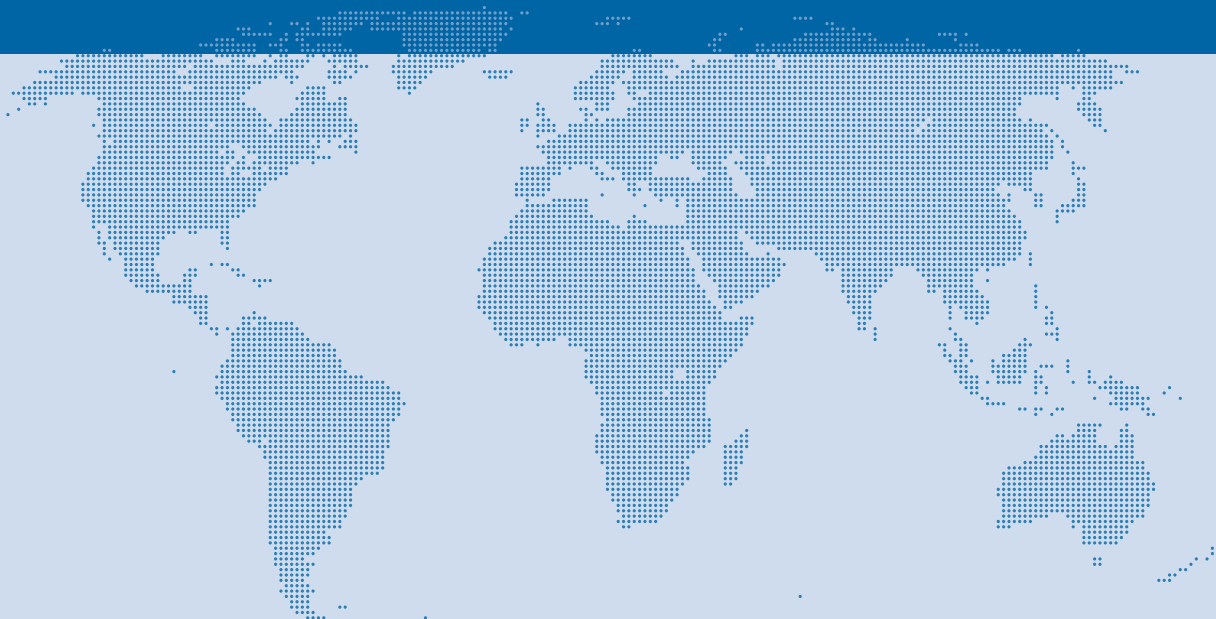


Global ExecuNet

The Executive C&B Exchange Network



Global ExecuNet ("GEN") is the
"Charter" Survey Network
of global employers with
significant multi-country operations.

Purpose & History

GEN is the “Charter” Network for globally operating companies’ C&B professionals and (HR) management. It offers members a private setting to discuss and exchange HR policies related to performance, pay and benefits of Management-to-Senior-Executive staff. It also benchmarks policy, compensation and benefits of senior staff in a dozen key – manufacturing related – industries and within a number of skill-based functions, collecting data of over 80,000 staff in 50 countries globally.

Network Members set the rules and direction of the Network to gain optimum Market intelligence and the schedule of the periodic meetings and data exchange. hkp/// RemuNet acts on behalf of Members to ensure competition- and data confidentiality compliance, data relevance and integrity and to provide its proven facilitation, methodologies, support and software.

“ RemuNet “Charter” Networks: the key to consistent and reliable year-to-year source of quality industry Market intelligence and policy, performance and pay- and benefits benchmark data.”



Jouco Bleeker
Managing Director hkp/// RemuNet

GEN was originally founded by large globally operating companies who wished single-source global C&B insight and grew to include 50 countries on all continents.

Based on unique and proven founding principles, GEN has continued its steady growth in participation and countries, delivering quality and primary-source pay, policy and benefits benchmarking and Market intelligence to its Members.

Members

Currently GEN offers Members pay, policy and benefits intelligence and data of leading companies within their respective industries.

GEN Member company HR and/or C&B representatives meet (at least) annually within their respective Chapter region or globally to discuss the annual survey results and trends. These meetings include topical Roundtables and are exceptional, protected and collegial environments for knowledge and expertise exchange.

