

HEALTH WEALTH CAREER

REMUNERATION DEVIATION REPORT COMPANY XYZ

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PREPARED BY:

PEER-REVIEW BY:



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1. INTRODUCTION

1.1. About Mercer

Mercer is a global consulting leader in talent, health, retirement, and investments. Mercer helps clients around the world advance the health, wealth, and performance of their most vital asset — their people. Mercer's more than 20,000 employees are based in more than 40 countries and the firm operates in over 130 countries. Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global professional services firm offering clients advice and solutions in the areas of risk, strategy and people.

1.2. About the Report

This report is prepared for Company XYZ and contains remuneration deviation analysis for 10 positions in the Netherlands.

The deviation analysis covers comparison of the following compensation elements to the market values:

1. Annual Base Salary
2. Total Cash Compensation (Actual)
3. Total Remuneration

The remuneration deviation analysis of the positions is represented through the Deviation Analysis Tables and Charts, containing the different statistical measures for each of the elements that compose the Remuneration Package generally offered to the above positions.

The reference market is All industries regression line, based on TRS 2016.

1.3. Confidentiality

To ensure the confidentiality of all data, a minimum number of observations is required in order for statistics to be displayed. Three organizations must report at least three observations for a variable in order for the mean to be displayed. Four organizations and four observations are required for display of the median. Five organizations reporting at least five observations are required to display 25th and 75th Percentiles. Where there has been insufficient data for analysis, this has been indicated with "--".

Human Resource professionals who deal regularly with data are aware of the variance that may exist in databases. Data may fluctuate slightly from year to year due to changes in the participant base. It is also important to note that within a sample, a significant amount of data may be reported by one organization. It is also possible for data to change drastically from year to year due to industry-related factors and economic conditions.

Mercer is providing this information to its clients to help them to make independent decisions regarding salaries and benefits. Because the exchange of salary and benefit information among competitors may be construed in certain circumstances as a means to facilitate an antitrust violation, Mercer has taken appropriate steps in collecting and disseminating this information in order to avoid such perceptions.

The information and data contained in this report are for information purposes only and are not intended nor implied to be a substitute for professional advice. In no event will Mercer be liable to you or to any third party for any decision made or action taken in reliance of the results obtained through the use of the information and/or data contained or provided herein.

2. REPORT DEFINITIONS

2.1. Terms

We provide below an explanation of the Compensation Item terms used in the Remuneration Tables:

| | |
|------------------------------------|--|
| Annual Base Salary | Includes only annualized base salary (Monthly Base Salary x Number of Months Paid). |
| Total Guaranteed Cash Compensation | Includes Annual Base Salary plus the annualized value of guaranteed allowances and cash benefits. |
| Total Cash Compensation (Actual) | Includes Total Guaranteed Cash Compensation plus the annualized value of any actual Short-term Incentive, Sales Incentive, Profit Sharing, or Other Incentive awards paid out on performance over a period of 12 months or less. The figures reported reflect the actual amounts of the awards received over the last 12 months. |
| Total Remuneration | Includes Total Direct Compensation plus the annualized value of the benefits: retirement plan, life and medical insurance, motor vehicle, etc. |

2.2. Statistics

| | |
|-----------------------------|---|
| 25th Percentile (25th %ile) | The data point that is higher than 25% of all other data in the sample when ranked from low to high. Also known as the first quartile. |
| Median | The data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the 50th percentile. |
| 75th Percentile (75th %ile) | The data point that is higher than 75% of all other data in the sample when ranked from low to high. Also known as the third quartile. |

2.3. Data Confidentiality Guidelines

To ensure confidentiality, the data shown is determined by a minimum number of organizations and number of observations, as summarised in the table below:

| | Median | Quartile |
|---------------------------------------|--------|----------|
| Minimum No. of Distinct Organizations | 3 | 3 |
| Minimum No. of Organizations | 4 | 5 |
| Minimum No. of Observations | 4 | 5 |

* Where there has been insufficient data for analysis to show given statistics, this has been indicated with "--".

2.4. Valuation Criteria

The valuation of benefits has been made according to the "employee value" i.e. we calculate the gross income necessary for the employee to purchase the same component of remuneration privately. This permits to develop all the valuations in a consistent way, giving the possibility to compare all of them with the same tool.

