

General Labour Market Job Profile Report

Wonderland

Report Capsule

<i>Target Job:</i>	<i>Project Officer</i>
<i>Prepared for:</i>	<i>Birches Group, LLC</i>
<i>Market Target Point:</i>	<i>50th Percentile</i>
<i>BG Job Level:</i>	<i>Working level Professional BG Level 9</i>
<i>Survey Date:</i>	<i>October 2013</i>
<i>Workweek Adjustment:</i>	<i>Data is not adjusted for workweek difference</i>
<i>Report Currency:</i>	<i>Wonderland Dollars</i>
<i>Compensation & Benefit Displayed as:</i>	<i>Total Gross</i>



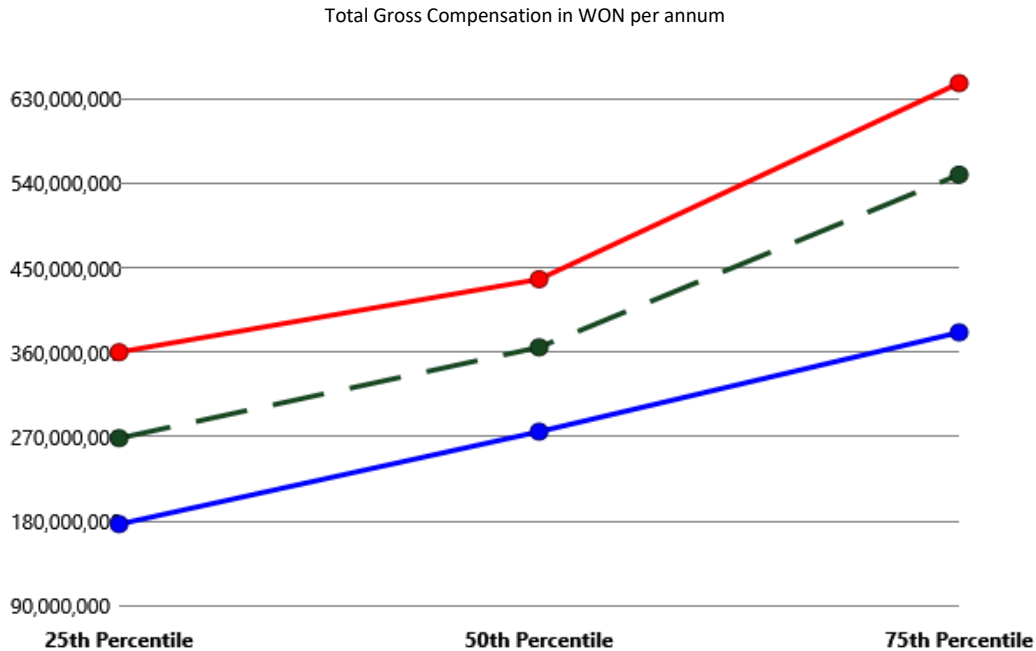
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1. The Market Footprint

In the Wonderland market, Total Gross Compensation for Working level Professional ranges from 176,893,849 to 646,709,000 Wonderland Dollars. This compensation range provides the “footprint” in the current market illustrating pay ranging from the minimum/hiring rate of the market 25th percentile to the maximum attainable salary found at the 75th percentile.

The Market Reference Position at the 50th percentile is: 365,336,495 Wonderland Dollars. A total of 30 incumbents, in 17 employers matched this job.



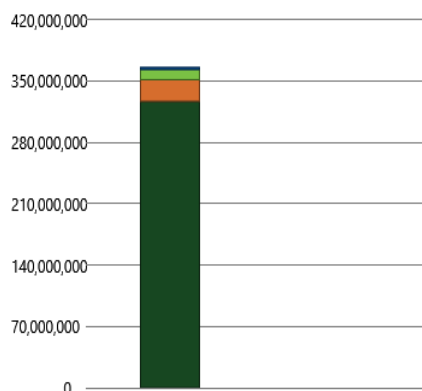
Employers Matching: 17

Market Positions

	25th Percentile	50th Percentile	75th Percentile	
■	Max	360,147,076	437,818,148	646,709,000
■	MRP	268,485,397	365,336,495	549,208,841
■	Min	176,893,849	275,449,559	381,166,362

