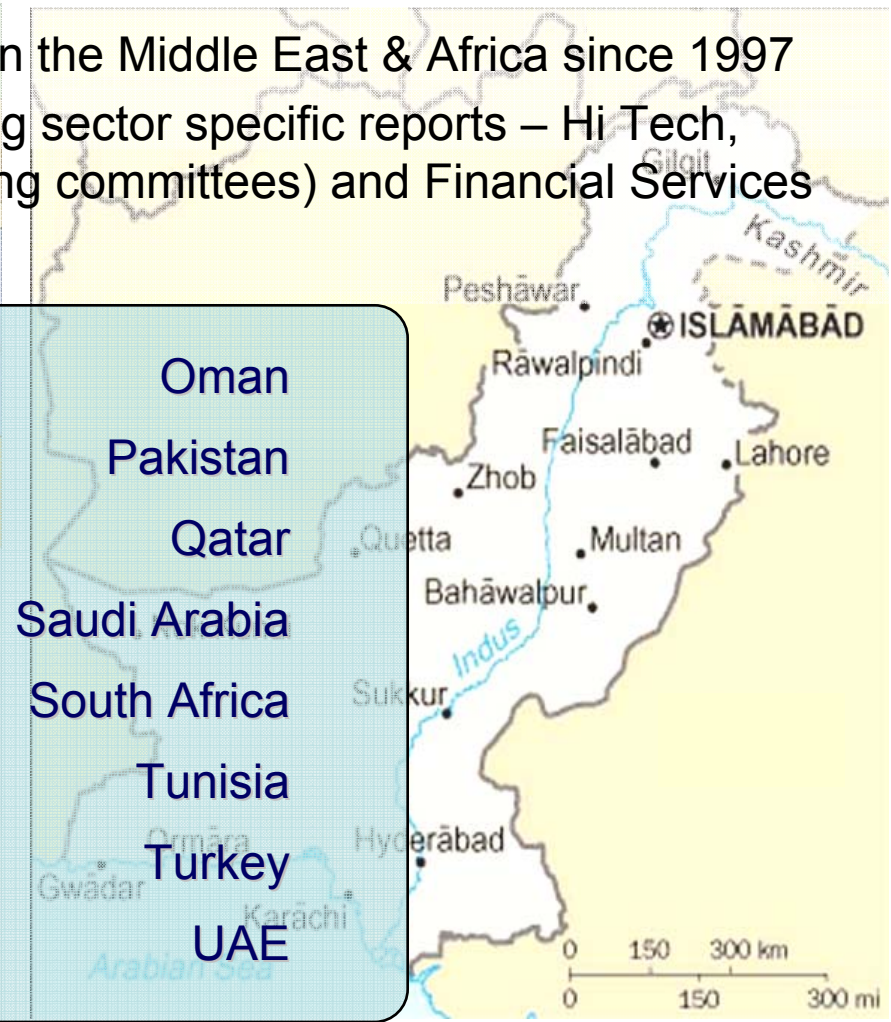
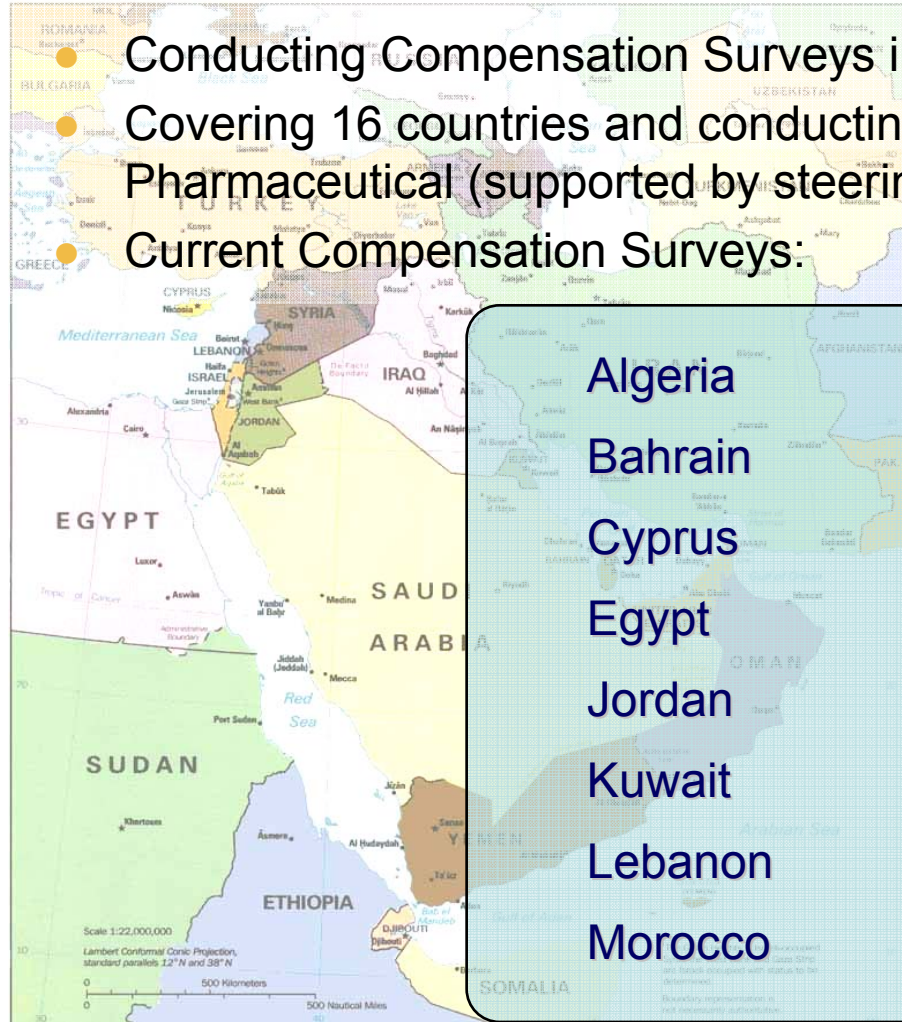


A range of surveys and publications....



Watson Wyatt in MEA

Middle East



Conducting Compensation Surveys in the Middle East & Africa since 1997

- Covering 16 countries and conducting sector specific reports – Hi Tech, Pharmaceutical (supported by steering committees) and Financial Services
- Current Compensation Surveys:

Algeria

Bahrain

Cyprus

Egypt

Jordan

Kuwait

Lebanon

Morocco

Oman

Pakistan

Qatar

Saudi Arabia

South Africa

Tunisia

Turkey

UAE

Watson Wyatt in the Region

- Conducting surveys in the Region since 1997 and Pakistan since 2002 with:
 - Survey participation increasing each year
 - Sector specific surveys developing (i.e. HiTech, Pharma, Banking/Financial Services and Oil & Gas)
- Watson Wyatt has long term interests in continuing to provide qualitative market data to you, to grow our survey offering in this region and to assist you with your C&B issues & challenges
- To provide you with local support in key individual countries including Pakistan.....Sidat Hyder

History and Recent Developments

- SHMA is affiliated with Watson Wyatt Worldwide in Pakistan
- SIDAT HYDER MORSHED ASSOCIATES (SHMA) was set up in 1986.
- 360 associates in Karachi, Islamabad & Lahore
- SHMA initially set up as the consulting arm of the audit firm SIDAT HYDER ASLAM & Co. and the two entities continued to operate as an integrated practice until October 2005.
- SHMA associated with Andersen Worldwide until 2002 its related accounting firm merged with Ford Rhodes and became a member firm of Ernst & Young International, the name of the accounting firm being changed to Ford Rhodes Sidat Hyder & Co.
- Effective November 1, 2005, the integrated practice has been restructured and SHMA is now independent of the accounting firm E&Y.

Watson Wyatt & SIDAT HYDER

- WW focus providing support to MNC's across Middle East in setting and managing reward effectively
- SIDAT HYDER providing local knowledge & expertise coupled with client servicing
- Joint aim to grow and establish total reward database to facilitate annual pay planning process
- Exploring longer term relationship across a range of consulting services

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Economic Highlights Pakistan

Economic Highlights 2006

Dimension	2005	2006	
GDP Growth Rate (%)	8.6	6.6	
Large Scale Manufacturing sector growth (%)	15.6	9.0	
Services Sector Growth (%)	8.0	8.8	
Consumer Price Index (%)	9.3	7.9	
Foreign Direct Investment (US \$ billion)	1.7	3.9	
New Companies Incorporated	4,234	5,539	
On the average 400+ new companies set up each month during 2005 & 2006			
Services sector, Trading and Real Estate & Construction are key sectors			

Economic Trends

- Pakistan was one of the fastest-growing economies in Asia (6.6% in 2006)
- There are signs of an emerging middle class, but not to the same extent as in India and China
- Investment in people is improving. The government raised its education budget by 80% during fiscal year 2004/5 and has recently announced that the education budget will be equivalent to 4% of GDP.
- Many MNC's have recently entered Pakistan (22 in the last quarter of 2006.)
- Existing companies also in expansion mode
- Demand for skilled workforce also reinforced as a result of public sector transformations

Economic Trends

- Real GDP growth reached 7.2% in 2005/06 (July-June), absorbing the potentially strong economic shocks such as the earthquake in Northern Pakistan and increasing oil prices.
- Growth attributed to strong industrial output, strong export growth and a good agricultural harvest.
- High consumer prices expected to impact that growth
- Growth forecast for 2007 being 6.8%
- Inflation reached a high in September in the fiscal year 2006, and forecast to average 7.0 % in 2007
- Long-term growth will depend on increasing the level of investment, both in the economy in general, and in social and physical infrastructure

Economic Trends

- In 2005-2006 , FDI was 3.8 Billion and to date in 2006-2007 FDI has already reached US \$ 3.3 Billion (7 months).
- Pakistan Telecommunications successfully privatised. Privatisation of PSO impending
- Financial sector witnessing mergers and new large players
- Islamic financing gaining popularity
- Attracting large-scale investment will require extensive investment into infrastructure. Pakistan is undeveloped in terms of utilities and transport infrastructure

Changing Focus - Sectors

- 2004-05 Media
Telecommunications (including call centres)
Asset Management Companies
- 2005-06 NGOs
Construction
Real Estate Development
Retail

Changing Focus – Functional Areas

- 2003-04 Banking professionals (continuing)
- 2004-05 Media professionals
IT professional (ERP, CISA)
Marketing (telecom, FMCG)
Accountants
Fund managers
- 2005-06 Accountants
Project Managers (Real estate)
Merchandizers
Logistics Managers

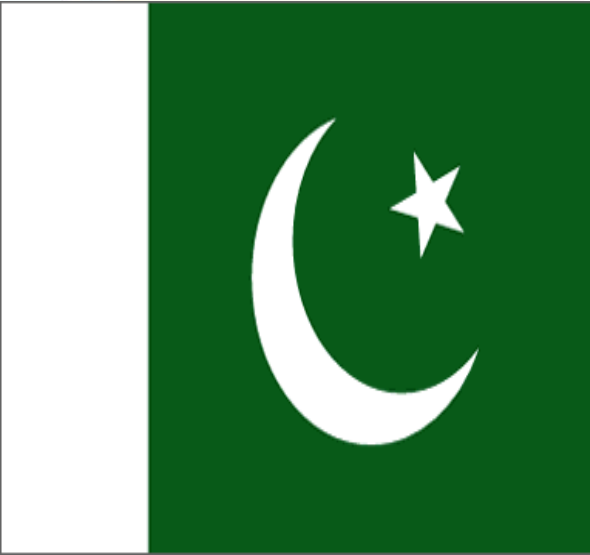
Key Issues - Employment

- High level of recruitment activity in Retail, Real Estate, Telecommunication, Consumer banking, etc. The new entrants tend to upset the equilibrium and the existing players are being pushed into reacting.
- More opportunities outside Pakistan...USA, UK, Canada etc. This is particularly significant in the case of qualified accountants, risk professionals such as CISA.
- The impact of new entrants are more visible in the major cities i.e. Islamabad, Karachi, Lahore. This is like to lead to spill over effect in other cities although to date the impact is yet to be felt in any significant manner.