Membership Value, Benefits & Costs

Cornerstone Values

GEN defines, consolidates and exchanges ‘peer’ pay, policy and performance information for mutual Market insight, helping each Member manage their Human Capital better.

GEN offers its Members a superior alternative to traditional ‘black box’ generated Market information.

GEN is Member-owned and directed. The processes, systems and documentation used are periodically audited by an outside legal expert and found compliant with international competition- and confidentiality laws and jurisprudence.

GEN is predicated on the principles of the ‘Chatham House’ rules for meetings and reciprocity in type and frequency of information exchange. Hosting of GEN regional Chapter meetings and dinner the evening prior rotates among the Membership. All Members benefit mutually and equally from their participation.

GEN provides a global platform with easy access to each country data from within a single application, using Member company grading.

Defining Elements of the GEN “Charter” Network

Self-determination

Members decide the *what*, *when* and *how* of network and benchmarking activities, meetings and Membership.

Charter & Letter of Understanding (“LOU”)

The Charter stipulates Members’ rights and obligations and is amended by annual meeting majority vote. The LOU is a 3-year contract with the third-party provider, hkp/// RemuNet.

Reciprocity and Stability

These are the hallmarks of successful networks. Long-term, sustainable networks deliver more reliable year-over-year trend data and information compared to purchased Market information.

Comprehensive benefits to the Member companies

All company levels benefit from GEN Membership:

Role	Benefit & Involvement
HR / C&B Top / Corporate Management	<ul style="list-style-type: none"> Global peer Market C&B intelligence Meetings & Roundtables Peer access for self and team
Regional HR / C&B Management	<ul style="list-style-type: none"> Meetings & Roundtables Peer access for self and team Second opinion on local results Member-interactive C&B platform
Corporate C&B Experts & Advisors & C-o-E staff	<ul style="list-style-type: none"> Qualified, peer Market intelligence Meetings & Roundtables Budget- and increase planning Member-interactive C&B platform
Country HR / C&B Management & Staff	<ul style="list-style-type: none"> Qualified, peer Market intelligence Member-interactive C&B platform Data delivery, validation & analysis

Chapters & Countries

Regional Chapters

GEN covers the globe through identification of four regional Chapters, each with its own unique and relevant intelligence.

Chapter	Region
Americas Chapter	North & South America
Asian Chapter	Asia Pacific
European Chapter	Europe
MEA Chapter	Middle-East & Africa

Geographical scope

GEN covers 50 countries across its regional Chapters. Members have access to the results of all countries within the Chapter – whether they submit data for that country or not. Countries are added when sufficient data can be generated.

Angola	France*	Malaysia	South Africa
Argentina	Germany*	Mexico	Spain
Australia	Great Britain*	Morocco	Sweden
Austria	Greece	Netherlands*	Switzerland
Belgium*	Hong Kong	New Zealand	Taiwan
Brazil	Hungary	Nigeria	Thailand
Canada*	India	Norway*	Turkey
Chile	Indonesia*	Oman	Ukraine
China	Italy	Poland	UAE
Colombia	Japan	Qatar	USA
Denmark*	Kazakhstan	Russia	Vietnam
Egypt	Kenya	Saudi Arabia	
Finland	Korea	Singapore	

*hkp/// RemuNet runs additional surveys in this country

Pay & Benchmark Elements

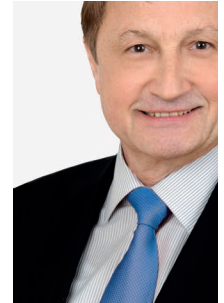
GEN allows for different combinations of pay elements, which enables the analysis and evaluation in a flexible way. The valuation methodology used is the same for all Members making the survey-data consistent and reliable.

Pay & Benchmark Elements, Filters & Settings**	
Basic Salary & Fixed Pay Elements	Remuneration Policies
Target & Actual Bonus Pay	Car & Housing
Long-term Incentives (Stock)	Age, Gender, Experience
Allowances, Perks, Other Cash	Tables & Graphs

Industries & Functions

GEN is an all-industries network, where clusters of industry peers can gather and exchange data globally or per Chapter.

“All Member C&B function staff benefit from GEN membership; through Chapter meetings, Pulse surveys, the interactive Portal and the annual pay exchange.”