2. Composition of the Compensation Package

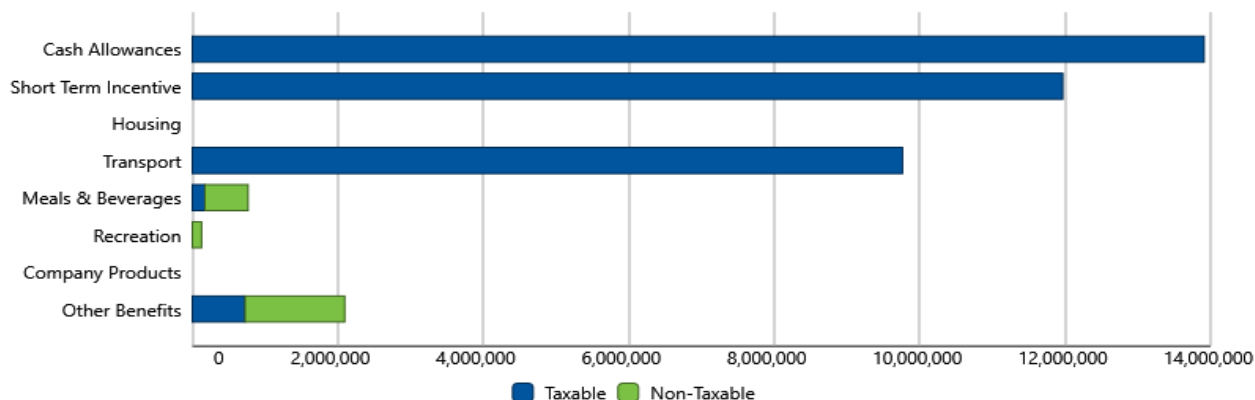
Total Gross Compensation Breakdown



This chart displays the average composition of the compensation package for the MRP at the 50th Percentile.

	MRP at 50th Percentile	% of Total Gross Compensation
4. In-Kind Benefits	2,088,761	0.6
3. Short-Term Incentive Plans	11,966,355	3.3
2. Fixed Cash Allowances	24,569,662	6.7
1. Annual Base Salary	326,711,717	89.4
Total Gross Compensation:	365,336,495	100.0%
Total Cash (1+2+3)	363,247,734	99.4%

Taxability and Amounts of Non-Salary Elements of the Compensation Package

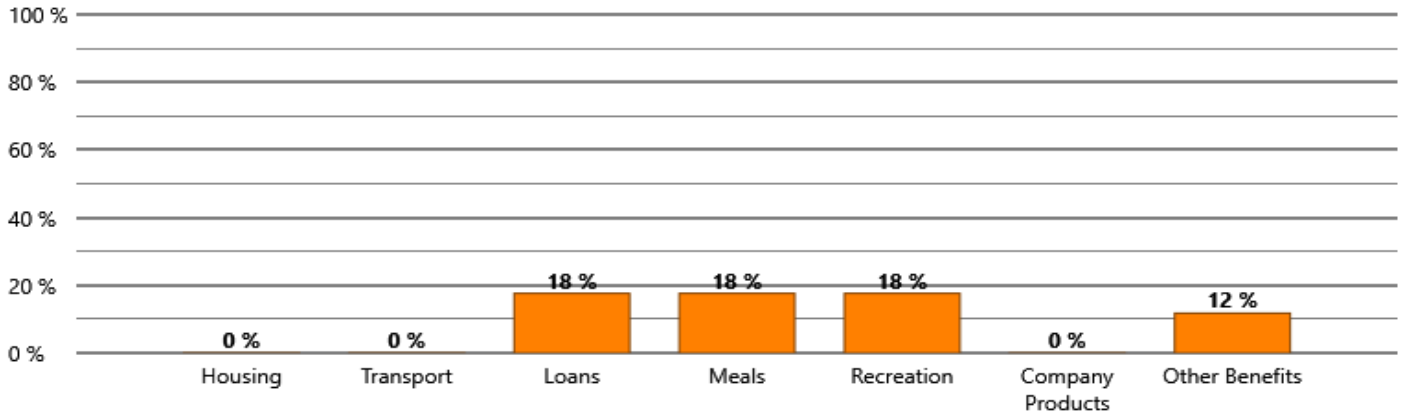


The taxability of certain elements of the compensation package will naturally depend on how they are structured. The taxability percentages provided here are derived from actual employer structures for your target job.

