

Broad Grade Band Definitions

Many participants use a series of broad bands or role levels within their internal compensation program. Our Global Grading System can easily reflect that, as shown in the descriptions that accompany each of the groupings listed below and portrayed in the Global Grade Map.

Top Management 1 - GG 21-25:

This category covers all **Senior Executives** at the group or board levels in large multinational companies, up to and including **Chief Executives**. Executives in this band will be responsible for defining business strategy and contributing to the organization through their vision.

Top Management 2 - GG 16-20:

This category covers all heads of functions or divisions below the group board level in the large multinationals or Chief Executives in medium to large organizations.

Heads of Function in this band actively participate in developing company policy and closely advise the Chief Executive on strategy. They will contribute to the organization through strategy definition and implementation and to their function through their vision.

Chief Executives and Business Unit Managers in this band will be responsible for defining business strategy and contributing to the organization through their vision.

Middle Management - GG 12-16:

This category covers **Middle Managers** below Heads of Function and/or those reporting to Senior Management in medium to large organizations, as well as Top Management positions in small organizations or business units. These positions would typically contribute through their people leadership.

Positions with supervisory responsibility not regarded as having full management status would not be included here.

This category may also cover **Technical Experts**, individual contributors who deliver a job that is key to the company. These positions would contribute to the organization through their professional leadership.

Professional/Administration/Junior Management - GG 9-16:

This category covers **Supervisory Positions** and **Junior Managers** where staff responsibility is a large portion of the job, e.g. accounts department supervisors, operations supervisors, etc. The category also includes **professional staff**, e.g. accounting, computing, engineering, marketing, personnel and purchasing staff. Finally it also covers some senior **administrative** jobs.

Although similarly leveled, these three employee groups differ in their nature. Junior Management jobs contribute primarily through others; administrative jobs contribute independently and professional jobs contribute through the use of their expertise. Some organizations may separate them into different levels based on that criterion.

Clerical/Technicians - GG 5-8:

This category covers all clerical, administrative and secretarial staff with little or no supervisory responsibility but that contribute independently through their skills to the organization, e.g. junior staff in finance, marketing, office services and personnel functions.

It also covers basic computing/data processing staff such as operators, customer service assistants and skilled craftsmen/technicians, as well as senior production operators and occasionally team leaders in manufacturing environments.

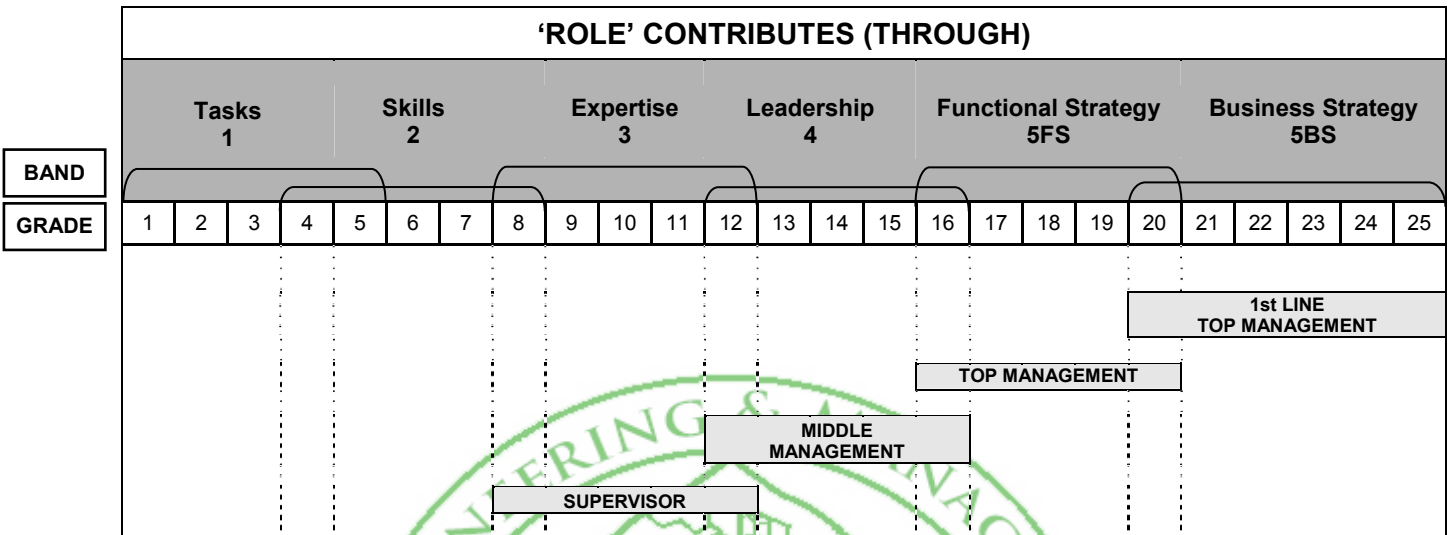
Manual/Junior Clerical - GG 1-4:

This category includes manual workers/operatives, messengers, receptionists, telephone operators, and typists who contribute to the organization with assistance from more senior positions.

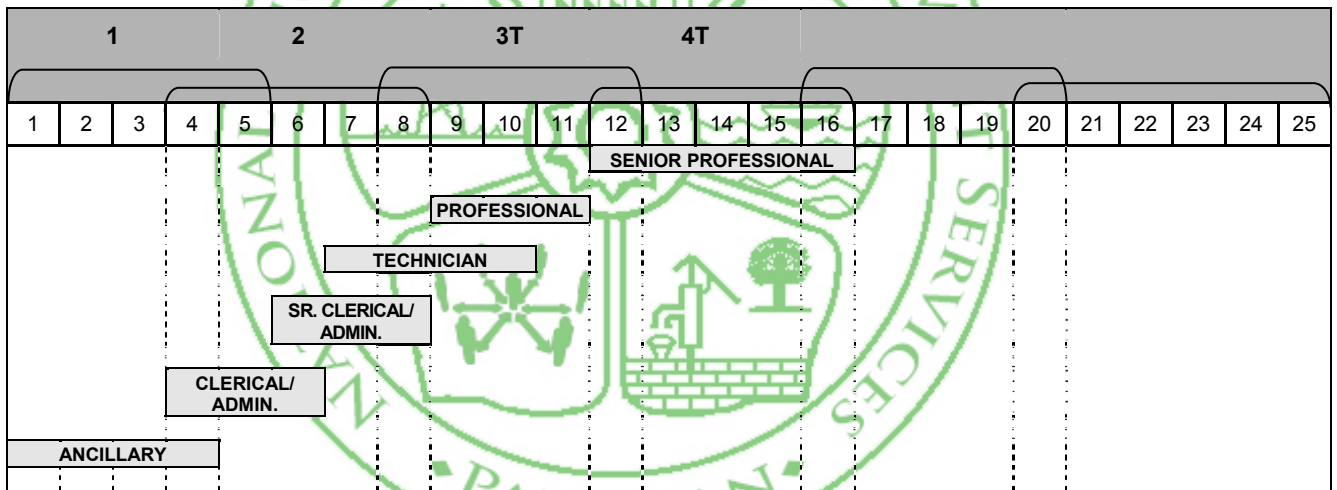


Global Grade Map

Management Career



Professional Career



	16	17	18	19	20	21	22	23	24	25
Number of Employees	90	240	620	1,600	4,100	10,600	27,500	75,000	200,000	
Turnover (US \$ MILL)	75	150	500	1,000	2,000	5,000	10,000	50,000	100,000	

PRODUCT DIVERSIFICATION	COMPLEXITY OF MARKET		
	Domestic	International	Global
Low	16	19	20
Medium	18	21	22
High	20	23	24