3. SUMMARY

| | |
|----|--|
| = | position is within lower and upper quartiles |
| ▲ | position is above upper quartile |
| ▼ | position is below lower quartile |
| -- | no position or market data for comparison |

| ID | Position Title | Benchmark Title | Country | PC | Annual Base Salary | Total Cash Compensation (Actual) | Total Remuneration |
|-----|-----------------------------|----------------------------------|-------------|----|--------------------|----------------------------------|--------------------|
| 102 | Head of Operations | Head of Operations - Tier 3 | Netherlands | 62 | ▲ | = | = |
| 17 | Head of Human Resources | Head of Human Resources - Tier 1 | Netherlands | 60 | ▲ | = | ▲ |
| 16 | Head of Branch Operations | Head of Branch Operations | Netherlands | 60 | ▼ | = | = |
| 62 | Head of Public Relations | Head of Public Relations | Netherlands | 58 | = | = | ▼ |
| 76 | Head of Financial Control | Head of Financial Control | Netherlands | 57 | = | = | = |
| 2 | Head of Corporate Planning | Head of Corporate Planning | Netherlands | 57 | ▼ | = | = |
| 25 | Compliance Manager - Senior | Compliance Manager - Senior | Netherlands | 55 | ▼ | ▼ | = |
| 39 | Sales Manager | Sales Manager | Netherlands | 54 | ▼ | = | = |
| 6 | Regulatory Affairs Manager | Regulatory Affairs Manager | Netherlands | 54 | ▼ | -- | -- |
| 3 | Compliance Manager | Compliance Manager | Netherlands | 52 | ▼ | = | ▼ |

4.1. Annual Base Salary

| Company Data | | | | | | | Deviation % | | | Market Annual Base Salary | | |
|--------------|-----------------------------|----------------------------------|-------------|----------|----|--------------------|-----------------------------|--------|-----------------------------|-----------------------------|---------|-----------------------------|
| ID | Position Title | Benchmark Title | Country | Currency | PC | Annual Base Salary | 25 th Percentile | Median | 75 th Percentile | 25 th Percentile | Median | 75 th Percentile |
| 102 | Head of Operations | Head of Operations - Tier 3 | Netherlands | EUR | 62 | 199,441 | 138% | 118% | 101% | 144,973 | 169,366 | 198,355 |
| 17 | Head of Human Resources | Head of Human Resources - Tier 1 | Netherlands | EUR | 60 | 165,551 | 136% | 119% | 103% | 121,727 | 139,595 | 161,021 |
| 16 | Head of Branch Operations | Head of Branch Operations | Netherlands | EUR | 60 | 108,331 | 89% | 78% | 67% | 121,727 | 139,595 | 161,021 |
| 62 | Head of Public Relations | Head of Public Relations | Netherlands | EUR | 58 | 125,236 | 121% | 107% | 94% | 103,782 | 116,550 | 132,674 |
| 76 | Head of Financial Control | Head of Financial Control | Netherlands | EUR | 57 | 106,758 | 112% | 100% | 88% | 95,167 | 106,966 | 121,922 |
| 2 | Head of Corporate Planning | Head of Corporate Planning | Netherlands | EUR | 57 | 69,049 | 73% | 65% | 57% | 95,167 | 106,966 | 121,922 |
| 25 | Compliance Manager - Senior | Compliance Manager - Senior | Netherlands | EUR | 55 | 57,408 | 72% | 64% | 56% | 80,022 | 90,097 | 102,961 |
| 39 | Sales Manager | Sales Manager | Netherlands | EUR | 54 | 68,942 | 94% | 83% | 73% | 73,379 | 82,689 | 94,617 |
| 6 | Regulatory Affairs Manager | Regulatory Affairs Manager | Netherlands | EUR | 54 | 67,131 | 91% | 81% | 71% | 73,379 | 82,689 | 94,617 |
| 3 | Compliance Manager | Compliance Manager | Netherlands | EUR | 52 | 52,155 | 85% | 75% | 65% | 61,702 | 69,649 | 79,903 |