	Amount in Wonderland Dollars	% Taxable	% Non-Taxable
Cash Allowances	13,909,932	100%	0%
Short Term Incentive	11,966,356	100%	0%
Housing	0	0%	0%
Transport	9,764,289	100%	0%
Meals & Beverages	764,233	22%	78%
Recreation	125,290	0%	100%

	Amount in Wonderland Dollars	% Taxable	% Non-Taxable
Company Products	0	0%	0%
Other Benefits	2,094,679	35%	65%
Other Benefits Include: Lifestyle Allowance, Mobile Phone Allowance, Healthcare Allowance			

Percentage of Matched Employers Providing each In-Kind Benefit Type for this Job

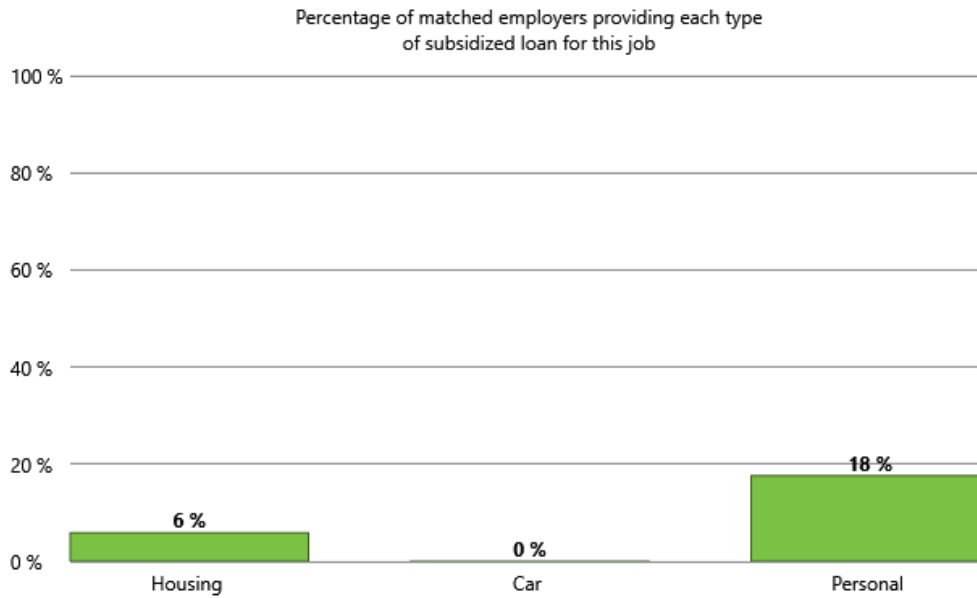


Company Car Practices*

0% of matched employers provide this benefit	Amount in Wonderland Dollars
Average purchase price of vehicle:	0
Average annual cost to employer:	0
Average years of use:	0
Average value of related fuel, maintenance, and/or insurance:	0
Sample makes (and models if available) provided	

