



- Real business
- Real people
- Real experience

# Teaming Up for Success

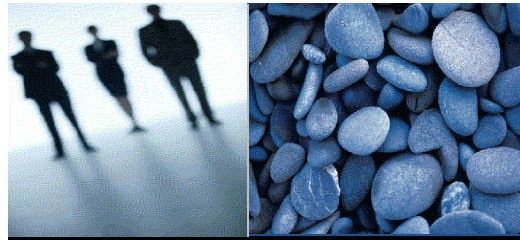
## Reward Advisory Services

### **AFGHANISTAN:**

### **Remuneration Benchmarking Survey 2007**

*February 2007*

# Remuneration Benchmarking Survey 2007



PwC would like to invite your organization to participate in the Remuneration Benchmarking Survey 2007 which will be conducted once **every year**. This survey will cover all multinational organizations and local companies in **AFGHANISTAN**, regardless of any particular industry/ sector. This effort is being formulated so as to bring organizations at par with other players in market-resulting by bringing sanity to management and HRM practice in Afghanistan especially during reconstruction era.

The survey will comprise of two parts:

- **Part A** – remuneration to personnel in managerial and executive cadres (excluding CEOs/ Country Heads)
- **Part B** – remuneration to CEOs/ Country Heads (international and local nationals separately)
- **Part C** – remuneration to non-management cadre

Each report is prepared separately, and participants may choose to take part in either one or all three sections of the survey. Job benchmarking and data collection from the participating organizations will be done through personal visits by our consultants. A structured questionnaire will be used to record detailed information on salaries, allowances, all cash and non-cash benefits and other compensation policies. The collected information will be treated in strict confidence and the findings of the survey will be documented in the form of a report, which will be coded. Each participating organization will be provided a code number with which they can identify their own data and the report will only be available to the participant pool.

The report will enable each organization to evaluate its position relative to other organizations. To enable participants to make use of the survey findings for the July salary reviews, we plan to release the survey report by end of May 2007. On the basis of feedback received from participants in PwC surveys around the world, we are confident that the findings of the survey will be of great value to your organization in making key strategic decisions. The participation fee for the survey is provided on the following page. The fee will be payable 50% upon mobilization and rest 50% upon submission of the report.

I look forward to receiving your confirmation for participation, and would be happy to provide any services/ clarifications you may require. Kindly respond in two weeks time stating your willingness and other desired information.

Sincerely,



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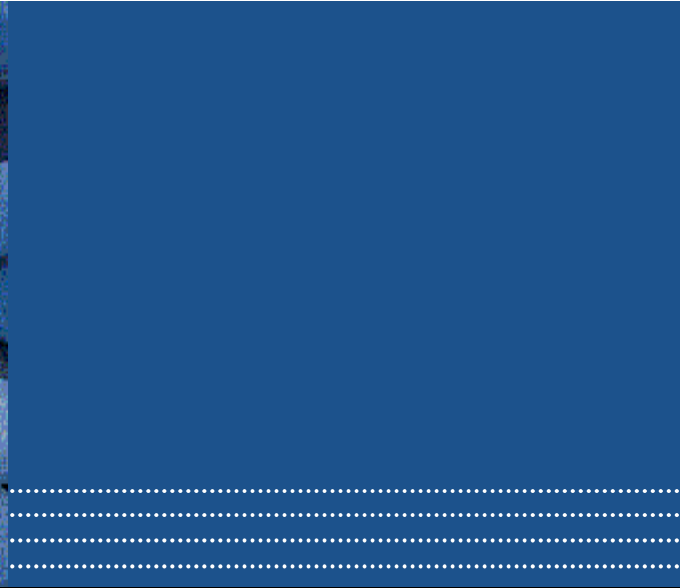
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# Our Firm

## Our Mission

We strive to provide a broad and coordinated range of excellent, timely, value-for-money services that help our clients make the best business decisions. We are committed to meeting the expectations of our clients by maintaining international standards and fully exploiting the advantages of technology.