Martin Pfändler
Senior Partner hkp/// group

GEN identifies 11 functional areas:

General Management	Research	Legal & Intellectual Property
Procurement	Finance	Customer Support & Distribution
Marketing & Sales	Human Resources	Production & Manufacturing
Information Technology	Other	

Grade Levels & Correlation

GEN defines 8 seniority levels from (local) Managerial to (international) Senior Executive. Within these levels the data of every Member of GEN is correlated to the defined “NetGrades” using their own company’s grading.

Methodology	Entity	GEN Coverage
hkp/// RemuNet	NetGrades	1A – 4B
hkp/// Group	Executive Levels	c. 5 - 11
Towers Watson	Global Grades	c. 14 - 21
Hay	Standard Grades	c. 18 - 27
Mercer	IP Classes	c. 56 - 71

Network Grading Parameters Matrix:

- Descriptors, Background, Experience
- Impact, Dimensions in US\$
- Hierarchical & Functional Reporting

Using the Network Grading Parameters Matrix allows for:

- Comparison of Company-grades to NetGrades
- Scoping of the organization size and job size
- Standardized, described and validated (like-for-like) methodologies and results

Online Benchmark Analysis

Intuitive Market Comparisons and Reporting

Members have full online access to all country data of their Chapter for unlimited analysis and reporting of Market results. Members may analyze results by using their own company grading. The database includes tables and graphs (incl. regression and individual position comparison). Results are analyzed in summary or comparison, allowing member companies individual comparisons of Member companies to Market results.

Multi-country data analysis and presentation is straightforward and can be performed and recalculated using any currency. The online Member Portal includes extensive documentation, help files, systems explanations and historical (year-to-year) overviews. Members are supported year-round by hkp/// RemuNet experts with data submittal, validation, online systems navigation and results interpretation.

“Ad-hoc” and “Pulse” Surveys

Qualitative information, such as Policy & Benefits, is aggregated and published in usable formats. In addition to the annually recurring Policy & Benefits survey, “ad hoc” and “pulse” surveys are regularly conducted, based on Member requests. These online surveys and questionnaires deliver quick and reliable Market responses on trends, pressing developments and questions.

“ GEN makes it easy for Members to submit their data, and analyze and share results internally because Members use their own company grades for comparing with their selected Market (peers).”

Barry Kitz
Senior Consultant hkp/// RemuNet



Annual Report

Market Results by Chapter Regions and Countries

In addition to the ability to perform sophisticated online analysis, each year every Member receives a custom Annual Report comparing their own company to the Market in every country of their Chapter. Additional reports may be custom ordered for specific (peer) cuts and/or formats/percentile.

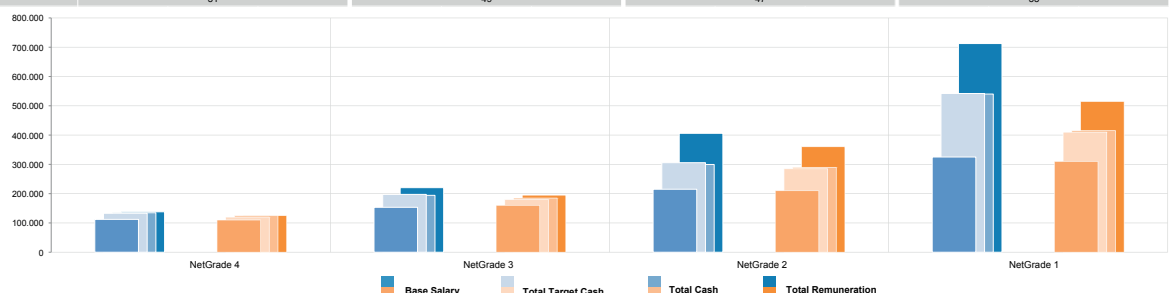
The Annual Report is prepared for Members to mark highlight and trends on the data available online. Further analysis then performed in Complive, where variables such as ‘peer group’, age, years of experience and gender can be included.

Tables and graphs depict values of Base Pay, Actual/Target Bonus and LTI values. In the below table, blue represents the Market, orange a participant, and grey the relevant scoping data. An additional graph depicts the table highlights.