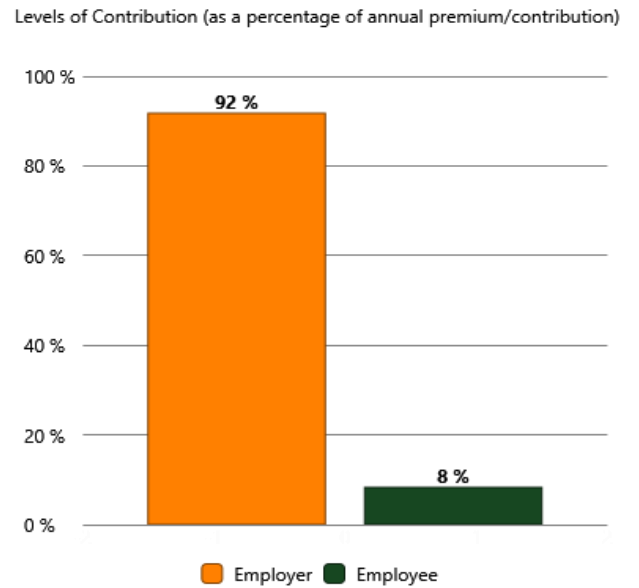
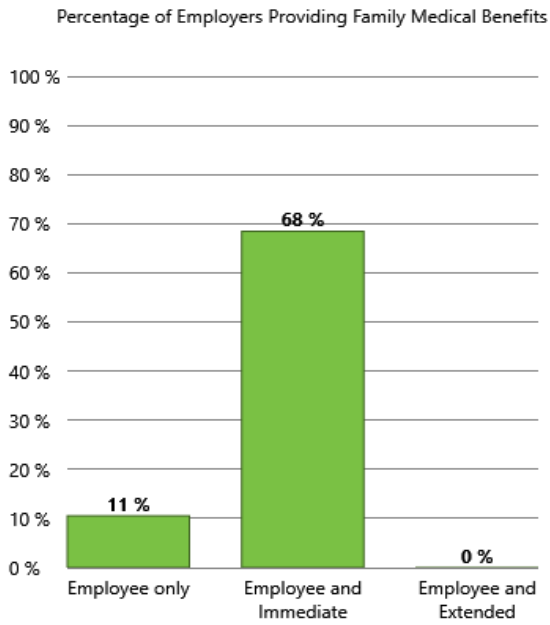
Perquisites only, does not include “tools of the trade”.

Subsidized Loans

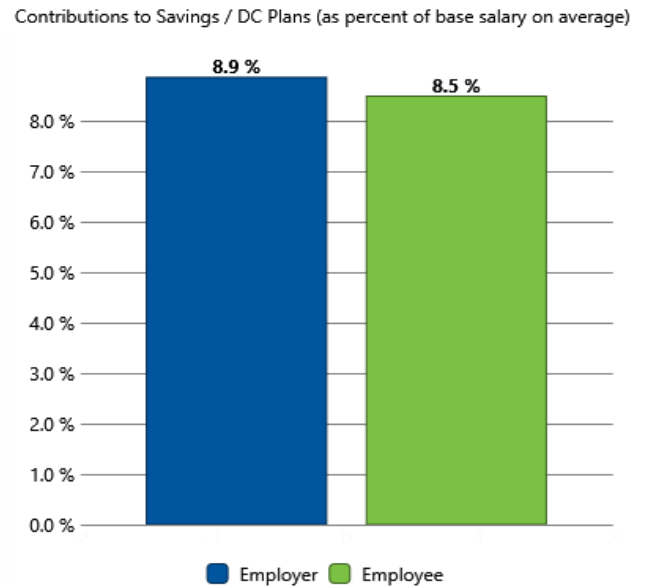
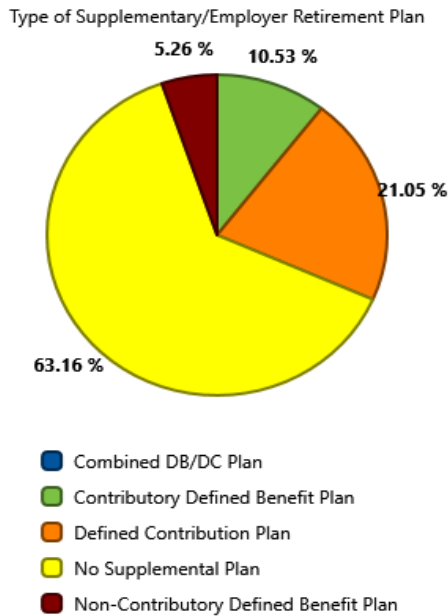


	Housing Loan	Personal Loan
Average loan amount:	3,192,158,000 WON	351,084,944 WON
Range of loan amounts:	Not Applicable	5,000,000 - 997,549,375 WON
Market interest rate:	12%	20%
Average subsidized rate:	6%	0%
Average maximum repayment period:	20 years	1 years
Percentage of loans for this job that are renewable (employee may take out a second loan after paying off the first):	0%	100%
Percentage of employers providing loans that require more than one year of service in this job in order to be eligible for the loan:	0%	0%
Average percentage of eligible employers actually utilizing this type of loan:	2%	61%