Key Issues - Compensation

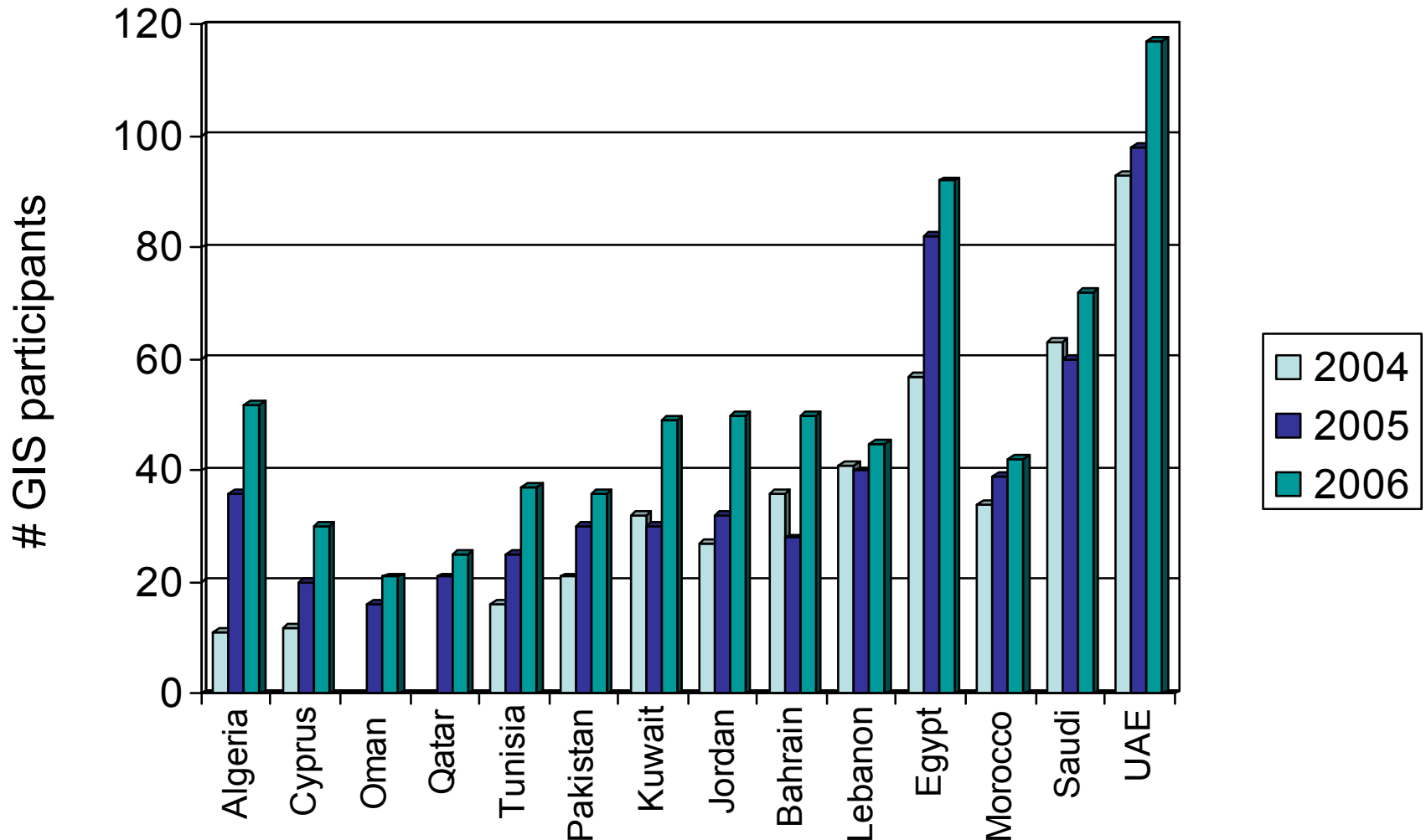
- The market is highly volatile due to stiff competition for skills in demand. There have been many cases where employees have been offered twice their existing pay as premium to change employment.
- Cost of manpower increasing at a high rate due to the tendency to outbid competition.
- The structuring of total compensation package is gaining enhanced focus as employees are demonstrating preference for cash components more than perks and “end of employment” benefits, while Employers are looking for lower fixed salary budget and more variable pay/incentive based pays.
- There is cross sector impact as more compromised inductions are taking place i.e. banks hiring from FMCG etc.

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Survey Highlights Pakistan within MEA

2004/05/06 GIS MEA Growth



2006 Participants

ACER COMPUTER

ACNIELSEN

AIG

ALCATEL

APL

BEARINGPOINT

BOSICOR

CISCO SYSTEMS

COCA-COLA

FEROZSONS LABORATORIES

GLAXOSMITHKLINE

IBM

INTERNATIONAL POWER GLOBAL DEVELOPMENTS

JOHNSON & JOHNSON

LUNDBECK

MACTER

MERCK SHARP & DOHME

MICROSOFT

MOBILINK

MOL

MOTOROLA

NCR

NOKIA

NORTEL NETWORKS

NOVARTIS PHARMA

ORANGE BUSINESS SERVICES

PFIZER

PIONEER SEEDS (PIONEER HI-BRED)

REUTERS

ROCHE (F. HOFFMANN-LA ROCHE)

SERVIER

SITA

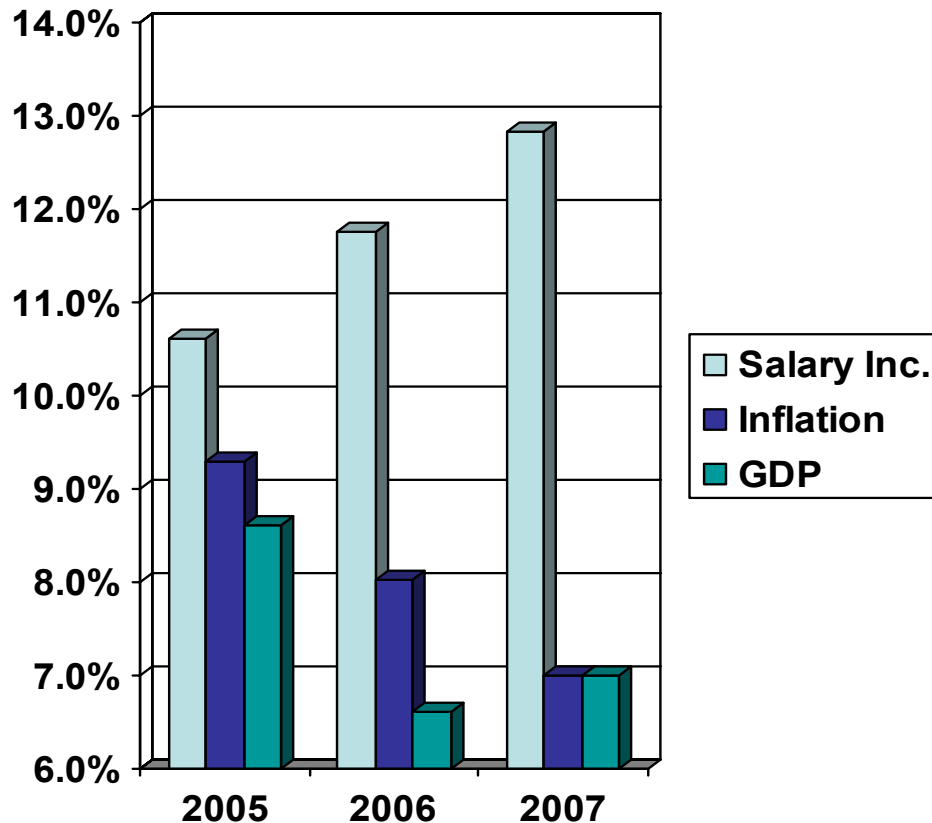
THE AGA KHAN UNIVERSITY

UNISYS

WESTERN UNION FINANCIAL SERVICES

YORK

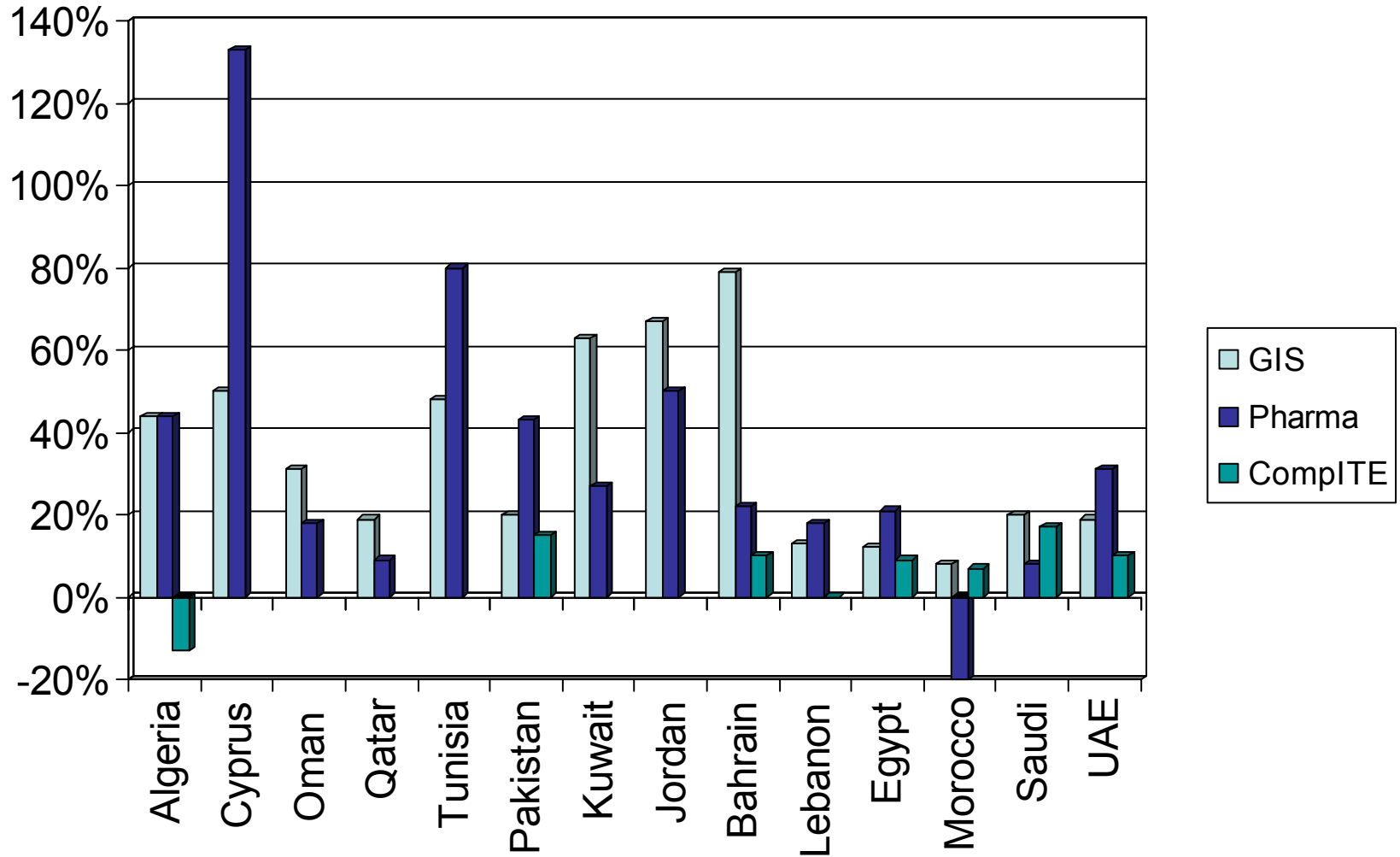
Survey trends



**All increases based on the General Industry*

- Pharma participation up from 7 participants in 2005 to 10 in 2006
- GIS also continues to grow from 23 in 2005 to 26 in 2006
- Difficulty in acquiring reliable economic info, from government sources or otherwise