Source: Total Remuneration Survey 2016

4.2. Total Cash Compensation (Actual)

| Company Data | | | | | | | Deviation % | | | Market Total Cash Compensation (Actual) | | |
|--------------|-----------------------------|----------------------------------|-------------|----------|----|----------------------------------|-----------------------------|--------|-----------------------------|---|---------|-----------------------------|
| ID | Position Title | Benchmark Title | Country | Currency | PC | Total Cash Compensation (Actual) | 25 th Percentile | Median | 75 th Percentile | 25 th Percentile | Median | 75 th Percentile |
| 102 | Head of Operations | Head of Operations - Tier 3 | Netherlands | EUR | 62 | 206,227 | 126% | 107% | 87% | 163,198 | 192,205 | 238,104 |
| 17 | Head of Human Resources | Head of Human Resources - Tier 1 | Netherlands | EUR | 60 | 180,115 | 129% | 113% | 94% | 139,626 | 160,025 | 192,115 |
| 16 | Head of Branch Operations | Head of Branch Operations | Netherlands | EUR | 60 | 154,101 | 110% | 96% | 80% | 139,626 | 160,025 | 192,115 |
| 62 | Head of Public Relations | Head of Public Relations | Netherlands | EUR | 58 | 127,014 | 112% | 99% | 84% | 113,766 | 128,877 | 151,070 |
| 76 | Head of Financial Control | Head of Financial Control | Netherlands | EUR | 57 | 126,279 | 122% | 107% | 92% | 103,499 | 117,523 | 137,438 |
| 2 | Head of Corporate Planning | Head of Corporate Planning | Netherlands | EUR | 57 | 110,050 | 106% | 94% | 80% | 103,499 | 117,523 | 137,438 |
| 25 | Compliance Manager - Senior | Compliance Manager - Senior | Netherlands | EUR | 55 | 82,431 | 96% | 84% | 72% | 85,659 | 97,728 | 113,752 |
| 39 | Sales Manager | Sales Manager | Netherlands | EUR | 54 | 82,137 | 105% | 92% | 79% | 77,928 | 89,119 | 103,488 |
| 6 | Regulatory Affairs Manager | Regulatory Affairs Manager | Netherlands | EUR | 54 | -- | -- | -- | -- | 77,928 | 89,119 | 103,488 |
| 3 | Compliance Manager | Compliance Manager | Netherlands | EUR | 52 | 64,835 | 101% | 87% | 76% | 64,497 | 74,108 | 85,653 |