Summary of Medical Benefits



Summary of Employer Pension and Savings Plan



3. Survey Methodology

3.1 Building a Market Profile

In emerging countries, the leading employers essentially define the labour market. By leading employers we mean those employers who are well-established in the market, compete for the best talent, and are the recognized leaders in their industry sector. Most importantly, both private sector companies and public sector organizations are in this group. We believe it is critical to have a multi-sector, public-private market reference in order to effectively manage human capital in emerging countries. Thus, our market reference typically includes leading private sector employers from multiple industries, plus representative public sector employers such as embassies, development banks, international organizations and NGOs.

3.2 Alphabetical List of Employers Included in Market Profile

Asian Development Bank (ADB)
Aviat Networks
British Council
Brown-Forman Corporation
Center for International Forestry Research (CIFOR)
Columbia Sportswear Company
Covidien Private Limited
DSM Nutritional Products
Embassy of Canada
Embassy of New Zealand
Embassy of the United States
European Union
GIZ
Nokia Siemens Networks
PT. Emerson Wonderland
PT. MagiNet Wonderland
Quintiles
United Nations
World Bank

3.3 Powerful Job Leveling

The comparison, or leveling, of jobs in our market surveys is carried out using a comprehensive framework of values that focus on the purpose that a job is intended to perform. Four factors are applied to determine the value of a job against fourteen distinct levels in the Birches Group assessment matrix. For the Project Officer, below we provide the level equivalence in the Birches Group matrix with a generic brief description of the level of work. To provide context for this assessment, the matrix values above and below the assessed value of the position are also illustrated.



Apply Basic Concepts	Analyze	Adapt
BG-08	BG-09	BG-10
Entry Level Professional	Working level Professional	Sr. Working Level Professional
Acts in the role of entry level Professional in a defined functional area: <ul style="list-style-type: none"> • Basic analytical tasks in support of project management; • Compiles and researches background information; summarize data and assess trends; work closely with senior level executive. 	Acts in the role of Working Level Professional providing substantive output to a functional programme: <ul style="list-style-type: none"> • Develops proposals and manage independently; • Provides professional advice within a defined subject or business/programme area; • Recommends business/programme initiatives and priorities; • Assesses effectiveness of business/programme, systems and procedures. 	Acts in the role of Senior Working Professional providing substantive output in a major functional area <ul style="list-style-type: none"> • Guides business/programme development across related project areas; assess project effectiveness and recommend new initiatives; • Provide substantive advice/analysis of current products and programmes identifying opportunities and areas for improvement; • Advise management on systems and procedures.

Birches Group has developed its assessment matrix into a full job evaluation system which links values of work to competencies and performance measures. This integrated system, **Community™**, has been deployed in several organizations to support talent management. Further details regarding **Community™** can be found on the Birches Group website.

4. General Country Conditions

4.1 Tax and Social Security Summary Wonderland

A summary of the currently prevailing rates of taxation and social security provisions are presented in the two tables below.

TAX CODE 1

Tax Code Effective Date: 01 Jul 2013. All values are expressed in WON.

From	To	Tax (%)	Bracket Tax	Cumulative Tax
0	50,000,000	5.00	2,500,000	2,500,000
50,000,000	250,000,000	15.00	30,000,000	32,500,000
250,000,000	500,000,000	25.00	62,500,000	95,000,000
500,000,000	or more	30.00		

Comments:

TAX CODE 2

From	To	Tax (%)	Bracket Tax	Cumulative Tax
0	1,000,000,000,000,000			

Comments:

TAX EXEMPTIONS

Comments:

TAX DEDUCTIONS

Tax Deductions A tax deduction of 5 % of the total gross income has been applied in accordance with the Tax code

Tax Deductions Ceiling: Maximum 6,000,000 WON

Employee contributions to national schemes:

Employee contributions to national retirement scheme are deductible.