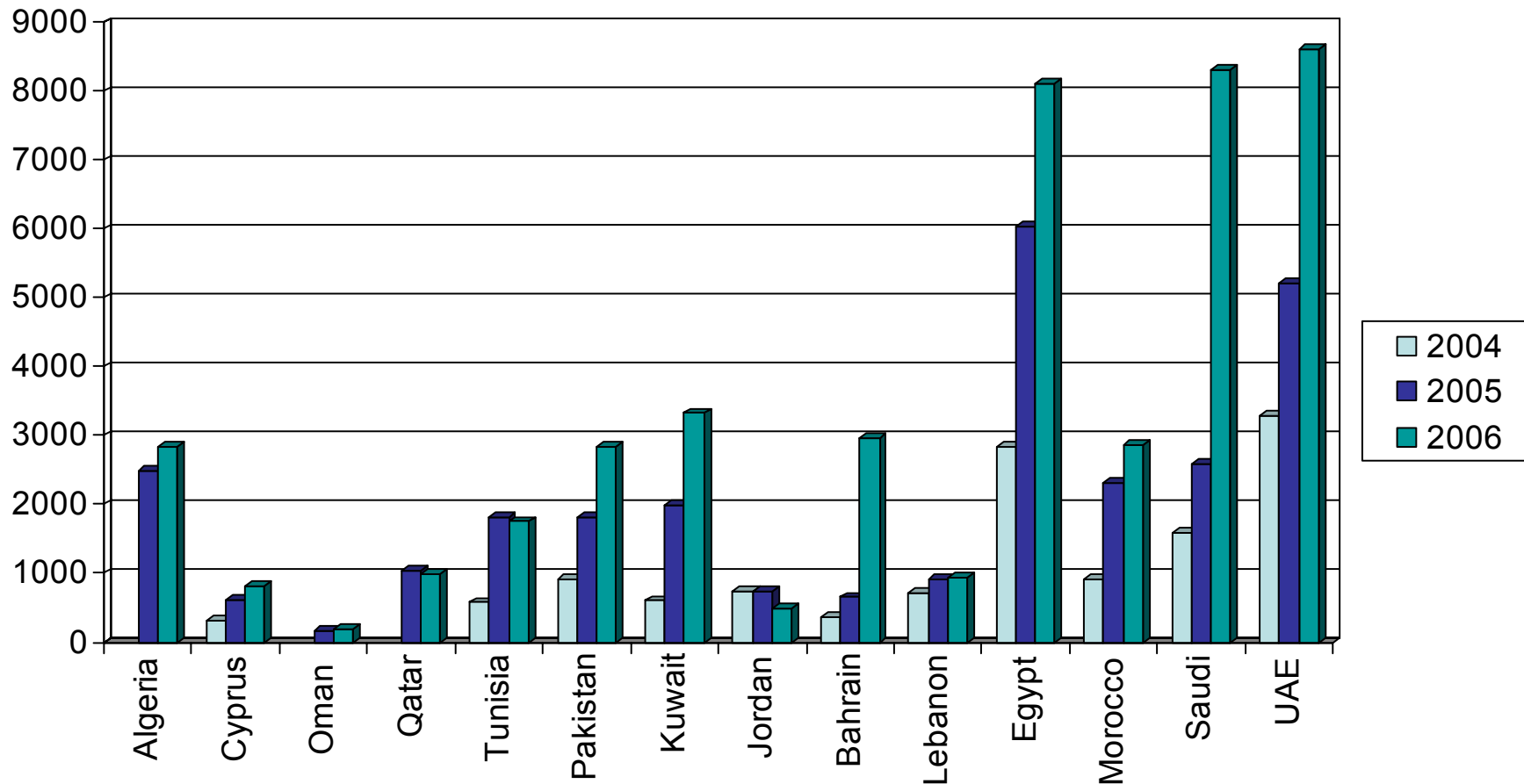
2005/06 MEA Survey Growth



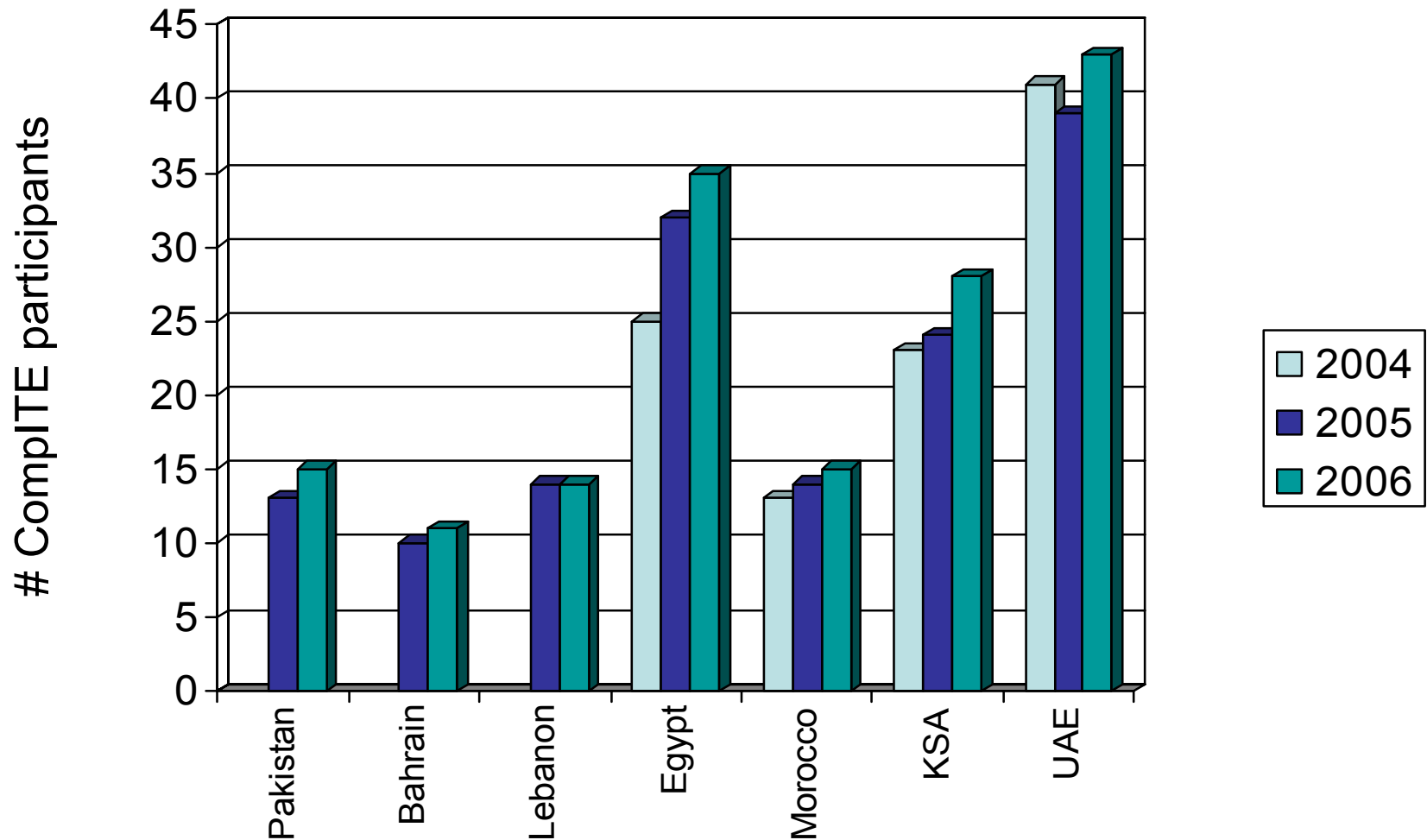
2006 Data Return – GIS

Number of Data Points Received

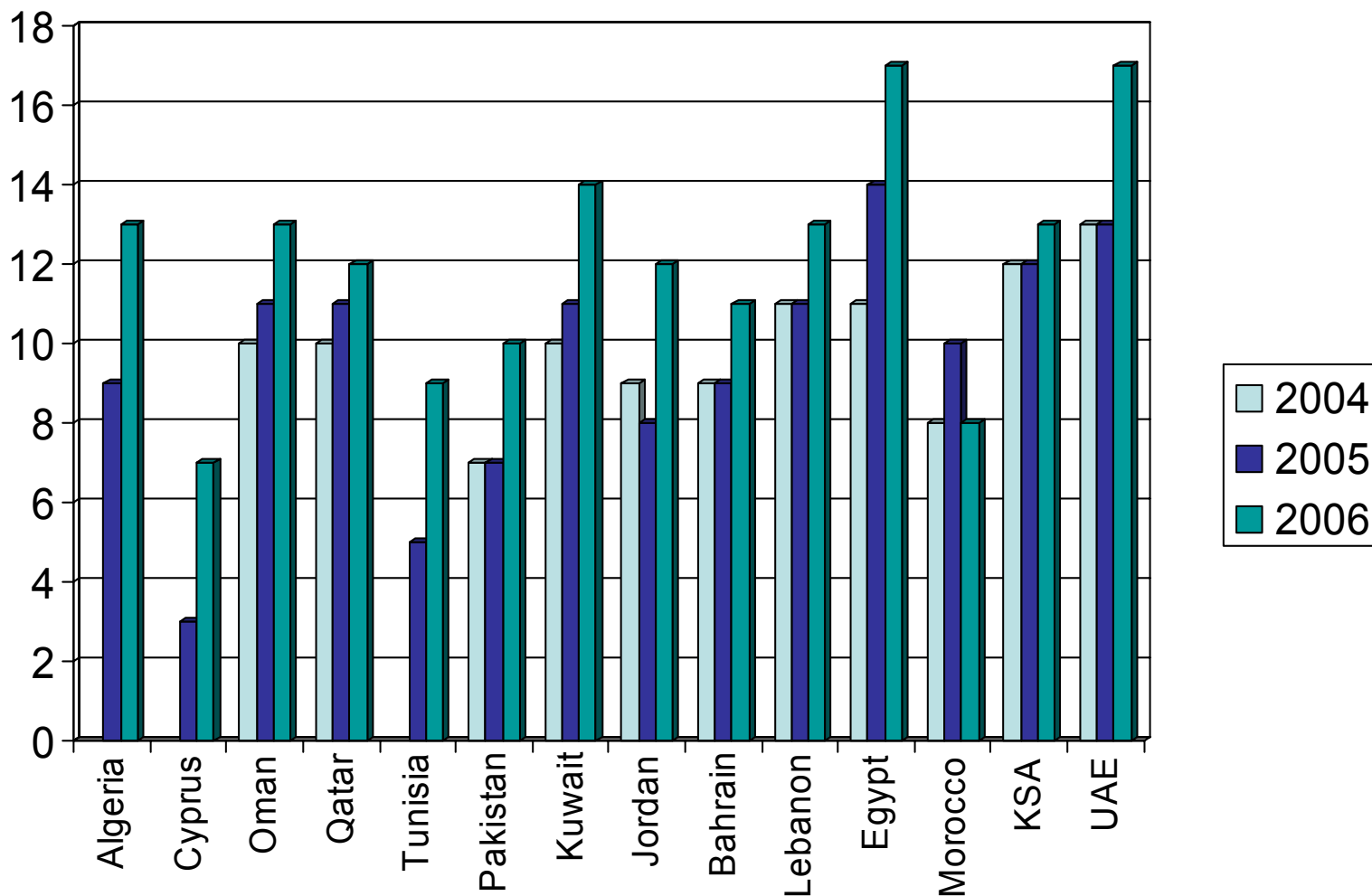
The vast majority show increased numbers of data points received from 2005 to 2006
Bahrain, Egypt, Kuwait, Pakistan, Saudi and UAE show highest proportional growth