Euro Area													
Scoping	Country	Euro Area: Austria, Belgium, France, Finland, Germany, Greece, Italy, Netherlands and Spain											
	Currency	Euro											
Participants	Participants	51											
	Functions	All Function Groups											
Market	Pay Elements (in Euro)	NetGrade 4			NetGrade 3			NetGrade 2			NetGrade 1		
		P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
	Base Salary	103.000	112.100	125.900	142.800	153.300	161.400	188.300	215.000	232.400	292.600	325.900	383.800
	Total Target Cash (Base + Target Bonus)	121.500	132.900	154.700	166.800	197.500	214.300	285.500	305.700	340.000	465.400	541.700	628.700
	Total Cash (Base + Actual Bonus)	119.900	134.800	154.800	179.000	194.400	214.300	278.800	299.600	356.900	486.400	539.100	593.100
Total Remuneration (Total Cash + LTI)	122.400	138.100	160.600	201.600	220.300	265.800	348.300	406.200	456.500	604.400	712.500	872.400	
Your Company	Pay Elements (in Euro)												
	Base Salary	100.000	110.000	120.000	150.000	160.000	170.000	200.000	210.000	220.000	300.000	310.000	320.000
	Total Target Cash (Base + Target Bonus)	110.000	120.000	130.000	170.000	180.000	190.000	275.000	285.000	295.000	400.000	410.000	420.000
	Total Cash (Base + Actual Bonus)	115.000	125.000	135.000	175.000	185.000	195.000	280.000	290.000	300.000	405.000	415.000	425.000
	Total Remuneration (Total Cash + LTI)	115.000	125.000	135.000	185.000	195.000	205.000	350.000	360.000	370.000	505.000	515.000	525.000
Market Difference	Market Differences in %												
	Base Salary	-3%	-2%	-4%	5%	4%	5%	6%	-2%	-5%	3%	-5%	-17%
	Total Target Cash (Base + Target Bonus)	-9%	-10%	-16%	-9%	-12%	-9%	-4%	-7%	-13%	-14%	-24%	-33%
	Total Cash (Base + Actual Bonus)	-4%	-7%	-13%	-2%	-5%	-9%	0%	-3%	-16%	-17%	-23%	-28%
	Total Remuneration (Total Cash + LTI)	-6%	-9%	-16%	-8%	-11%	-23%	0%	-11%	-19%	-18%	-28%	-40%
Market	Variable Pay Elements as % of Base Salary												
	Target Bonus (as % of Base Salary)	15%	20%	25%	25%	30%	40%	33%	49%	55%	50%	62%	85%
	Actual Bonus (as % of Base Salary)	13%	19%	23%	23%	29%	40%	33%	48%	55%	53%	65%	87%
	Long Term Incentives (as % of Base Salary)	0%	2%	6%	6%	16%	27%	21%	37%	50%	35%	50%	80%
	Your Company	Variable Pay Elements as % of Base Salary											
Target Bonus (as % of Base Salary)		10%	9%	8%	13%	13%	12%	38%	36%	34%	33%	32%	31%
Actual Bonus (as % of Base Salary)		15%	14%	13%	17%	16%	15%	40%	38%	36%	35%	34%	33%
Long Term Incentives (as % of Base Salary)		0%	0%	0%	6%	5%	5%	25%	24%	23%	28%	24%	24%
Other		Data Characteristics											
	Number of Positions at Your Company		300		160		75		15				
	Number of positions in the market		17.345		6.288		3.285		392				
Number of companies		31		49		47		33					

The data tables above show, for Global ExecuNet NetGrades 1 through 4, pay at Base Salary, Total Target Cash, Total Cash and Total Direct. Also the Target Bonus, Actual Bonus and LTI is shown, as percentage of Base Salary. Scoping data for each NetGrade is depicted in the grey area below the data tables.

The graphs show Base Salary, Total Target Cash, Total Cash and Total Direct for your company and the market for each NetGrade.



Unlimited System-generated Results

“CompLive” Systems Functionality

hkp/// RemuNet offers GEN Members online access to unique analysis capabilities.

System Result Charts

Market Charts

Percentile breakdowns of the Market and own company pay, along with the percentage Market difference and scoping information.

