

Position Title: Managing Director (Division/Region/Country)
Position Class: 69 - 71
Currency: Euro

Position Description:

To take responsibility for the profitable performance, growth and future strategy of a major division/region/country; to contribute to the development of corporate business strategy and group policies as part of the organisation Senior Management Team; to develop and implement a business plan in line with corporate strategy and to direct and coordinate the Senior Management Team to achieve this plan; to ensure that the brand portfolio and product mix of the division is commercially viable and profitable within a variety of worldwide markets; to represent the business in dealing with external interests, with a particular responsibility to develop and maintain good relations with brand owners and with customers.

	Actual Data of Recipients Only				Receiving Item		
	25th Percentile	Average	Median	75th Percentile	Num Orgs	Num Obs	% Obs
Position Class	69	70	71	73	10	30	100
Annual Base Salary	300,000	400,000	410,000	500,000	10	30	100
Guaranteed allowances	5,000	7,000	6,500	8,000	5	5	50
Annual Guaranteed Cash	308,000	408,000	418,000	508,000	10	30	100
Target Bonus - Amount	120,000	200,000	205,000	500,000	10	30	100
Target Bonus - % Salary	40	50	50	100	10	30	100
Maximum Bonus - Amount	240,000	400,000	410,000	750,000	10	30	100
Maximum Bonus - % Salary	80	100	100	150	10	30	100
Annual Total Cash (Target)	400,000	600,000	610,000	1,250,000	10	30	100
Actual Bonus - Amount	120,000	200,000	205,000	500,000	10	30	100
Actual Bonus - % Salary	40	50	50	100	10	30	100
Annual Total Cash (Actual)	400,000	600,000	610,000	1,250,000	10	30	100
Eligible for LTI	10	10	10	10	10	30	100
Share Plan Value	120,000	200,000	205,000	500,000	10	30	100
Share Options Value	120,000	200,000	205,000	500,000	10	30	100
Cash Plan Value	120,000	200,000	205,000	500,000	10	30	100
Actual LTI – Amount	360,000	600,000	615,000	1,500,000	10	30	100
Actual LTI – % Salary	120	150	150	300	10	30	100
Annual Total Direct Remuneration	750,000	1,250,000	1,200,000	2,700,000	10	30	100
Company Car Benefit	45,000	60,000	65,000	80,000	10	30	100
Defined Benefit Pension	60,000	70,000	75,000	85,000	5	5	50
Defined Contribution Pension	50,000	55,000	57,000	65,000	5	5	50
Medical Plan	2,500	3,500	3,750	6,000	10	30	100
Life Assurance	2,500	3,500	3,750	6,000	10	30	100
Disability Benefits	2,500	3,500	3,750	6,000	10	30	100
Other	--	--	--	--	0	0	0
Annual Total Remuneration	950,000	1,500,000	1,550,000	3,000,000	10	30	100
Age	38	42	40	50	10	30	100
Tenure	4	6	7	9	10	30	100

Level in Organisation	Num Obs	% Obs
Level 1	0	0
Level 2	20	67
Level 3	10	33
Level 4	0	0

Regional Responsibility	Num Obs	% Obs
Global	10	33
Regional	10	33
Country	10	33
On board	15	50