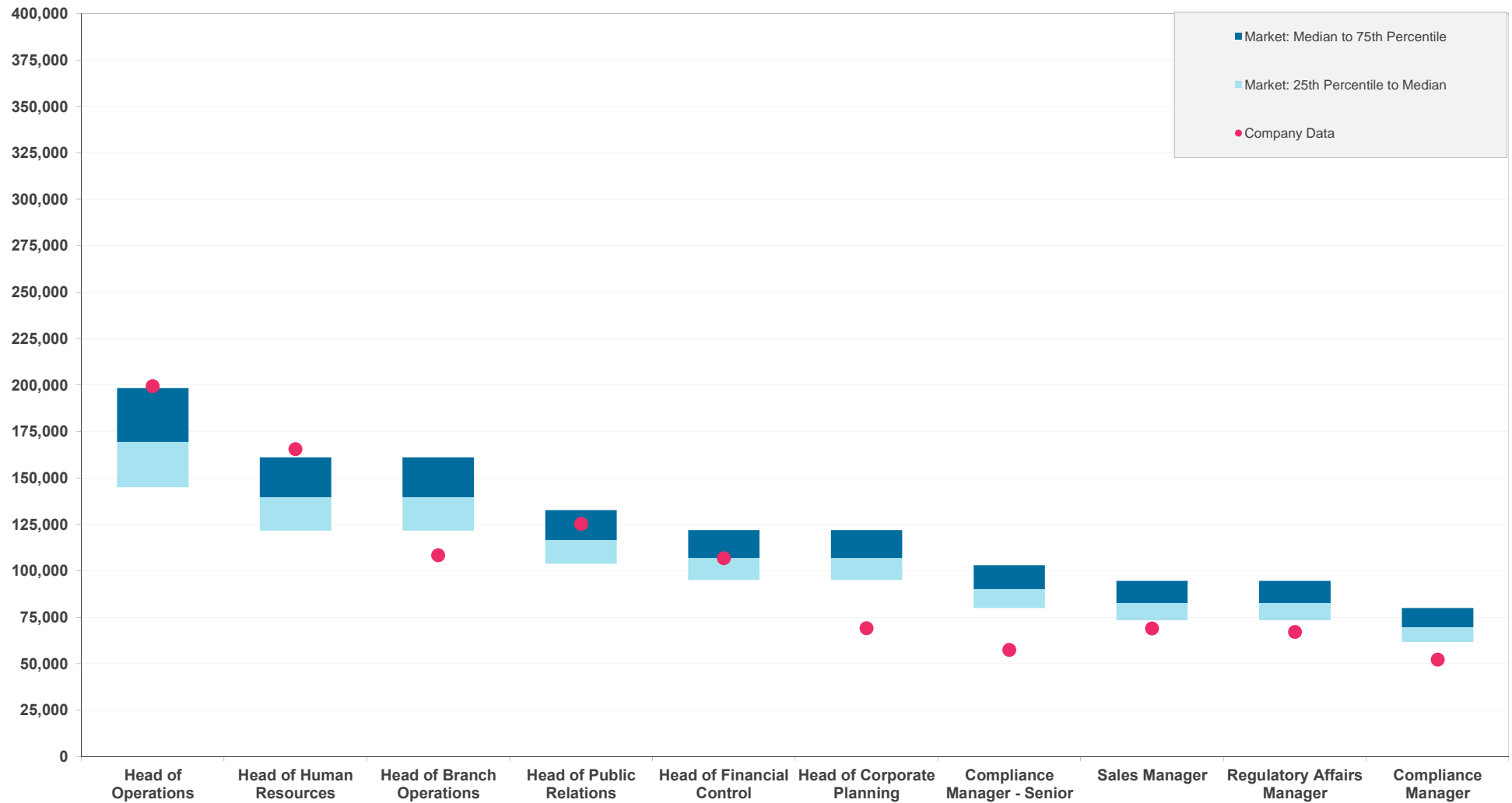
Source: Total Remuneration Survey 2016

4.3. Total Remuneration

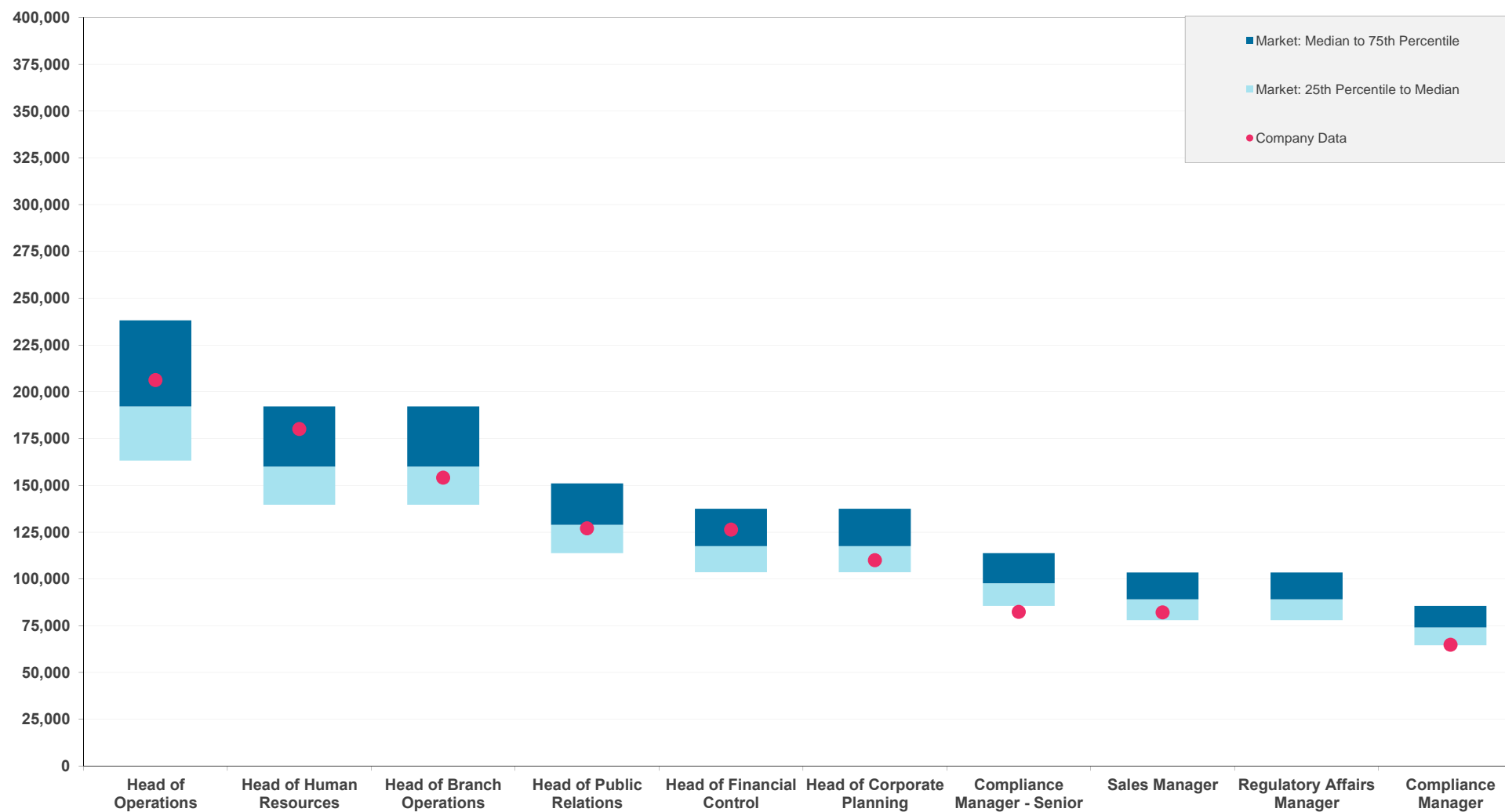
| Company Data | | | | | | | Deviation % | | | Market Total Remuneration | | |
|--------------|-----------------------------|----------------------------------|-------------|----------|----|--------------------|-----------------------------|--------|-----------------------------|-----------------------------|---------|-----------------------------|
| ID | Position Title | Benchmark Title | Country | Currency | PC | Total Remuneration | 25 th Percentile | Median | 75 th Percentile | 25 th Percentile | Median | 75 th Percentile |
| 102 | Head of Operations | Head of Operations - Tier 3 | Netherlands | EUR | 62 | 264,684 | 131% | 108% | 87% | 201,439 | 245,626 | 304,578 |
| 17 | Head of Human Resources | Head of Human Resources - Tier 1 | Netherlands | EUR | 60 | 255,682 | 146% | 124% | 102% | 174,793 | 206,073 | 251,695 |
| 16 | Head of Branch Operations | Head of Branch Operations | Netherlands | EUR | 60 | 190,426 | 109% | 92% | 76% | 174,793 | 206,073 | 251,695 |
| 62 | Head of Public Relations | Head of Public Relations | Netherlands | EUR | 58 | 137,485 | 98% | 81% | 68% | 140,934 | 168,879 | 201,922 |
| 76 | Head of Financial Control | Head of Financial Control | Netherlands | EUR | 57 | 158,659 | 125% | 105% | 87% | 126,774 | 151,808 | 181,404 |
| 2 | Head of Corporate Planning | Head of Corporate Planning | Netherlands | EUR | 57 | 136,161 | 107% | 90% | 75% | 126,774 | 151,808 | 181,404 |
| 25 | Compliance Manager - Senior | Compliance Manager - Senior | Netherlands | EUR | 55 | 103,241 | 101% | 84% | 71% | 102,578 | 122,667 | 146,411 |
| 39 | Sales Manager | Sales Manager | Netherlands | EUR | 54 | 96,457 | 105% | 87% | 73% | 92,271 | 110,267 | 131,533 |
| 6 | Regulatory Affairs Manager | Regulatory Affairs Manager | Netherlands | EUR | 54 | -- | -- | -- | -- | 92,271 | 110,267 | 131,533 |
| 3 | Compliance Manager | Compliance Manager | Netherlands | EUR | 52 | 70,499 | 94% | 79% | 66% | 74,660 | 89,100 | 106,160 |