# ...Our Firm

## PRICEWATERHOUSECOOPERS OVERVIEW



Drawing on the talents of more than 150,000 people in 152 countries, PricewaterhouseCoopers provides a full range of business advisory services to leading global, national and local companies and to public institutions. These services include human resource consulting, audit, accounting and tax advice; management, information technology and financial advisory services including mergers and acquisitions, business recovery, project finance and litigation support; business process outsourcing; and legal services through a global network of affiliated law firms.

### Global

- Revenue: US \$22.9 billion
- Total personnel: More than 160,000
- Number of countries and territories: 152
- Number of offices: 867

Or visit our site:

[www.pwc.com](http://www.pwc.com)

# ...Our Firm

## PRICEWATERHOUSECOOPERS OVERVIEW

*PricewaterhouseCoopers (PwC) is the world's largest multi-competency organization with an impressive heritage and a fresh approach – an approach that enables us to help our clients build value, manage risk and improve their performance.*

*With access to global benchmarks and best practices through global knowledge bases, we are able to add significant value to our clients. An example would be the PwC proprietary global best practices database [www.globalbestpractices.com](http://www.globalbestpractices.com)*

*Our capabilities lie with our strong teams, which blend local skills with international expertise. To sum it up, we are one of the few firms who "Think globally and act locally".*



# ...Our Firm

## PRICEWATERHOUSECOOPERS OVERVIEW

### Global Professional Services

Personnel: 146,000  
 Revenues: \$22.8 Billion  
 Countries: 152  
 Ranking: World's largest

### Global HRM Practice

Personnel: 6,000  
 Revenues: \$1.2 Billion  
 Countries: 75+  
 Ranking: World's 4th largest



### The PricewaterhouseCoopers Global HRS Practice

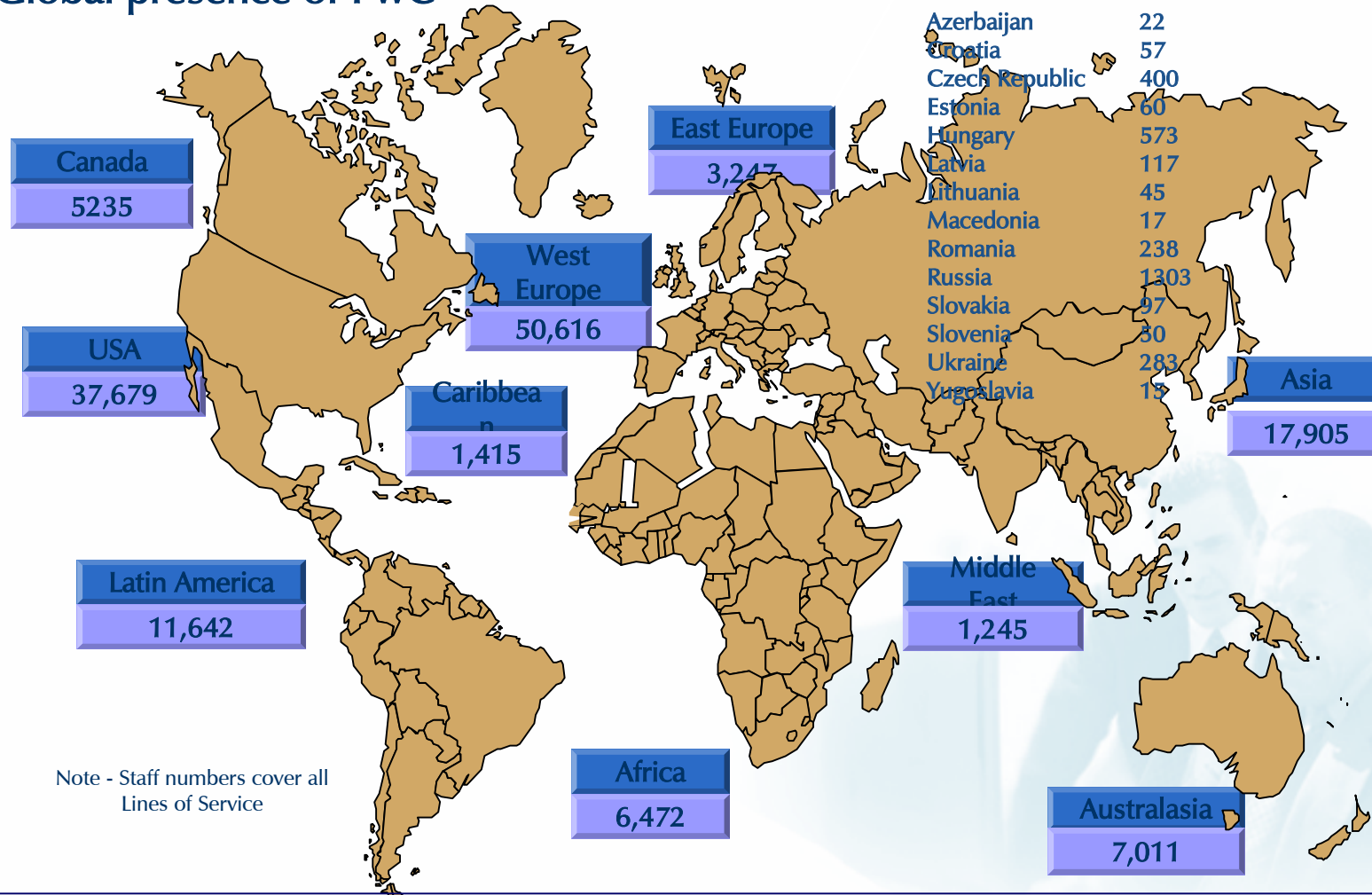
**Population: 6000** **Countries: 75+** (few of them are as follow)