2004/05/06 ComplITE MEA Growth



2004/05/06 Pharma MEA Growth



Doing Business in MEA

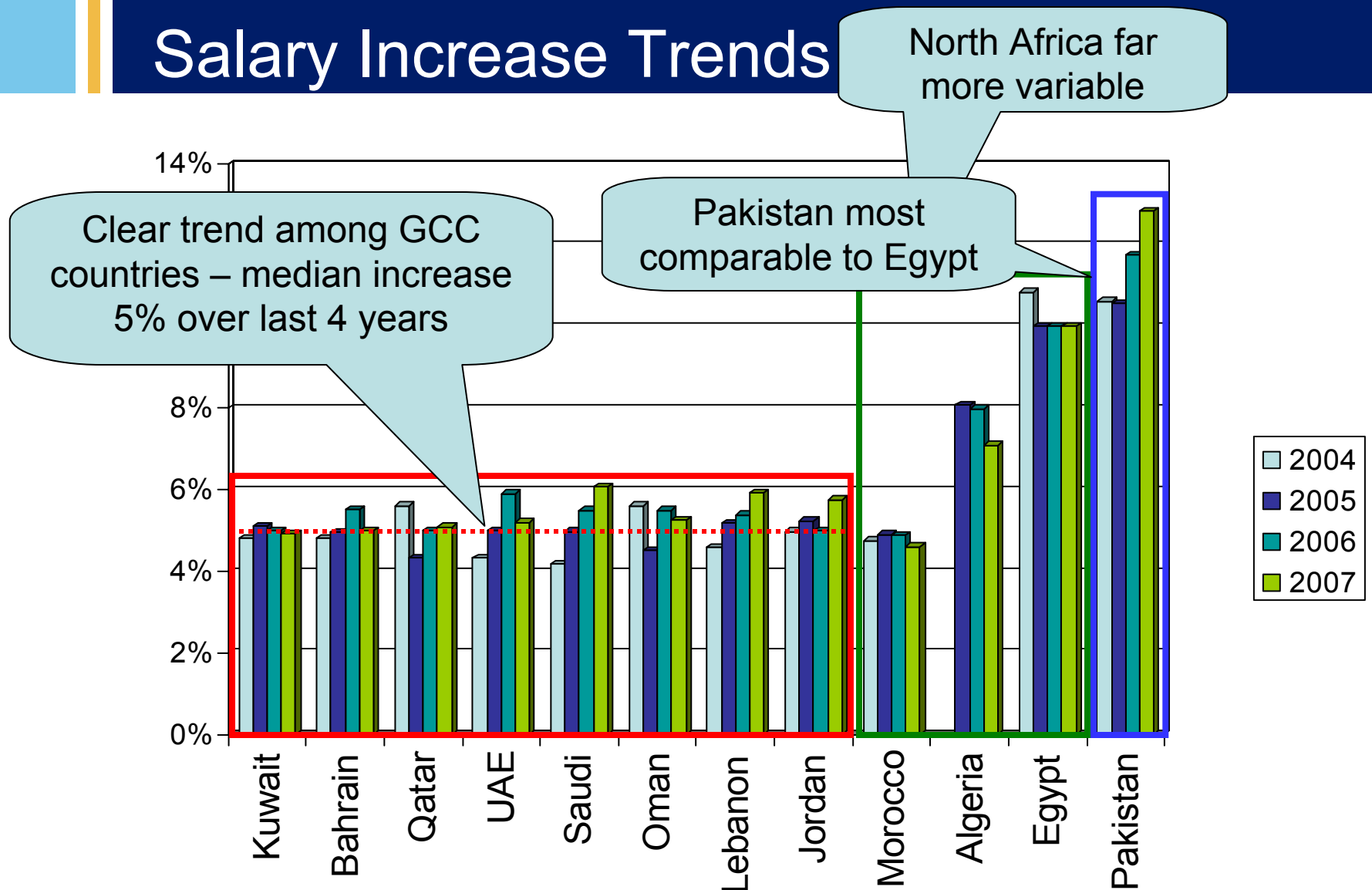
- **Increasingly, the MEA region is starting to rival the BRIC countries in terms of its attractiveness to MNC's**
 - Collectively representing a market of 1.4 billion people!
 - Higher growth rates are hard to find elsewhere
- **However, several things keep the MEA a step behind the BRIC countries for many companies**
 - Perceived level of risk (media doesn't help)
 - Diversity makes it nearly impossible to apply a single strategy
 - Pairing mass and purchasing power
 - UAE is booming but small
 - Pakistan is huge but still relatively underdeveloped
 - **HR challenges are significant/varied across the region**

People Challenges

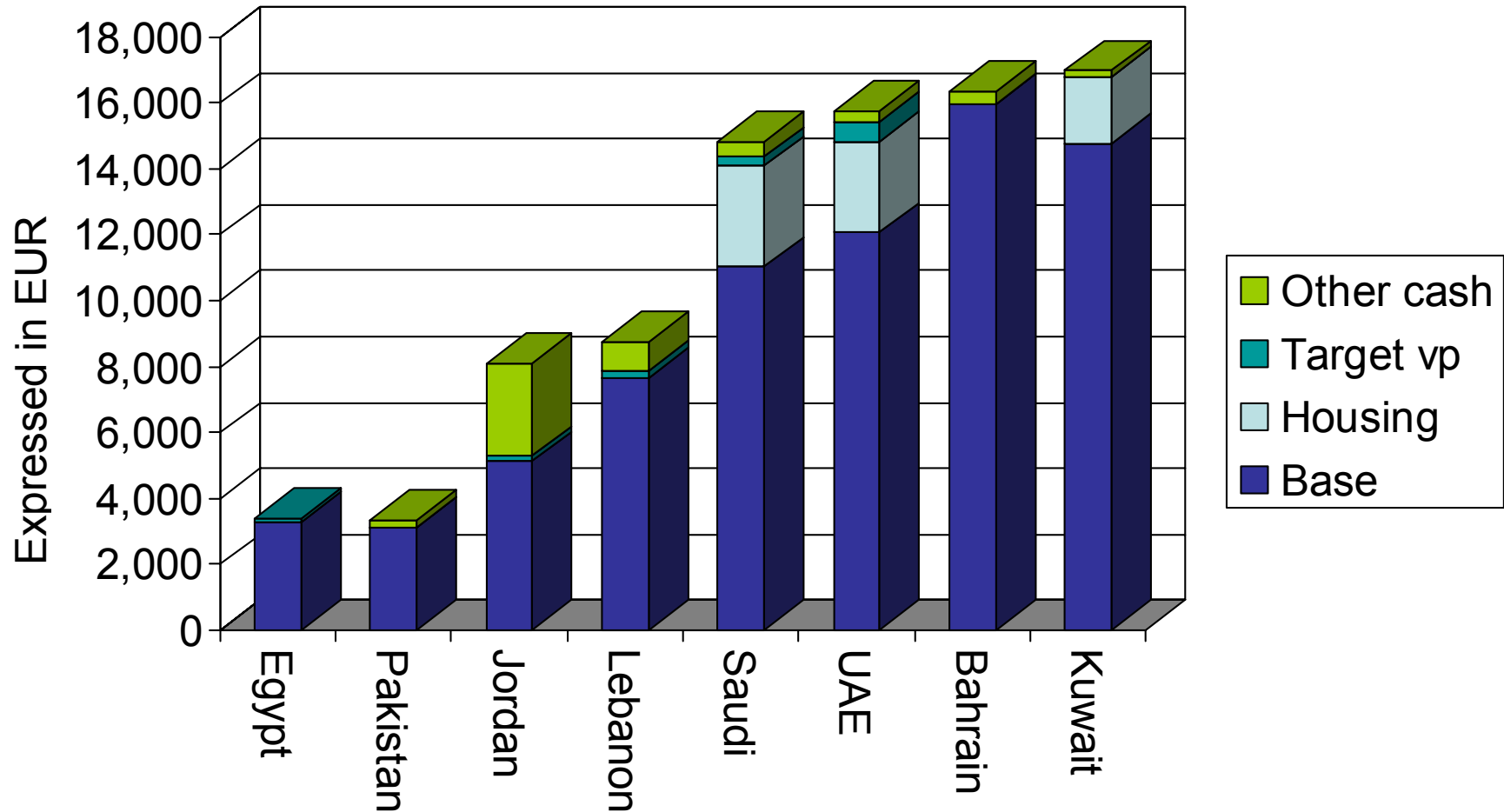
**Does This Sound Familiar?*

- « HR is critical. We need local people so that we can build up their knowledge... we can't just pull people out when something happens. We need to find a new way so we're turning local. »
- « There is good talent in Middle and Near East but is much more expensive to get than it was. »

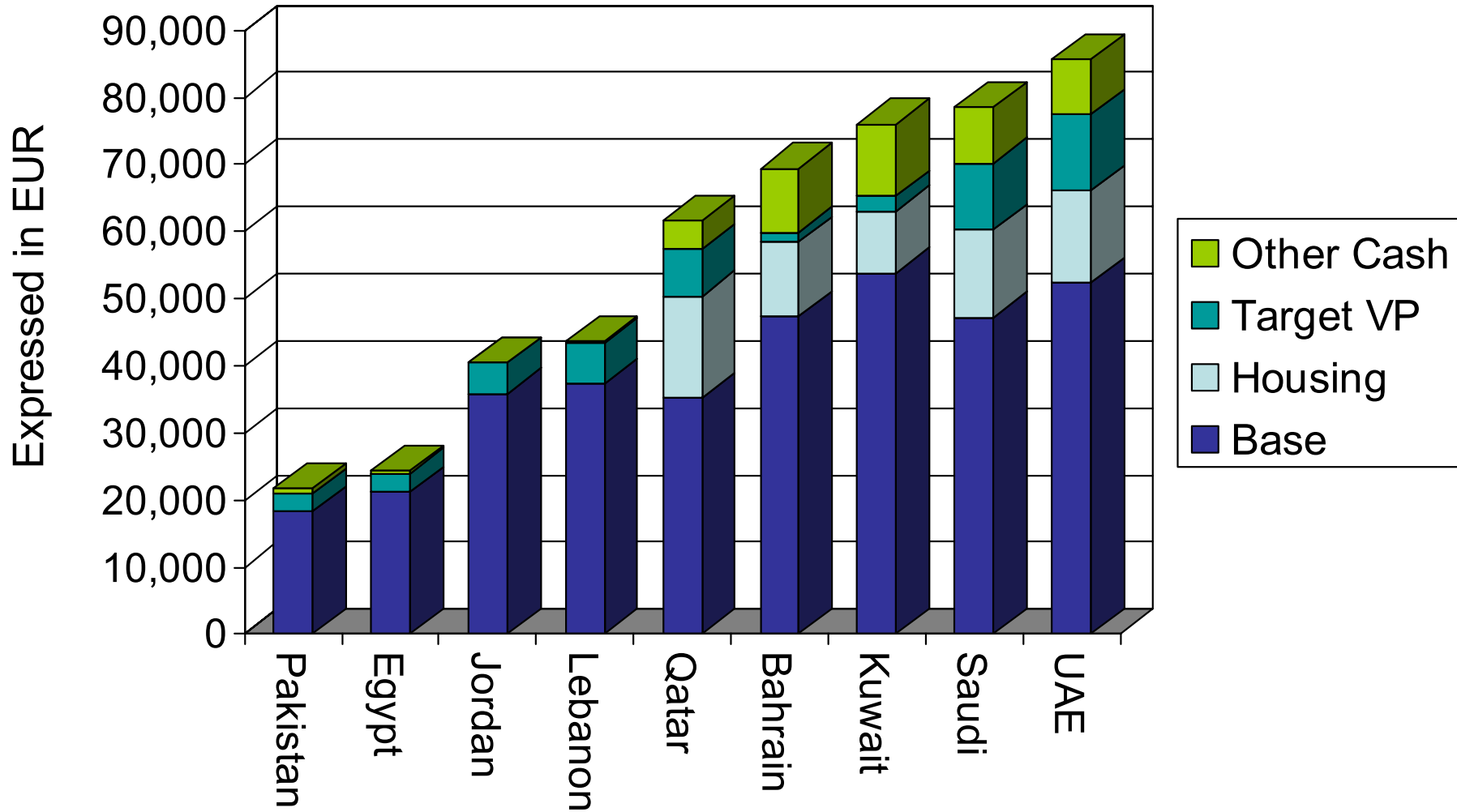
4-Year Median Total Salary Increase Trends