Personal Allowance	24,300,000
Flat Taxes Amount:	NOT APPLICABLE
Tax Rebates:	NOT APPLICABLE
Comments:	
The 5% TGI deduction represents allowable occupational expenses to a maximum of 6,000,000 WON.	

FAMILY RELATED

Flat Amount Deductions	
Spouse	2,025,000
Per Child	2,025,000
Total for 6 children	12,150,000
Comments:	
A tax deduction of 2,025,000 WON is applicable for spouse plus a maximum of 3 children (or a lineal family member related by blood who is a declared full dependent).	

A. Social Security Provisions

1. National Retirement Scheme

Name Social Security System

Social Security System is a defined contribution which is calculated on base salary.
 The employer contribution to the Social Security System is 4.24 percent of the employee's base salary.
 The employee contributes 2 percent of his/her base salary.
 Early retirement can be taken from 55 years by both men and women.
 The retirement benefit can be taken as a combination of lump sum and annuity payments.

Comments:

Employer contributions comprise the ff: Old Age Savings (3.7%), Death Insurance (0.3%) & Working Accident Protection (0.24-1.74%).

2. Mandatory Private Savings Plan/Provident Fund

Name

Comments:

NOT APPLICABLE

3. Employee Death Benefit/Life Insurance

Name Death Benefit

An Employee Death Benefit of 19,000,000 WON is provided through the National Insurance Scheme.
 The estimated cash value of funeral assistance is 2,000,000 WON.

Comments:

Death benefit amount is 14,200,000 WON plus periodic death benefit compensation of 200,000 WON per month (up to 24 months) is also provided to the family of the deceased employee.

4. National Medical Insurance Scheme

Name Medical Insurance

The Medical Insurance is applicable to the employee, the immediate family.
 The employer contribution to the Medical Insurance is 3 percent of the employee's total gross income

Comments:

Employer contribution is 3% of monthly payroll for single employees; and 6% of monthly payroll for married employees.

5. Other Social Security Provisions

Name End of Service Gratuity

There is no contribution by the employer to End of Service Gratuity.
 There is no contribution by the employee.

Comments:

Employee is entitled to: a) Severance pay of 1 month salary for every year of service up to 9 months salary. b) Service payment of 2 months salary for the first 3 yrs of service followed by an additional 1 month salary for every 3 yrs of service up to 10

B. Family Allowances

1. Child Allowance:

Name

Comments:

NOT APPLICABLE

2. Child Education Assistance

Name

Comments:

NOT APPLICABLE

3. Pre natal/Birth Allowances

Name Jamsostek

A. A Pre-natal/Birth Allowance of 500,000.00 WON per child is paid.

Comments:

NOT APPLICABLE

4. Dependent Spouse Allowances

Name

Comments:

NOT APPLICABLE

5. Secondary Dependent Spouse Allowances

Name

Comments:

NOT APPLICABLE

6. Funeral Grants

Name

Comments:

NOT APPLICABLE

C. National Labour Code Provisions

1. Provisions for Paid Leave

Official Holidays	10 working days paid by the Employer
Annual Leave	12 working days paid by the Employer
Sick Leave with full pay	80 working days paid by the Employer
Sick Leave with partial pay	80 to 160 working days paid by the Employer
Maternity leave	60 working days paid by the Employer
Paternity leave	2 working days paid by the Employer
Family related leave	2 working days paid by the Employer
Bereavement leave	1 to 2 working day paid by the Employer
Other leave: Marriage Leave	3 working days paid by the Employer

Comments:

NOT APPLICABLE

2. Provisions Governing Premium Pay

Overtime is payable after 40 hours worked per week.