Source: Total Remuneration Survey 2016

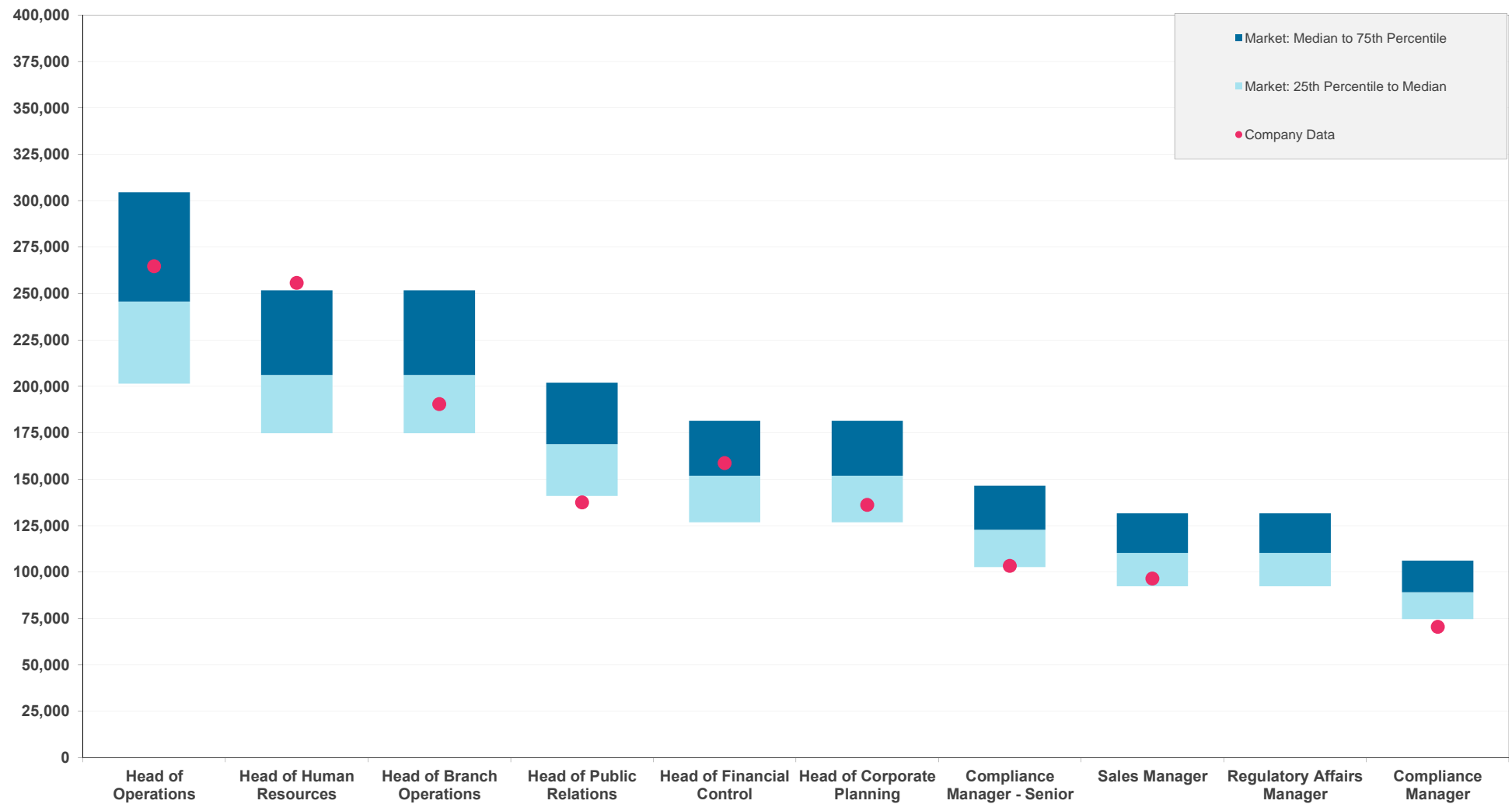
5.1. Annual Base Salary - Company data vs. Market (EUR)