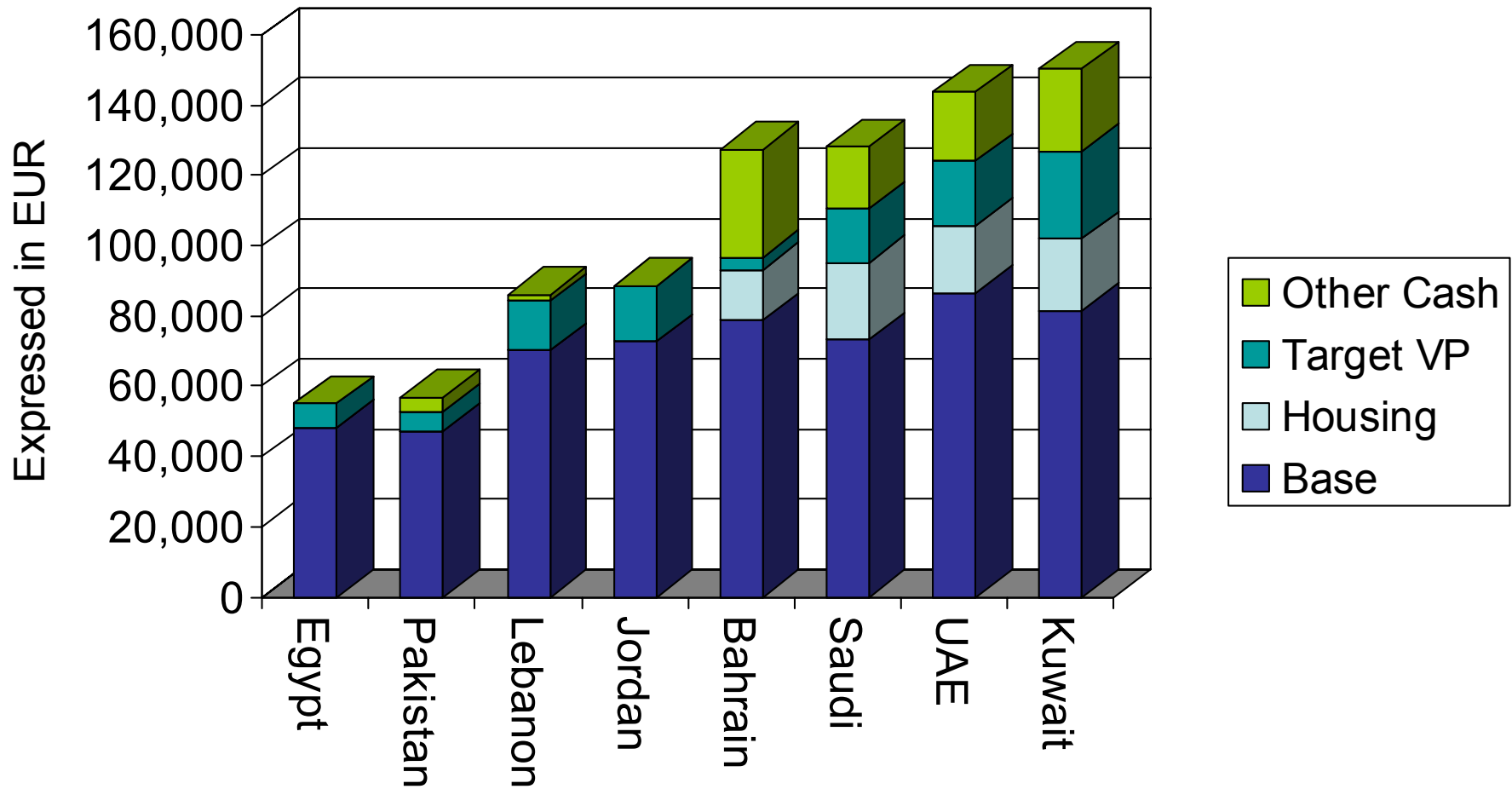
2006 Comparative Global Grade 06



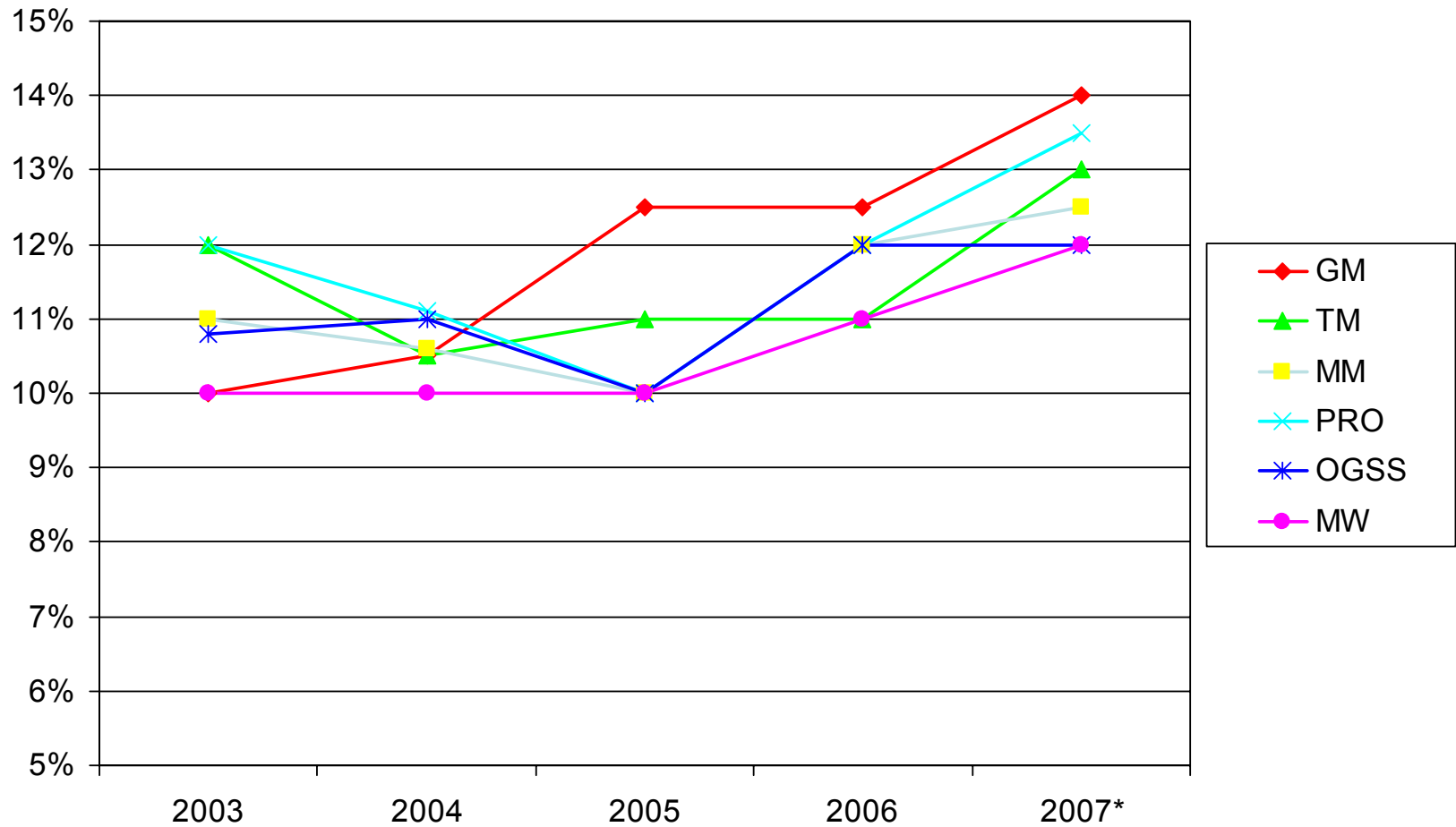
2006 Comparative Global Grade 14



2006 Comparative Global Grade 16



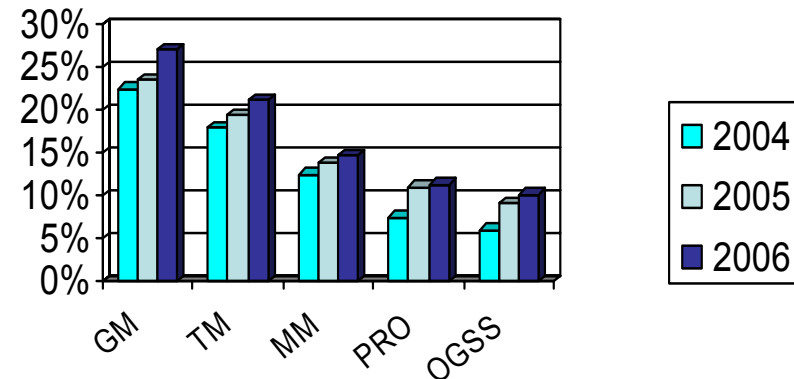
Median Total Salary Increase Trends in Pakistan



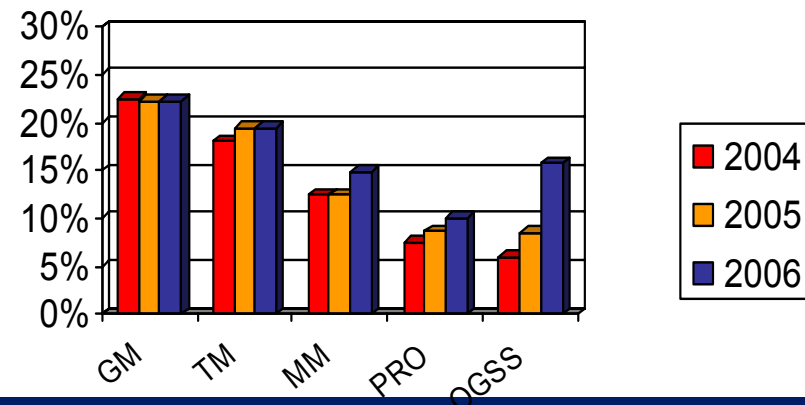
Variable Pay - Pakistan

- Performance bonus mainly formula driven (around 90% of companies)
- Individual performance within the country / region is reported as main measurement criteria for determining bonus
- Clerical/Technician actuals were notably high in 2006
- Most companies have sales bonus plans to 50% of sales executives or as a combination of sales bonus and commission, which are allocated to 37.5% of sales executives

Average Target Bonus as a % of ABS



Average Actual Bonus as a % of ABS



Feedback - WW/ Sidat Hyder Response

- 2006 contained more companies but there was a significant change in sample
 - *WW/ SH will establish better lines of communication in 2007 and appoint sector/product managers & consultants*
- Data submitted but no output received for certain benchmarks
 - *All companies will be encouraged to optimise their data submission. WW will check data submitted against overall headcount*
- Need to quantify some non cash items such as car and petrol allowances
 - *WW/SH to work together to revise data collection documentation to facilitate monetization of certain benefits/perks*

Feedback - WW/ Sidat Hyder Response

- 2006 benchmarking with consultants was extremely limited
 - *WW/ SH will establish both group and individual company job matching sessions*
- Certain key benchmark roles were missing in job descriptions
- *All companies will be encouraged to submit suggestions for jobs to be added to library of roles to be covered whether by sector or by function*
- Need to ensure commentary on survey results
- *WW/SH to work together to review survey results and indicate to participants the trends and key issues arising in 2007 survey*

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Survey Overview

Why do we need surveys?

- To **advise** on pay policy
- To **attract** and **retain** talent
- To maintain internal and external **consistency**
- To keep up with the **competition**



Why Survey the Market?

- Hard data to assist decision making
- Eliminate guesswork and emotion
- Establish compensation levels and reward practices
- Keep an eye on market trends
- Follow on compensation developments

What is "the Market"?