- Argentina • Denmark • Indonesia • New Zealand • Singapore • The Netherlands
- Australia • France • Italy • Norway • South Africa • Thailand
- Austria • Germany • Japan • Pakistan • Spain • Turkey
- Belgium • Hong Kong • Korea • Philippines • Sweden • United Kingdom
- Brazil • Hungary • Malaysia • Poland • Switzerland • United States of America
- Canada • India • Mexico • Portugal • Taiwan • Venezuela
- China • Russia



# ...Our Firm

## Global presence of PwC



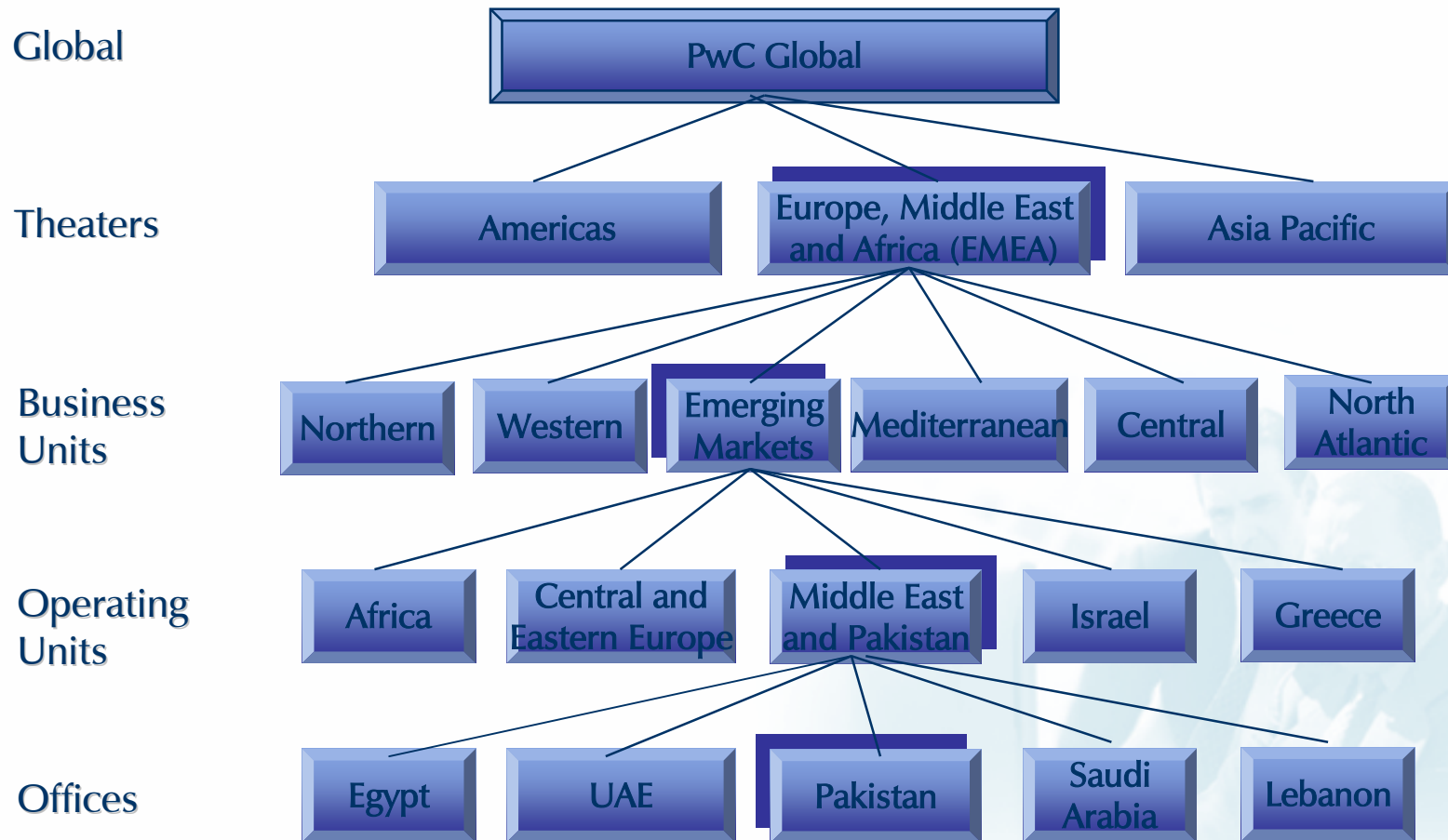
Note - Staff numbers cover all Lines of Service





# ...Our Firm

## Global and regional organisational structure within Human Resource Services



# ...Our Firm

PricewaterhouseCoopers (PwC) is the largest professional services and solutions provider in the world. This enables us to provide the right industry, business process and technical resources, in the right place, at the right time to address each of our clients' needs.



*Global Professional Services*

*Personnel: More than 150,000*

*Revenues: \$22.8 Billion*

*Countries: 152*

**SONY**

*Global HRS Advisory Services*

*Personnel: 6,000*

*Revenues: \$1.2 Billion*



In Pakistan and Middle East, PwC has:

↓ 50 Consultants dedicated to HR Strategy, Transformation, Processes, and Systems Implementation

Globally, PwC has 2,200 HR clients, including 289 of the Fortune 500.