Market

Grade	10th %	25th %	Median	75th %	90th %	Average	Positions	Companies
1B	2,096,061	2,224,386	2,514,995	3,454,374	4,113,345	2,874,884	40	9
2A	1,248,091	1,452,310	1,675,703	1,855,254	2,184,523	1,731,580	553	18
2B	998,081	1,131,671	1,275,263	1,480,474	1,752,352	1,340,017	824	18
3A	785,245	879,134	990,599	1,113,904	1,293,874	1,020,223	1192	18
3B	602,571	669,238	754,062	843,826	967,649	775,534	1390	18
4A	449,820	502,007	570,629	689,951	802,640	602,415	973	18
4B	370,258	390,624	457,196	613,008	663,444	497,228	788	17

Company

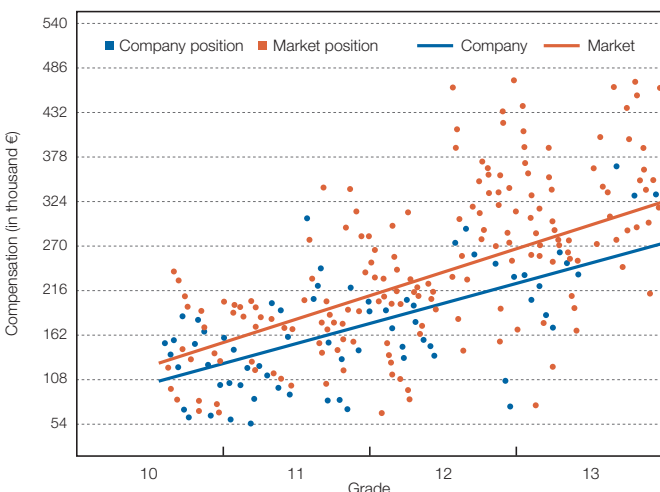
Grade	10th %	25th %	Median	75th %	90th %	Average	Positions
1B	2,600,032	2,600,032	2,678,557	2,814,230	2,917,097	2,735,705	4
2A	1,928,212	1,928,212	1,963,112	1,998,011	2,120,161	2,003,828	6
2B	1,560,019	1,622,839	1,622,839	1,690,457	1,895,493	1,663,555	9
3A	1,265,116	1,328,372	1,352,366	1,391,628	1,443,978	1,351,225	13
3B	1,038,268	1,038,268	1,099,342	1,099,342	1,099,342	1,071,443	21
4A	793,979	793,979	850,682	850,682	943,5154	842,938	24
4B	567,121	567,121	623,833	623,833	648,263	610,006	23

Market Difference

Grade	10th %	25th %	Median	75th %	90th %	Average
1B	24.05 %	15.85 %	6.50 %	-18.53 %	-29.08 %	-4.84 %
2A	54.49 %	32.77 %	17.15 %	7.69 %	-2.95 %	15.72 %
2B	56.30 %	43.40 %	27.26 %	14.18 %	8.17 %	24.14 %
3A	61.11 %	51.10 %	36.52 %	24.93 %	11.60 %	32.44 %
3B	72.31 %	55.14 %	45.79 %	30.28 %	13.61 %	38.16 %
4A	76.51 %	58.16 %	49.08 %	23.30 %	17.55 %	39.93 %
4B	53.17 %	45.18 %	36.45 %	1.77 %	-2.29 %	22.68 %

Regression Charts

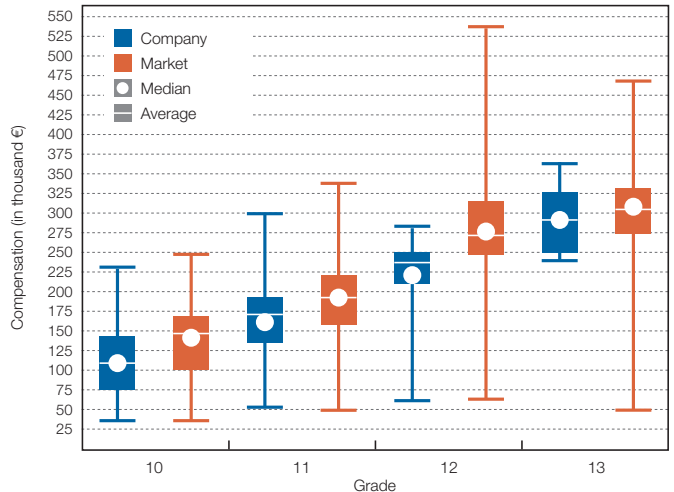
Regression Charts visualize and identify linear relationships in data point clouds. They have a broad field of application, e.g. forecasts or trend estimates.