- Industry (Sector, Type of Operation)
- Company Size (revenues, employees)
- Job function (Accountants, Pharmacist)
- Geography (Key cities, Regions)
- Ownership (Public, Private)

WW Global Grading System

'ROLE' CONTRIBUTES (THROUGH)

BAND

GRADE

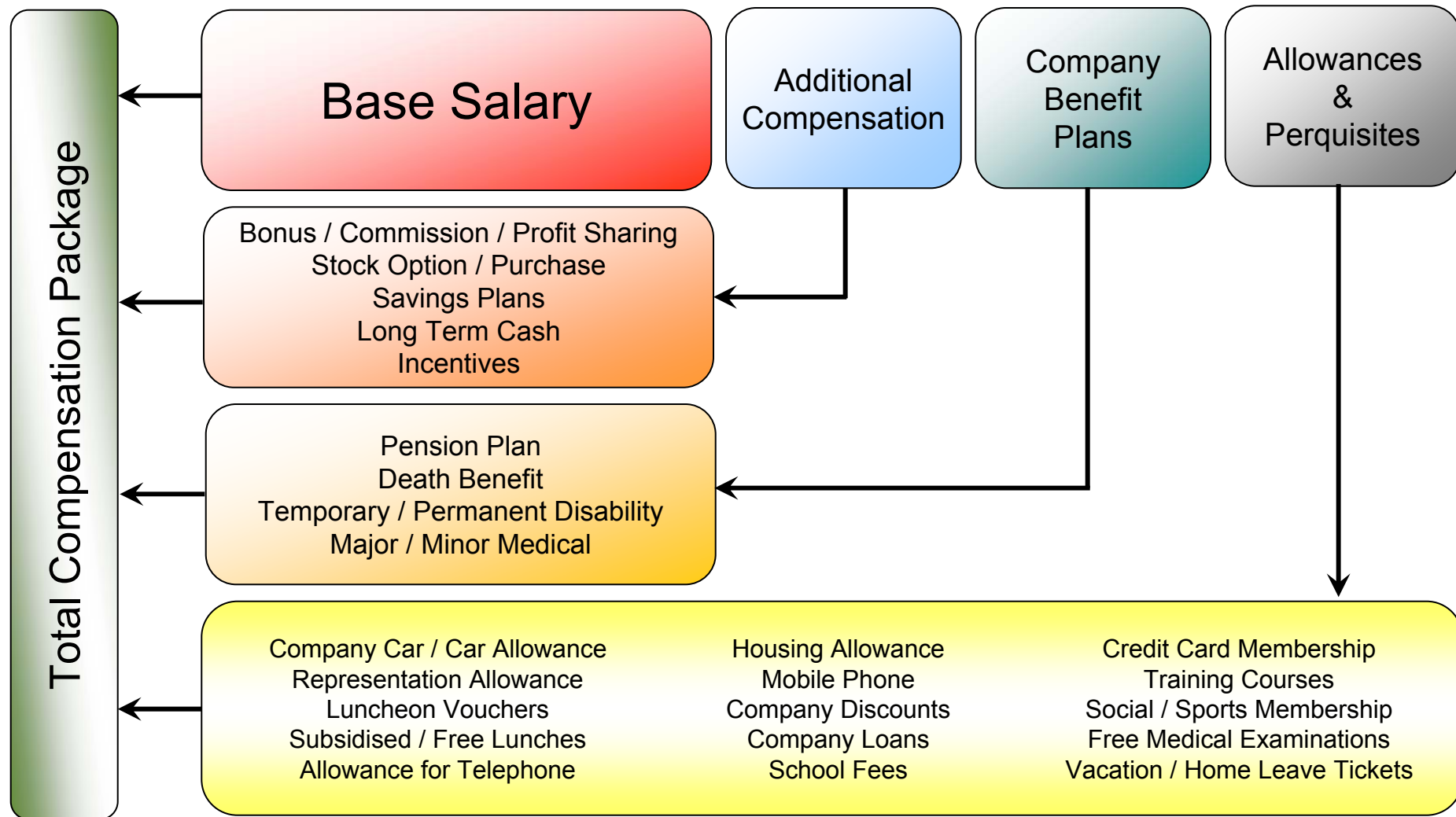
MANAGEMENT
CAREER

ASSISTANCE 1			INDEPENDENTLY 2					EXPERTISE 3				LEADERSHIP 4				STRATEGY 5				VISION 6					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
																				FIRST-LINE TOP MANAGEMENT					
												MIDDLE MANAGEMENT				TOP MANAGEMENT									
								SUPERVISOR																	

PROFESSIONAL
CAREER

1			2				3T				4T															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25		
												SENIOR PROFESSIONAL														
								PROFESSIONAL																		
						TECHNICIAN																				
				Sr CLERICAL / ADMIN																						
			CLERICAL /ADMIN																							
ANCILLARY																										

Survey Coverage - Total Compensation Package



Job Coverage

- Over 150 Job Roles grouped into 4 broad categories

	General Management	Commercial	Operations & Technical	Infrastructure
<i>General Management</i>	Chief Executive		Logistics/ Purchasing	Human Resources
<i>Top Management</i>		Customer Services		
<i>Middle Management</i>	Business Unit Manager	Direct and Indirect Sales	Manufacturing	Finance
	Project Management	Marketing	Quality	IT
<i>Professional</i>			Engineering/ Technical Support	Administration/ Corporate Services
<i>OG Salaried Staff</i>			R&D / Medical	
<i>Manual Workers</i>			Manual Workers	

Survey Data Elements 2007

- **Policies, Practices & Trends**

- Salary Review Practices
- Starting Salaries
- Variable Pay (Sales/Non-Sales)
- Long Term Incentives
- Company Car/Car Allowance Policies
- Petrol Allowance
- Perquisites
- Training/Professional Development
- Company Loans
- Retirement Benefits
- Death/Disability/Medical Benefits
- Vacation, Working Hours, Overtime
- Retention

Survey Improvements for 2007

- No major changes to the questionnaire
- Covering the same compensation elements we have covered in the past
- Some questions & sections are applicable to specific regions so only required to answer those specific to your country
- Same generic questionnaire to be used by all sectors
- A single package of Job Descriptions – Infrastructure/ General jobs followed by Industry Specifics
- First stage of alignment of survey jobs across whole EMEA

JOB CODING ALIGNMENT 2007-2009

- Over a 3-year period, Watson Wyatt Data Services will change the job coding of its surveys across EMEA.
- Our aim is to use a SINGLE job coding system allowing our customers to “read” easily survey results across all countries in the region.
- The new coding system is closely tied to Watson Wyatt Global Grading System which underpins all Watson Wyatt compensation surveys and will help our customers in assessing job weights across job families.
- The implementation of the new coding system will be gradual, therefore allowing time to our customers to get used to the new codes and to modify the codes in their HRIS systems or market data bases.

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Job Code Methodology

SL DS PR 11

- The first group will denote the **function** e.g. “SL” for sales
- The second group will denote the **job** e.g. “DS” for direct sales representative
- The third group will denote the employee **category** e.g. “PR” for professional
- The forth group will denote the **Global Grade**, e.g. “11”

So, the 2006 job S30B
(Sales - Direct Sales Representative - PRO - GG11)
Will be replaced with code **SL-DS-PR-11**

The Roll Out & What To Expect

Year 1

SL1540 Sales Representative (PRO) - Global Grade Level 11
(*SL-DS-PR-11*)

Year 2

SL-DS-PR-11 Sales Representative (PRO) - Global Grade Level 11
(*SL1540*)

Year 3

SL-DS-PR-11 Sales Representative (PRO) - Global Grade Level 11

Survey Report Output

- Profile of Participants
- Policies, Practices & Trends
- Total Sample Analysis
 - Compensation Tables by Position
 - Your Data vs Market
 - Compa-Ratio
 - Graded Output of all incumbents
- Paper report and CompTrack licence

Survey Participants

- Profile of survey participants
 - Type of operations & activities
 - Sector, ownership
 - Size (revenue, headcount)
- Interpreting results from whole sample
- Use of sector cuts and focus groups
- Are they talent competitors?
- Do they have similar jobs?

Focus Groups

- More relevant companies so more directly comparable data
- BUT, less data!
- Minimum 8 companies
- Better to have approximately 15 companies



Survey Cycle 2007



Dispatching the survey material

April 2007

Paper questionnaire - Electronic input via the Web - Instructions

Full previous input provided

(except sales volume, number of employees & sal. increases)

April & May

Job Matching Support

(consultants available to assist in job matching queries)

Data @ April 1st 2007

Submission Deadline May 18th 2007

Data processing & report delivery

**Reports for Eastern Med. Middle East & Africa (EMMEA) to be
produced August/September**

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CompTrack On-line



CompTrack at a glance

- The main sections Comptrack shows are:

Selection tree with WWDS EMEA reports since 1999

Selection buttons
of parameters
affecting the
figures reported
(currency, aged
data,)

Navigation within the report (chapters, positions) frame

Main reporting screen

Navigation bar and added value tools and modules

3 COMPACT Global Market Compensation Analyzer

File Options Web Update... Help

Selection: Report General Industry 2001 Country Belgium

Parameters: January 2001 Local: 1 € = 40.3399 BEF Annual (1)

Complete Service to Executive

- International Reports
- Country Compensation Reports
- Special Reports
- Global Consulting Services
- Industry Specific Compensation

Methodology of the Survey

- Categories of Personnel
- Job Families
- Definition of Terms
- General Guidelines for Interpreting
- How to Transfer the Market data

Individuals Covered: 29

- Level A: 9 Top Management
- Level B: 17 Top Management
- Level C: 3 Top Management

Lower Decile First Quartile Median Third Quartile Upper Decile Average

I. Total Sample Characteristics

	Lower Decile	First Quartile	Median	Third Quartile	Upper Decile	Average
Company Sales (millions)	1 214	2 450	4 208	15 718	25 000	11 760
Company Total Employment	80	80	250	500	1 700	528
Job Holder's Age	36	39	41	48	56	44

II. Direct Compensation

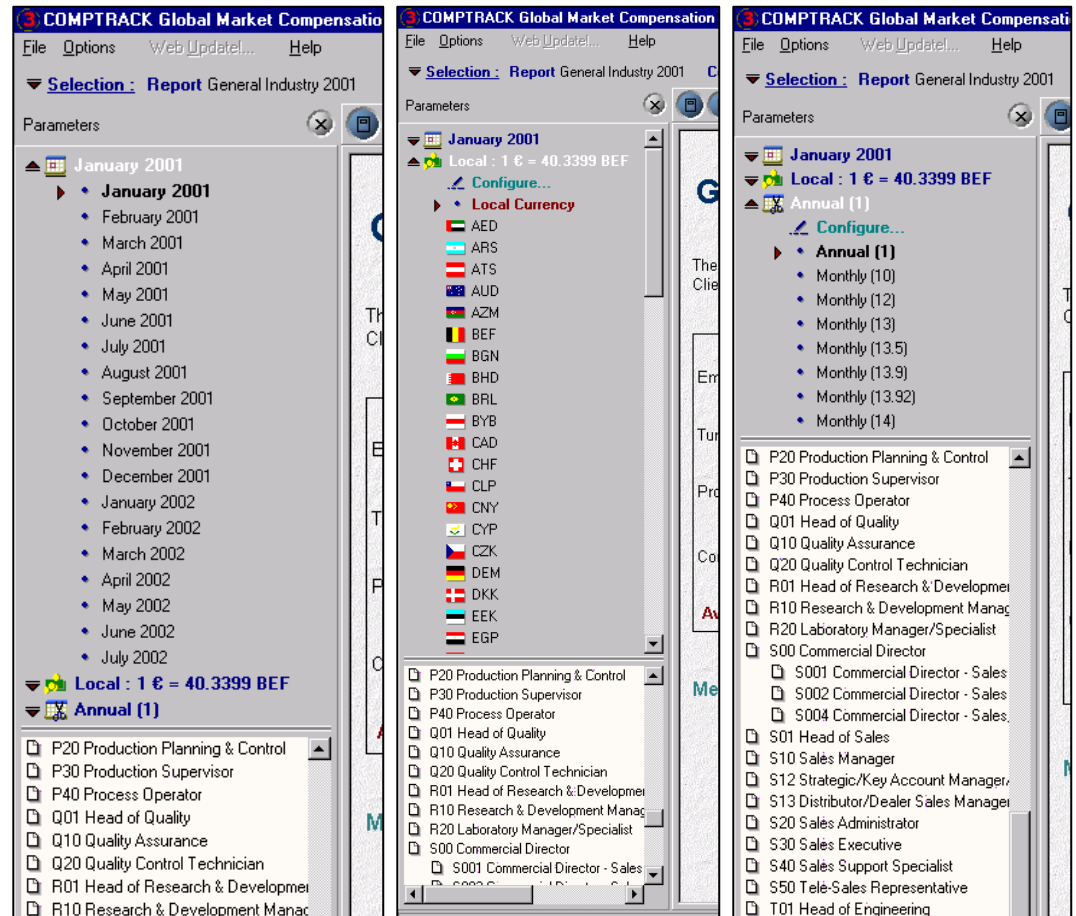
	Lower Decile	First Quartile	Median	Third Quartile	Upper Decile	Average
All Levels (ABC)	2 023 840	2 708 438	3 339 352	3 871 723	4 320 843	3 312 178
Level A	2 142 820	3 023 056	3 614 000	4 230 245	4 963 417	3 637 111
Level B	---	3 743 500	3 940 265	4 023 842	---	4 011 328
Level B+C	---	4 023 842	4 230 245	4 548 847	---	4 454 790
All Levels (ABC)	2 023 840	2 418 113	3 100 263	3 614 000	4 320 843	3 084 923
Level A	2 142 820	2 761 443	3 524 693	3 982 100	4 587 000	3 399 561
Level B	---	3 743 500	3 940 265	4 023 842	---	4 011 328
Level B+C	---	4 023 842	4 230 245	4 548 847	---	4 454 790
All Levels (ABC)	1 961 920	2 349 057	2 938 665	3 572 870	4 036 822	2 997 560
Level A	2 142 410	2 562 222	3 236 802	3 919 191	4 421 586	3 269 155
Level B	---	3 743 500	3 940 265	4 023 842	---	4 011 328
Level B+C	---	4 023 842	4 230 245	4 548 847	---	4 454 790