**Prudential**

**SIEMENS**

**WARNER  
LAMBERT**

# ...Our Firm

## PricewaterhouseCoopers Pakistan (A. F. Ferguson & Co.)

The Pakistan firm of A. F. Ferguson & Co., came into existence on November 1, 1952 when the old firm of the same name was split into two independent entities. The origins of the firm however go back to 1893.

Mr. A. F. Ferguson, a Chartered Accountant of Scotland, came to Bombay in 1889 as chief accountant in the merchant firm of Ritchie Stewart & Co., [later to become Forbes Forbes Campbell & Co. (Private) Limited]. In 1893 he started to practice and was the first British Chartered Accountant to do so in this part of the world. Mr. P.G. Irvine, previously an assistant became a partner in 1898 and the name of the firm was changed to 'Ferguson & Irvine'. In 1902, owing to the ill-health of Mr. Irvine, this partnership was dissolved and the firm became 'A. F. Ferguson & Co.', with Messrs A. F. Ferguson and W. Turner Green as partners. The firm prospered in Bombay and in 1908 an office was opened in Karachi. Mr. A. F. Ferguson returned to the United Kingdom in 1912 and commenced practice in London. The Karachi office was opened on March 20, 1908. The office was in a small room, part of the Latham & Co.'s office on Bunder Road (now M. A. Jinnah Road), near the Merewether Tower.