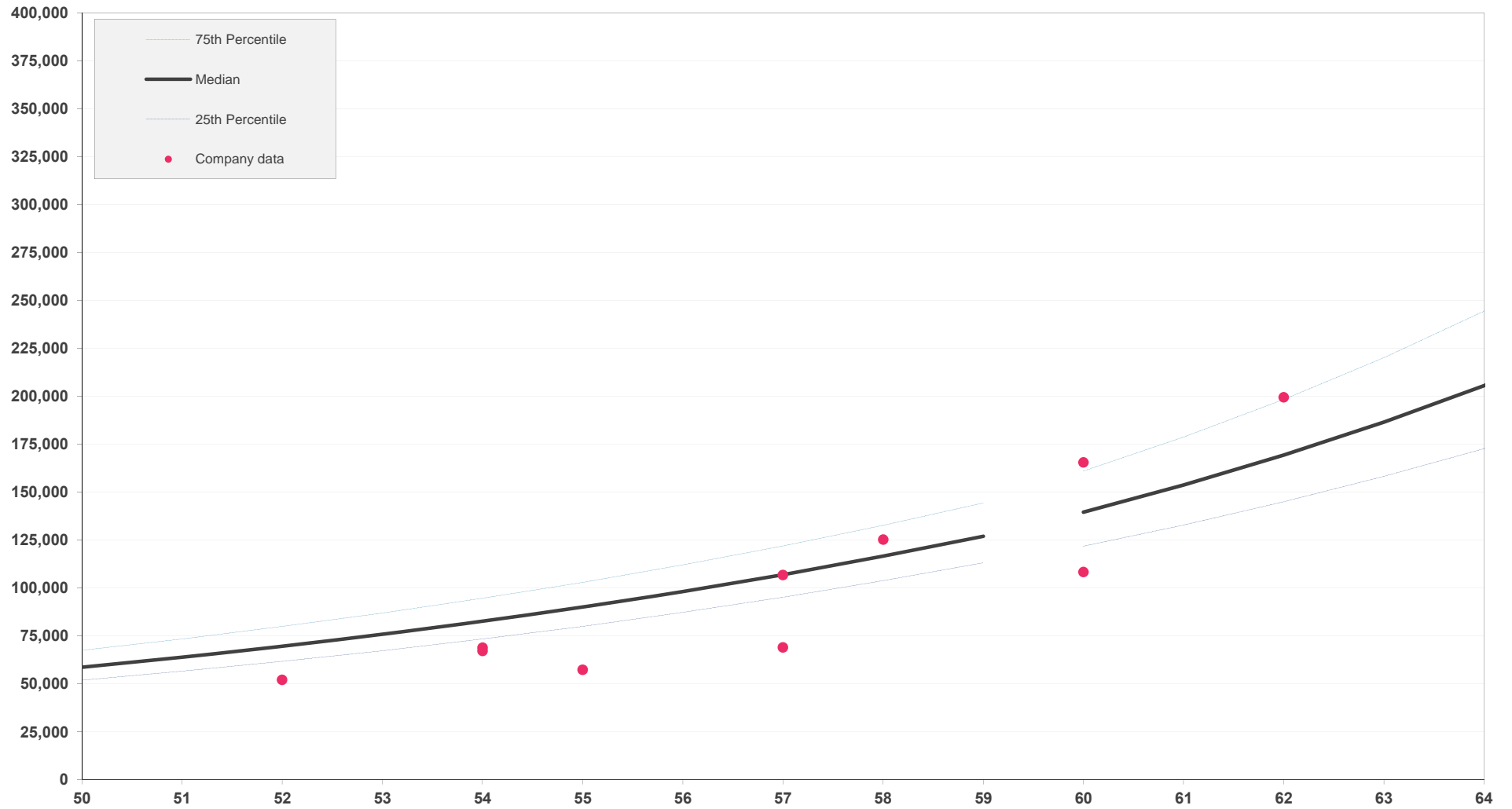
5.2. Total Cash Compensation (Actual) - Company data vs. Market (EUR)