III. Bonuses

	Lower Decile	First Quartile	Median	Third Quartile	Upper Decile	Average
All Levels (ABC)	7.6%	2.8%	6.0%	10.3%	17.6%	12.7%
Level A	7.8%	---	7.3%	9.3%	14.9%	14.7%
Level B	8.2%	---	---	---	---	---

CompTrack Reports

- The left frame displays a set of options (parameters) which allow users to get the data in a more custom way.
- They all are selected in a dropdown list. The defined options are:
 - **Data as at:** compensation data is possible to be aged up to 18 months depending on the availability of ageing factors on the report.
 - **Currency** in which remuneration data will be displayed
 - **Number of payments** in which yearly remuneration data will be displayed



CompTrack on-line: Advantages

- No hassle:
 - CompTrack internet address
 - Username
 - Password
- ... is enough to access the reports.
- Shortened access time:
 - From a 3 steps installation (software installation > license installation > reports download) to an installation-free software.
 - No downloads to get new reports is needed
 - No PC storage limitation
 - No IT involvement!!
 - Network installations not needed anymore.
 - Access from any PC with Internet Connection web browser



Enhanced data extraction - definition

Report Export Definition - Template grade 17

1 Export Parameters

Report Name: Template grade 17

Export Folder: C:\temp

Export Format

☒ Preformatted Excel ☐ Ascii (Tab delimited)
☐ XML (Default format) ☐ Clipboard

Preformatted Excel
Exports a 4 pages Excel Workbook including: Report informations, Formatted results, Raw results and Participants list.

Data Aged to: 2004-1 Currency Reported: GBP 1 payment(s)/year

2 Exported Position Selection

☐ 100 Group Chief Executive
☐ 000 Chief Executive/General Manager
☐ 001 Business Unit Manager
☐ 002 Project Manager
☐ 003 Operations Director/Manager
☐ A01 Head of Administration/Corporate Services
☐ A02 Regulatory Affairs
☐ A03 Corporate Relations
☒ A10 Legal Affairs
☒ C01 Head of Customer Services
☒ E01 Head of Information Technology

Select All Select None

3 Export Data Fields

Source Field Name	Field Description
<input checked="" type="checkbox"/> survey	Internal Watson Wyatt Survey Code
<input checked="" type="checkbox"/> fc_yr	Year of Survey
<input checked="" type="checkbox"/> currency	Surveyed Currency ISO Code
<input checked="" type="checkbox"/> fc_cy	Country Code
<input checked="" type="checkbox"/> basepos	Watson Wyatt Survey Position Code
<input checked="" type="checkbox"/> seclevel	Level Grouping as in the Survey reports; ABC is for all levels
<input checked="" type="checkbox"/> nrobs	Number of Incumbents Reported: All Levels
<input checked="" type="checkbox"/> nra	Number of Incumbents Reported: Level A
<input checked="" type="checkbox"/> nrh	Number of Incumbents Reported: Level B
<input checked="" type="checkbox"/> nrc	Number of Incumbents Reported: Level C
<input checked="" type="checkbox"/> nrh	Number of Incumbents Reported: Level D
<input checked="" type="checkbox"/> mbs10	Annual Base Salary Amount (ABS): 10th Percentile

Select All Select None

Exported Field Name

survey
fc_yr
currency
fc_cy
basepos
seclevel
nrobs
nra
nrh
nrc
nrh
mbs10

Reset to Source Names

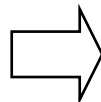
Can be a remote system reference or a URL

Custom formats can be added on the fly – such as HR-XML compatibility

Supports data transformation

Data transformation includes recoding of categories and changing formats

Watson Wyatt programmers have access to additional instructions



Basic extraction interface for clients: saves and re-uses scripts for other surveys

watsonwyatt.com



Using Our Reports: Interpreting Data

No data – what do you do?

- Data points above and below
- Broader function
- Using global grades
- Use of salary ranges



Interpreting Data - FAQs

Why are all the positions that I submitted data for not reported?

For a position to be published, a *minimum* of three companies is required.

To publish the quartiles and deciles, we need at least five and eleven individuals respectively.

Interpreting Data

Company	Position	Employee #
A	SL1530	a
A	SL1530	b
A	SL1530	c
B	SL1530	1
B	SL1530	2
B	SL1530	3

= No results produced

Company	Position	Employee #
A	SL1530	a
A	SL1530	b
C	SL1530	x
B	SL1530	1
B	SL1530	2
B	SL1530	3

= Median, average and quartiles produced

Interpreting Data

When I add the variable cash amounts to the base salary, why does it not equal the total remuneration?

The statistical ranges for each compensation item are calculated separately, and are based on amounts actually reported. Zeros are excluded.

This way, we avoid skewing figures with the non-responding or non-providing companies

Tables should not be read vertically

Interpreting Data – SL1530

Company	Employee	ABS	AC	ATR
B	a	140000	25000	165000
A	1	120000	80400	200400
B	c	110000	40000	150000
B	b	90000	30000	120000
A	2	90000	10000	100000
C	x	70000	84000	154000

- ABS = below 25th
- AC = above 75th
- ATR = median

	25th	Median	75th	Average
ABS	90000	100000	117500	103333
AC	26250	35000	70300	44900
ATR	127500	152000	162250	148233

Interpreting Data

Why is there only five incumbents in the sample where I reported eight?

We request that companies report a maximum of five data points by position (minimum, maximum, median, lower and upper quartile). This prevents the data being over influenced with any particular companies data.

Interpreting Data

Why has the remuneration decreased since last year?

- Often linked to changes in sample in terms of
 - Participating companies
 - Companies join/drop out
 - Multinational vs local companies
 - Reported incumbents
 - New hires
 - Promotions/transfers
 - Increase and/or decrease in number of data points received per position
- Selecting a stable year-on-year focus group can offer increased clarity

Interpreting Data

Our data usually falls around the market median, for this position we are much lower than median...why?

- First, find out who this incumbent is. Maybe this employee is also “out of line” internally
- Depending on who is mapping into this role, i.e. international vs. local companies, Hi-tech vs. producer, salary levels can vary.
- Check modifier output of the sample - is your employee a “-” while the majority of the sample are reported with a “+”?
- Try to compare each element separately, maybe this incumbent is out of line in the ATR due to a high 2006 bonus payout? Perhaps other companies in the sample provided only ABS and no “other cash payments”?

Your feedback



Ideas
Comments
Concerns
Questions

watsonwyatt.com



QUASK On-line Data Input

Data Submission – Quask Watson Wyatt Site

The screenshot shows a Microsoft Internet Explorer browser window displaying the Watson Wyatt Data Services EMEA website. The address bar shows the URL: <http://wwdsema.watsonwyatt.com/wwdsema/>. The website header features the Watson Wyatt logo and navigation links: Home, Products, Services, Softwares & Demos, Contacts, and Order Forms. A sidebar on the left contains 'QUICK LINKS' and 'ALSO VISIT' sections. The main content area highlights that WWDS is a leading provider of Global compensation, benefits, and employment practices information. It also features a 'News' section with a headline about a Hi-Tech Industry Survey and an 'Events / Forums' section with details about a banking survey participant meeting and MEA Forums.

Watson Wyatt Data Services EMEA - Microsoft Internet Explorer provided by Watson Wyatt Limited

File Edit View Favorites Tools Help

Address <http://wwdsema.watsonwyatt.com/wwdsema/> Go Links

Watson Wyatt Worldwide About WWDS | Contact us

Home Products Services Softwares & Demos Contacts Order Forms

QUICK LINKS

- [Survey Questionnaires](#)
- [Local Market Surveys](#)
- [Comptrack Software](#)
- [Reward Workshops](#)
- [Reward - Compensation online](#)
- [Watson Wyatt Data Services Terms of Engagements](#)

ALSO VISIT

- [Watson Wyatt Worldwide](#)
- [WWDS Americas](#)
- [WWDS Asia / Pacific](#)
- [WWDS Latin America](#)
- [WWDS Canada](#)

WWDS is a leading provider of **Global compensation, benefits and employment practices** information

News

[Hi-Tech Industry Survey](#) 22/01/2007 14:46:20
First WW Hi-Tech Survey ever for the US is published!

Events / Forums

[Banking survey participant meeting](#)
Dublin, February 6, 2007
Banking, Asset Management and Fund Administration Survey

[Middle East & Africa Forums](#)
February to April 2007
All participants of Watson Wyatt Data Services Compensation Surveys within the Middle East and Africa Regions are invited to our 2007 series of MEA Forums.

Watson Wyatt Data Services - Copyright 2002-2006

Done Local intranet

Data Submission – Quask Log In

WWDS Survey Questionnaires - Login - Windows Internet Explorer

https://surveyinput.watsonwyatt.com/surveys/Account/Login.aspx?ReturnUrl=%2fsurveys%2finp

File Edit View Favorites Tools Help

Links IT Perso Quask Tools Watson Wyatt Customize Links

WWDS Survey Questionnaires - Login

Page Tools

Watson Wyatt Worldwide

About WWDS | Contact us
Login

Survey Questionnaires

Log In

User Name:

Password:

☐ Remember me next time.

Log In

If you have no User Name & Password, [click here to register](#).

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Data Submission – Quask

List of Questionnaires

The screenshot shows a web browser window titled "WWDS Survey Questionnaires - Windows Internet Explorer". The address bar displays the URL "https://surveyinput.watsonwyatt.com/surveys/Input/default.aspx". The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The toolbar shows various icons for navigation and utility. The page content features a header with the Watson Wyatt Worldwide logo and navigation links. The main heading is "Survey Questionnaires", followed by a link to instructions. A section titled "List of surveys" contains a list of questionnaires for Western Europe in 2007, each with a link to "Open my questionnaire" and a link to the "Individual data template".

WWDS Survey Questionnaires - Windows Internet Explorer

https://surveyinput.watsonwyatt.com/surveys/Input/default.aspx

File Edit View Favorites Tools Help

Links IT Perso Quask Tools Watson Wyatt Customize Links

WWDS Survey Questionnaires

About WWDS | Contact us

Welcome test00310 - Logout

Survey Questionnaires

Click [here](#) to see the instructions about how to fill out the questionnaires.