The firm operated in the Persian Gulf between 1910 and 1924 and for some years a branch office was also maintained there.

The Lahore office was opened in 1926 when the firm of Niessen Dignasse & Co., was acquired. Later, a small office was established in Rawalpindi, which at that time was known as a sub-branch of the Lahore office.

In August 1947 the Indian sub-continent was partitioned and Pakistan was founded.



Or visit our site:

[www.pwc.com](http://www.pwc.com)

# ...Our Firm

## PricewaterhouseCoopers Pakistan (A. F. Ferguson & Co.)

The Pakistan firm was formed on November 1, 1952 by a deed, signed and stamped in Pakistan at Karachi, and took over the practice previously carried on by the Karachi and Lahore branches of the Indian firm whose head office was in Bombay. There was a complete severance from the old Indian firm which continued to practice in India under the same name.

The Rawalpindi branch was upgraded to an independent office in November 1952 and an office was also opened at Islamabad in late 1992. The Rawalpindi office was transferred to Islamabad in early 1993.

A. F. Ferguson & Co., is a member firm of PricewaterhouseCoopers, the world's largest professional services organisation. The firm has ready access to the technical expertise present in the PricewaterhouseCoopers firms worldwide and also participates in their training programmes. Selected members of the staff are also seconded to PricewaterhouseCoopers offices abroad to gain international exposure. The firm's work standards are subjected to extensive reviews on a regular basis by PricewaterhouseCoopers and also by the Quality Control Review Committee of The Institute of Chartered Accountants of Pakistan.

1300 professional and almost 200 support staff has been employed by the firm. AFF is a leading public accounting, business advisory and corporate services institution in Pakistan.



Or visit our site:

[www.pwc.com](http://www.pwc.com)



## ...Our Firm

The firm provides a broad range of services which includes the following:

- Assurance / Business Advisory Services
- Financial Advisory Services
- Tax Services
- Corporate Secretarial Services
- Liaison with Government
- Human Resource Services

The firm has a very vast portfolio of clients, which includes the public and private sector organizations. The following list is indicative of most common sectors to which the services have been provided:

- Government
- Donors/ bilateral and multilateral funding agencies
- Transport and Communication
- Electricity & Engineering
- Shipping & Container Terminals
- Power Sector
- Oil & Gas
- Banks and Financial Institutions
- Trading Companies
- Automobile Industry
- Textile Industry
- Steel Mills
- Civil Society Organizations
- Insurance
- Pharmaceutical and Chemical Industry
- Hospital and Hotel Industry

# ...Our Firm

## A. F. FERGUSON STANDS FOR THREE THINGS


- *Real business*
- *Real people*
- *Real experience*





# ...Our Firm

## REAL BUSINESS

- *Not just consulting*
  - *Doing 'with,' not 'to,' our clients*
  - *Delivering results*
  - *Committed to relationships*
  - *Intelligent and pragmatic*
- 

# ...Our Firm

## REAL PEOPLE

- *Listen, think and then do*
- *Relate to people as people*
- *Represent and respect diversity*
- *Are individuals not conformists*
- *Are comfortable being uncomfortable*
- *Are grown up and tell it like it is*