The overtime pay rate is between 75 and 100 percent of base salary

Comments:

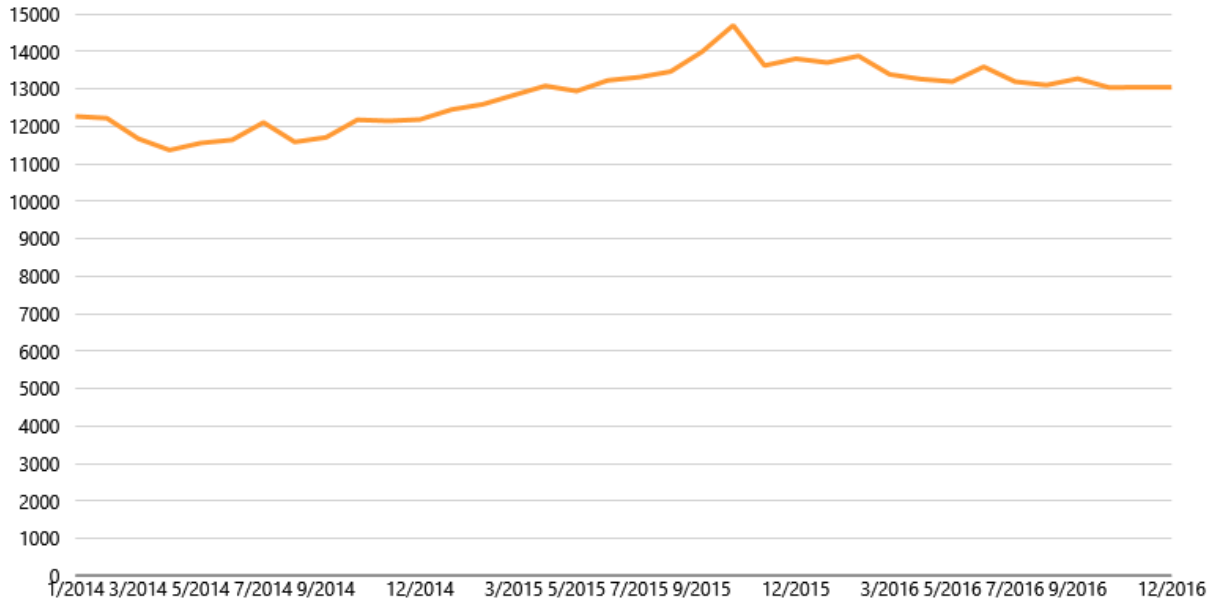
3. Mandatory Retirement Age

Comments:

NOT APPLICABLE

4.2 Exchange Rate Movement

The Chart below shows the exchange rate movement for the past 3 years for



Currency History for Wonderland

01-Jan-1994 : WON : Wonderland Dollars

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016	13,698	13,873	13,382	13,256	13,190	13,587	13,188	13,098	13,268	13,033.12	13,039.08	13,039.08
2015	12,441	12,582	12,831	13,075	12,937	13,223	13,308	13,458	13,983	14,691	13,619	13,801
2014	12,261	12,213	11,668	11,361	11,549	11,633	12,099	11,578	11,701	12,169	12,139	12,178

5. Additional Information

5.1 Definitions

Annual Base Salary: The monthly base salary times twelve.

Fixed Cash Allowances: Guaranteed bonuses such as a 13th month bonus or a year-end bonus.

Variable Pay: Variable performance-based compensation such as performance bonuses, profit sharing, short term incentive plans and commissions.

Annual Cash Allowances: All cash payments for housing, transport, meals and beverages, recreation and other allowances.

Total Cash: The sum of annual base salary plus fixed cash allowances, short term incentives and other annual cash allowances.

In-Kind Benefits: A quantified value for any non-cash employer provided perquisites for housing, transportation, meals and beverages, and recreation. This includes company cars, employee car ownership plans, subsidized loans, and any personal expense reimbursement scheme limited to actual expenses. This does not include medical, insurance or retirement benefits.

Total Gross Compensation: The sum of Total Cash compensation and In-kind Benefits.

Total Net Compensation: Total Gross Compensation minus taxes. Taxes are calculated assuming a single wage earner profile.

5.2 About Birches Group



Birches Group LLC is a specialized consultancy focused exclusively on assisting organizations manage human resources issues in emerging markets. The firm maintains extensive compensation and labor market data for over 140 countries which is updated four times per year for each country. Birches Group has a head office in New York City, and regional offices in Manila, Philippines; Umeå, Sweden; and Riga, Latvia. For more information about Birches Group, visit our website at www.Birchesgroup.com or contact us at info@birchesgroup.com.