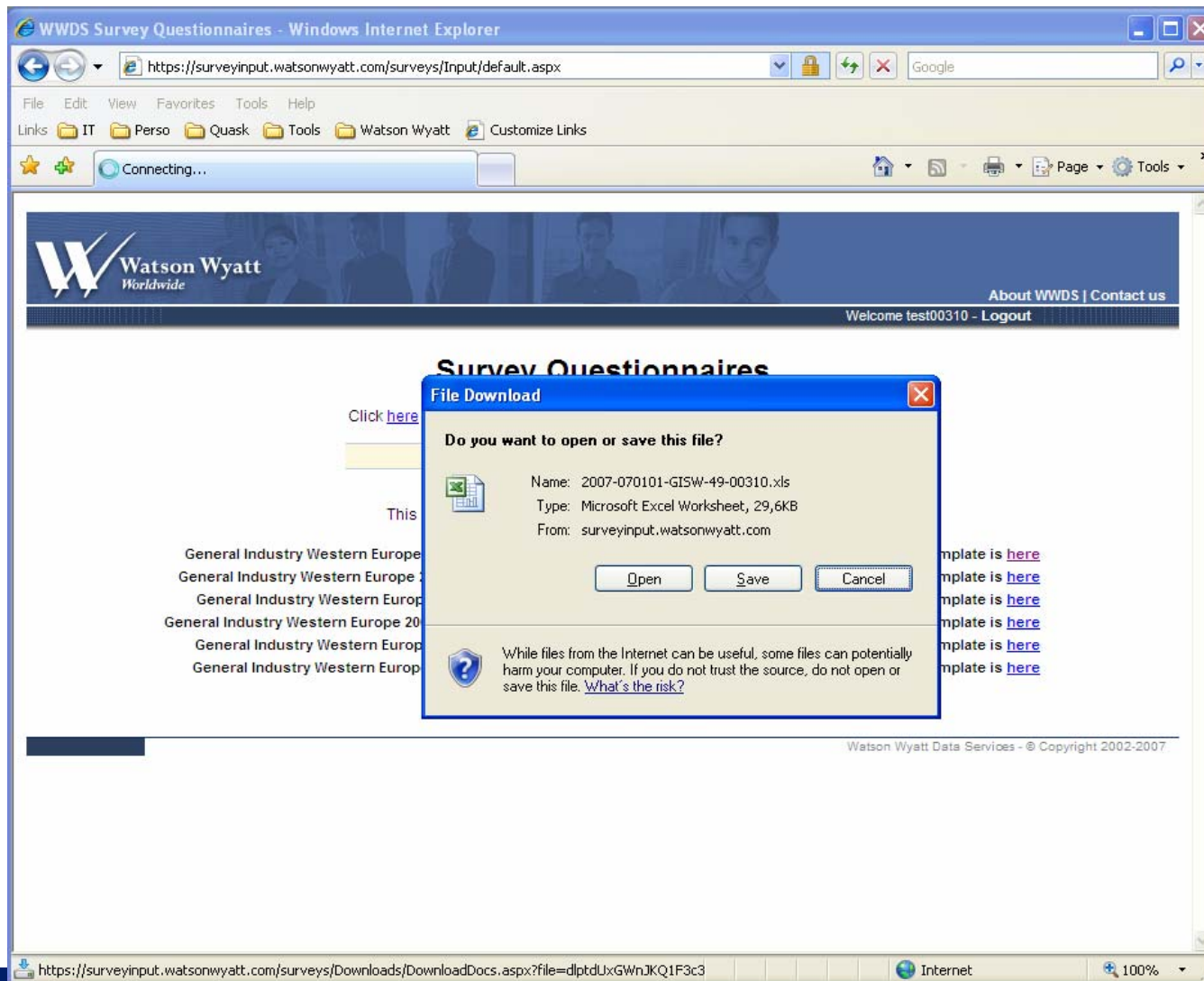
List of surveys

This is the list of the survey(s) you requested to participate in :

General Industry Western Europe 2007 German - GERMANY :	Open my questionnaire	Individual data template is here
General Industry Western Europe 2007 Dutch - NETHERLANDS :	Open my questionnaire	Individual data template is here
General Industry Western Europe 2007 French - FRANCE :	Open my questionnaire	Individual data template is here
General Industry Western Europe 2007 English - UNITED KINGDOM :	Open my questionnaire	Individual data template is here
General Industry Western Europe 2007 English - GREECE :	Open my questionnaire	Individual data template is here
General Industry Western Europe 2007 French - BELGIUM :	Open my questionnaire	Individual data template is here

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Data Submission – Quask Previous Data



Data Submission – Quask Individual Data

Microsoft Excel - 2007-070101-GISW-49-00310[1].xls

File Edit View Insert Format Tools Data Window Help eDocPrinter->PDF

Type a question for help

Reply with Changes... End Review...

Arial 20 B I U

A1 SECTION III- INDIVIDUAL DATA COLLECTION SHEET

	A	B	C	D	E	F	G	H	I	J
1	SECTION III- INDIVIDUAL DATA COLLECTION SHEET									
2		Jobholder's data			Base remuneration	Annual Variable Cash Payments		Company car/cash allowance		
3		1	2	3	4	5	6	7	8	
4	COMPANY CODE	WW POSITION CODE & LEVEL	NEW POSITION CODE	EMPLOYEE IDENTIFICATION CODE	ANNUAL BASE SALARY as at January 1st, including any guaranteed payments - full time equivalent salary only	ACTUAL PERFORMANCE/ CORPORATE BONUS and/or ACTUAL SALES COMMISSION (excluding profit-sharing)	OIL-TARGET PERFORMANCE/ CORPORATE BONUS and/or OIL-TARGET SALES COMMISSION (as a % of ABS)	ACTUAL PROFIT-SHARING (including mandatory and/or voluntary company profit-sharing)	TYPICAL BENCHMARK CAR MAKE, MODEL & CC	ANNUAL ALL
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DATA COLLECTION SPREADSHEET / Instructions /

Ready NUM

Data Submission – Quask

Individual Data with previous input

Microsoft Excel - 2007-070101-GISW-31-00310[1].xls

File Edit View Insert Format Tools Data Window Help eDocPrinter->PDF

Type a question for help

Reply with Changes... End Review...

Arial 20

SECTION III- INDIVIDUAL DATA COLLECTION SHEET

SECTION III- INDIVIDUAL DATA COLLECTION SHEET										
Jobholder's data					Base remuneration	Annual Variable Cash Payments		Company car/cash allowance		
1	2	3	4	5	6	7	8	9	10	11
COMPANY CODE	WW POSITION CODE & LEVEL	NEW POSITION CODE	EMPLOYEE IDENTIFICATION CODE	YEAR OF BIRTH	ANNUAL BASE SALARY as at January 1st, including any guaranteed payments - full time equivalent salary only	ACTUAL PERFORMANCE/ CORPORATE BONUS and/or ACTUAL SALES COMMISSION (excluding profit-sharing)	OH-TARGET PERFORMANCE/ CORPORATE BONUS and/or OH-TARGET SALES COMMISSION (as a % of ABS)	ACTUAL PROFIT-SHARING (including mandatory and/or voluntary company profit-sharing)	TYPICAL BENCHMARK CAR MAKE, MODEL & CC	ANNUAL ALL
00310	003C	OM-XX-TM-15	BODU	1.961	105.448				BMW 320	
00310	A30B	AD-SE-OG-08	CLBE	1.974	38.854					
00310	A40B	AD-RC-OG-05	MIHA	1.968	34.603					
00310	E02C	IT-MI-TM-14	PANI	1.967	59.036					
00310	E30B	IT-CO-PR-12	GRVE	1.962	48.684					
00310	E50B	IT-US-OG-08	MAHA	1.966	35.459					
00310	E70B	IT-DB-PR-12	JUBE	1.966	38.349					
00310	F02B	FI-FC-TM-15	PAMO	1.970	82.052				VOLVO V40	
00310	F70B	FI-AC-PR-10	HUSA	1.967	58.230					
00310	F80B	FI-AC-OG-06	VIMO	1.968	29.017					
00310	F80B	FI-AC-OG-06	ILTH	1.972	31.378					
00310	H01B	HR-XX-TM-16	MARO	1.959	100.147				FORD MONDEO 1.8 i	
00310	H10B	HR-XX-PR-14	KATO	1.976	44.126					
00310	H60C	HR-PR-OG-09	JEBO	1.953	34.506					
00310	L01C	LG-XX-TM-15	PAMU	1.975	60.847				VOLVO V40	
00310	L22A	LG-WO-PR-11	ROPR	1.968	56.496					
00310	L30B	LG-SC-TM-14	VILE	1.966	40.568					
00310	P01B	MA-XX-TM-16	LEPR	1.959	71.043				VOLVO V40	
00310	P30C	MA-XX-OG-07	PAMA	1.967	41.589					
00310	P30C	MA-XX-OG-07	MABU	1.967	38.734					
00310	P30C	MA-XX-OG-07	JOVE	1.958	37.130					
00310	P30C	MA-XX-OG-07	ERES	1.968	42.016					
00310	P30C	MA-XX-OG-07	MASE	1.951	34.940					
00310	Q01C	QU-XX-TM-15	IVKE	1.974	65.216				VOLVO V50	
00310	Q10C	QU-XX-PR-11	HEWO	1.965	52.369					
00310	Q10C	QU-XX-PR-11	HEWO	1.965	52.369					

DATA COLLECTION SPREADSHEET / Instructions /

Ready NUM

Data Submission – Quask

Salary Review Practices Screen 1

2007 Compensation Survey in Western Europe
Section II - Company Policies and Practices - A. Salary Review Practices

1. How does your company review salaries for the MAJORITY of employees ?

	Yes	No
a. Do you review salaries on a Fixed Date ONLY ? OR	<input type="checkbox"/>	<input type="checkbox"/>
b. Do you review salaries on a Rolling or Anniversary of Hire ONLY ? OR	<input type="checkbox"/>	<input type="checkbox"/>
c. Do you have a combination of the above two methods	<input type="checkbox"/>	<input type="checkbox"/>

2. What type of salary increases do you grant?

	GM	TM	MM	PRO	OGSS	MW
a. General increase ONLY (e.g. cost of living, collective agreements, indexation) excluding merit; any increase based on individual performance should be excluded here. OR	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○
b. Merit increase ONLY (performance based) OR	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○
c. A COMBINATION of general increase and merit	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○	Yes No ○○

Navigation:
 BACK
 CONTINUE

Watson Wyatt Data Services

Data Submission – Quask

Attaching Individual Data file

Info

Company Data

Salary Review Pr.

Salary Structure

Starting Salaries

Positioning Comp.

Salary Payments

Regional Pay Pol.

Variable Pay Sales

Variable Pay Sales

Long Term Incentives

Company Car

Perquisites

Benefits

Vacation

Individual Data

Send your data

2007 Compensation Survey in Western Europe

Click here to download the Job Descriptions in Dutch

Click here to download the Job Descriptions in English

Click here to download the Job Descriptions in French

Click here to download the Job Descriptions in German

Click here to download the Job Descriptions in Italian

Click here to download the Job Descriptions in Portuguese

Click here to download the Job Descriptions in Spanish

Click here to download the Job Descriptions in Swedish

Download here Watson Wyatt Terms & Conditions, information on personnel categories and abbreviations used and how to complete the individual Remuneration data.

When finished completing the excel file with your Individual Remuneration Data, please attach here:

Upload File

You can only upload 1 excel file here, if you have more than one (different countries/different locations within one country, etc.), please send them via E-mail to customerservice@watsonwyatt.com

Watson Wyatt Data Services

Done

Local intranet

Data Submission – Quask

Save and Submit later

2007 Compensation Survey in Western Europe

Thank you
for
your
participation !

If you want to close the form, you must answer one of below questions and then click on submit.

☐ I want to save the current form contents so I can continue filling it out at a later date

☐ I have now finished completing this form and I want to submit the data. I cannot edit the form once I have done this!

Thank you for completing this form. Please press the submit button when you are ready.

Watson Wyatt
Data Services

Done Local intranet

WATSON WYATT TEAM – Middle East & Africa

General Manager
Graham Shaw

Head HCG Consulting
John Swabey

Head of Production
Liz Scott

Survey Consultant
Peter Stevenson

Consulting Team
Eli Botaris
Roman Weidlich
Lampros Lamprou

Production Team
Delphine Bollens

Local Partners - *Sidat Hyder*
Asad Hasan - Pharma Sector
Arsalan Sadiq - Financial Sector
Ammar Valika - Hi Tech sector
Najma Khan - FMCG
Sahr Ahmed

Customer Services Manager
Patricia Van Bergen