# ...Our Firm

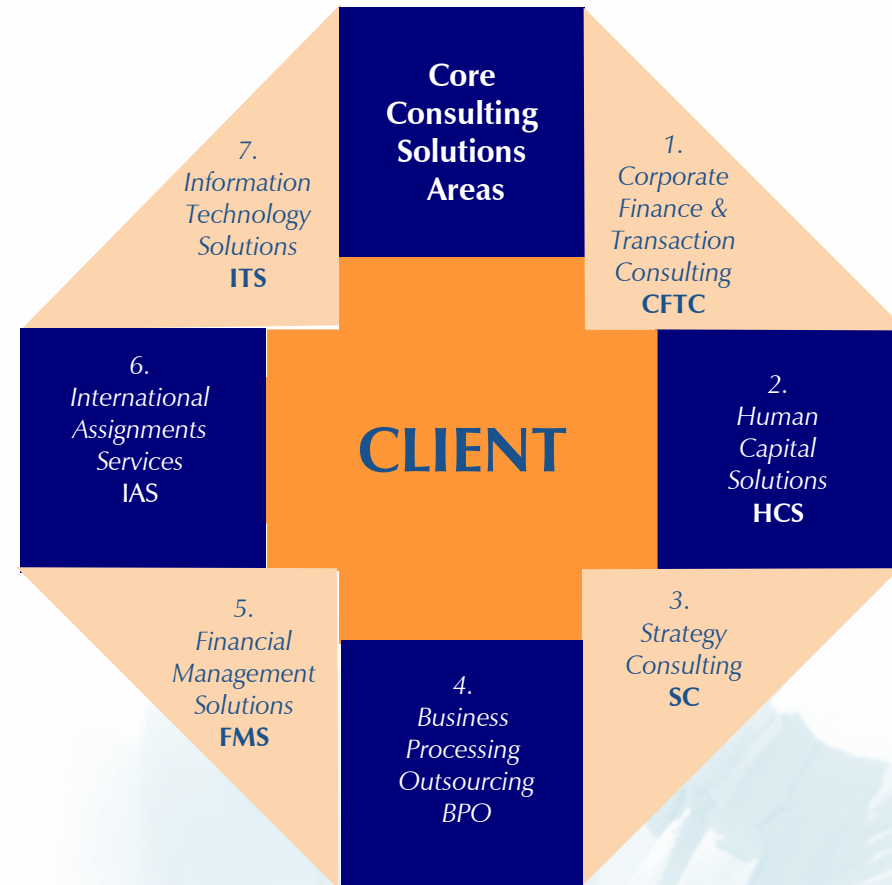
## REAL EXPERIENCE

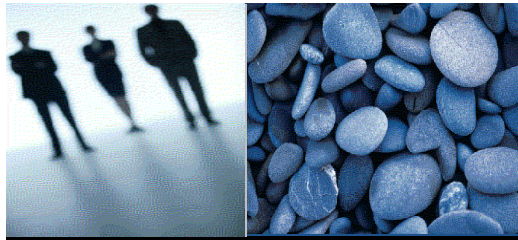
- *Knowing what counts*
- *Having a more valuable point of view*
- *Being practical*
- *Having deeper insights and sharper instincts*
- *Understanding complexity*
- *Knowing the issues and shortcuts*
- *Knowing how things work*