Note: These screenshots depict a few of the standard result formats. Online results always include a legend, listing a.o. selections made, filters applied and preferred format setting indicated.

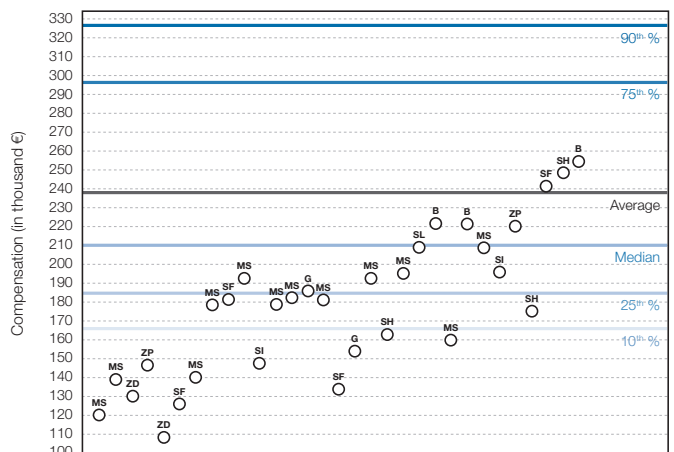
Min-Max Charts

Box-Plots are a descriptive way to visualize one or more groups or data sets per company grade. By indicating minimum, maximum, and quartiles of the analyzed data – they are a useful instrument for comparing distributions between several groups or data sets.



Individual Position Charts

Position Charts provide insights into the distribution of different data points in an analysis framework. They help rank individual staff positions against a peer benchmark. They are particularly useful to compare your company's positions with those of other companies, and also to compare function to function within your company.



“ GEN is a primary resource for clear and concise competitive Market positioning analysis of senior- and executive staff. The Chapter meetings provide essential and reliable peer discussion and expertise exchange.”



Petra Knab-Hägele
Senior Partner hkp/// group

The **hkp/// group** is an independent and partner-led international consulting firm specializing in performance management, talent management and compensation.

The hkp/// approach to performance management integrates the requirements of financial and HR strategies with management concepts. At the same time it aligns the performance management criteria and processes at the corporate level with those at individual level. Based consistently on a value- and values-oriented implementation, this approach helps our clients achieve sustainable long-term success.

The hkp/// partners possess many years of international consulting experience. They are recognized experts in the Market for compensation, talent, financial and risk management. In these focus areas; our clients – supervisory boards, top managers and management boards, as well as specialists – rely on us as a competent partner for value-enhancing, innovative, results-oriented solutions.

hkp/// RemuNet works on behalf of associations and groups of companies to build and manage Charter Survey Networks that provide quality HR & Compensation Benchmarking covering pay, policy, performance and productivity.

Our unique combination of 'Member directed' networks, expert advice and services, and advanced HR IT Tools offer companies the power to reliably compare and analyze their own practices and policies to other industry and qualified Market peers.

Together with the network annual meetings and custom online portals, hkp/// RemuNet connects companies in dynamic peer environments which continuously provide valuable insights and Market intelligence, and serve as a qualified resource for comprehensive and successful HR and remuneration strategies.

hkp/// RemuNet's success is based on its 'proven and transparent' benchmarking methodologies, solid data validation, and flexible HR IT. – all with competition compliance and data confidentiality built-in (as certified by outside experts).

Today hkp/// RemuNet manages over a dozen international survey networks covering more than 60 countries. In all we consolidate pay, policy, performance and productivity related data of over 700,000 employees, from non-exempt to senior executive staff, for diverse industries around the world, including many Global Fortune 500 companies.

hkp/// RemuNet operates within hkp/// group as a separate and independent entity.

Corporate Facts

Date of Incorporation: January 01, 2011

Offices: Amsterdam, Dordrecht, Frankfurt am Main and Zurich

Employees: Approximately 100 (as per February 2017)

Consulting Fields:

- Executive Compensation, Board Services, Performance & Talent Management, HR & Compensation Benchmarking, HR Strategy & Organization
- boardpay.com: Europe's leading Board compensation portal providing pay data of more than 20,000 Board Members in about 3,000 corporations in one database

Business sectors: Banks & Insurances, Automotive & Engineering, Transportation & Logistics, Pharma & Chemicals, Oil & Gas, IT & Telecommunication

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