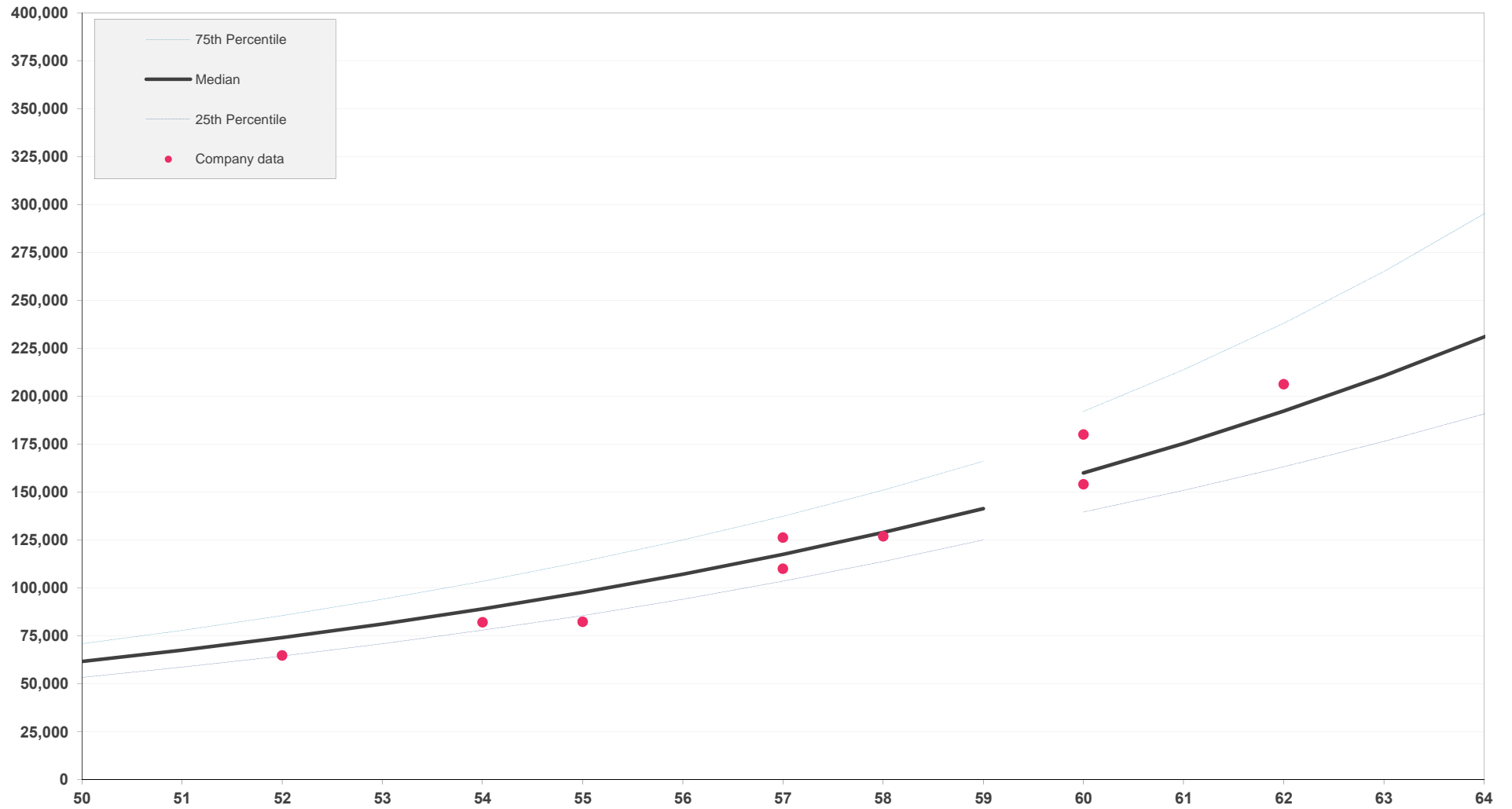
5.3. Total Remuneration - Company data vs. Market (EUR)