# ...Our Firm

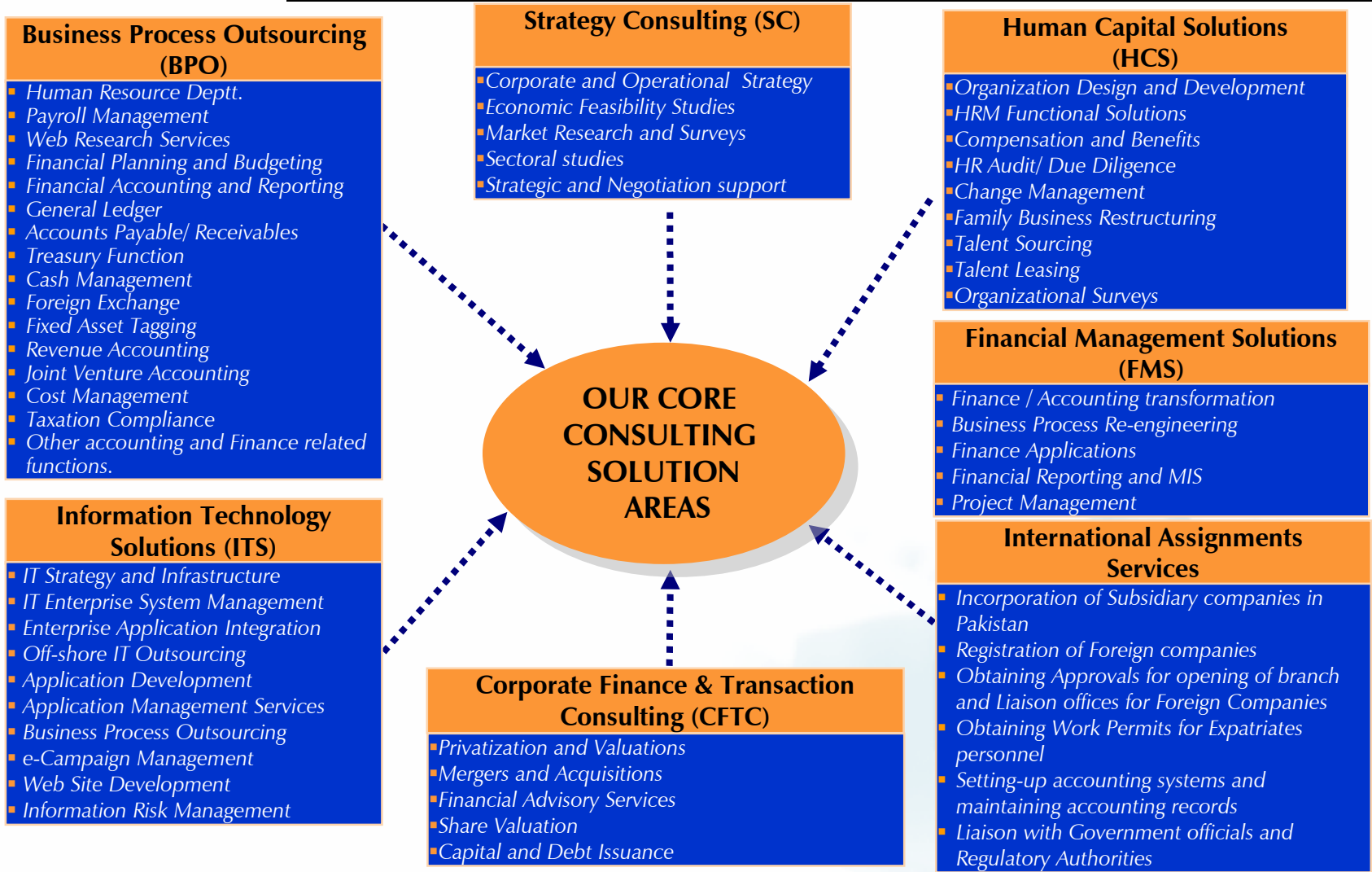
## ...PwC Pakistan

- By bringing together the latest thinking, tools and methods from the worlds of business, we help our clients develop a coherent and comprehensive response to the key business issues of our time. We offer a wide range of services including strategic consulting, financial and investment advisory, business process improvement, human capital solutions, business process outsourcing, and corporate secretarial services.
- We have a permanent staff strength of about **1500** consulting professionals. In addition, we have a resource pool of on-call consulting staff whose services can be requisitioned as and when their particular skills are needed. Our major strength, therefore, is the ability to provide clients with specialist consultants having sound knowledge and wide practical experience in the appropriate working environments.





# ...Our Firm



## ...Our Firm

- *A national firm with presence in all three major commercial cities of Pakistan including in Afghanistan*
- *Well established and state-of-the-art infrastructure*
- *Credibility and reputation in the market*
- *Innovative thinking and proven methodologies*
- *Employs 1500 highly qualified professionals who are dynamic, innovative, proactive and well-experienced in their subject area*
- *Focus on integrity of internal support processes*
- *Trusted by various international strategic partners (The World Bank, ADB and other development agencies)*

# ...Our Firm

## Our Internal Processes

### Bid Risk Management

- Projects inputs reported
- All projects bids subject to prior approval
- Different authority levels for different thresholds