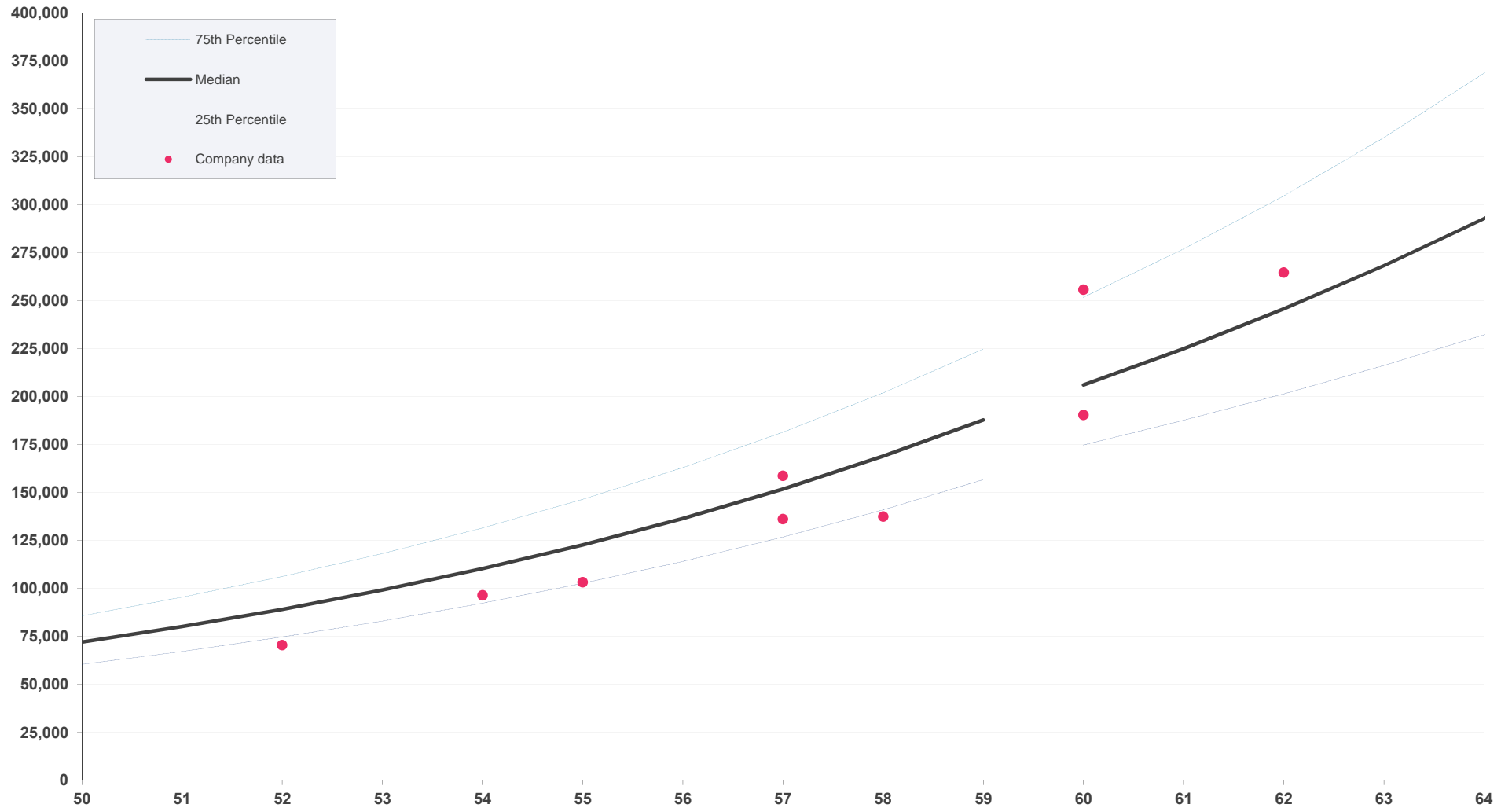
6.1. Annual Base Salary - Company data vs. Market Regression (EUR)



6.2. Total Cash Compensation (Actual) - Company data vs. Market Regression (EUR)



6.3. Total Remuneration - Company data vs. Market Regression (EUR)



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