### Recruitment Process

- Equal opportunity employer
- University milk rounds
- Internship Programs
- Database Updating
- Intensive Interviews
- Merit is the sole criteria

### Continuous Training

- Specific skill enhancement training is mandatory
- Competencies Based Training
- Refresher Courses
- In-house training
- On the job training

### Executive Committee

- Consisting of Service Area Heads
- Meets every month to review progress of each service areas and monitor all operations including sales funnel activities

### Forecasting & Budgeting

- Annual Budgets - Profit / cost centres:
  - Revenue
  - Expenditure
  - Capital Expenditure
  - Cash flow

### Retention Plans

- Competitive emoluments
- Performance bonus
- Career development
- Progressive Policies
- Adequate empowerment
- Conducive Working Environment
- Tools and technologies

### Skills and Evaluation

- Annual Competencies grading
- Career Development Plans
- Balance Score Card
- Performance Evaluation
- Coaches

### MIS

- Operational
- Financial
- HR
- Sales
- Forward Commitment Reporting

## Internal HR and Operational Processes




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

### AUTOMOBILE AND ALLIED

- Al-Ghazi Tractors Limited
- Allied Engineering & Services Limited
- Delphi Diesel Systems Pakistan (Private) Limited
- Dewan Farooq Motors Limited
- Dewan Motor Cycle Company Limited
- Dewan Mushtaq Motor Company (Private) Limited
- Exide Pakistan Limited
- Ghandhara Nissan Limited
- Hinopak Motors Limited
- Honda Atlas Cars (Pakistan) Limited
- Honda Motor Company, Japan
- Indus Motor Company Limited
- Sind Engineering (Private) Limited
- Swede-Bus Pakistan (Private) Limited
- The General Tyre & Rubber Company of Pakistan Limited
- Volvo Pakistan Limited

### BANKS AND FINANCIAL INSTITUTIONS

- ABAMCO Asset Management Company
- ABN AMRO Bank N.V.
- Abraaj Capital Limited
- Al-Baraka Islamic Bank
- Al-Meezan Investment Management Limited
- American Express Bank Limited – Pakistan Branches
- American International
- Arif Habib Investment Management Limited
- Askari Commercial Bank Limited
- Askari Investment Management Limited
- Askari Leasing Limited
- Atlas Bank Limited
- Bank Al-Falah Limited
- Bank of America
- Bank of New York
- Bank of New York Europe Limited
- Barclays Global Investors N.A., USA
- BHF-Bank (Schweiz) AG
- Brown Brothers Harriman & Company, Boston
- Brown Brothers Harriman & Company, LUX




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

- BRR International Modaraba
- Chase Manhattan Bank
- Citibank N.A.
- Credit Lyonnais Securities (Singapore) Limited
- Crescent Commercial Bank Limited
- Crescent Investment Bank Limited
- Deutsche Bank AG
- Elixir Securities Pakistan (Private) Limited
- Emirates Global Islamic Bank Limited
- Escorts Investment Bank Limited (Internal Audit)
- Faysal Bank Limited
- Fayzan Manufacturing Modaraba
- First International Investment Bank Limited
- First National Equities Limited
- Franklin Templeton Investment
- FWU AG
- Goldman Sachs-Global Alpha Fund LP
- Goldman Sachs-Global Alpha Fund plc
- Grays Leasing Limited
- HSBC Bank, plc
- Industrial Development Bank of Pakistan
- International Housing Finance Limited
- Investment Corporation of Pakistan
- Investors Bank and Trust Company
- JP Morgan Chase Bank, USA
- JP Morgan Emerging Markets Investment Trust
- JS Finance Limited
- KASB Bank Limited
- KASB Funds Limited
- KASB Securities
- KASB Technologies Services Limited
- Legal and General Assurance Society Limited
- Meezan Bank Limited
- Metro Bank Pakistan Sovereign Fund
- Mobilink Modaraba
- Morgan Stanley Dean Witter Mauritius Co. Ltd
- BRR International Modaraba
- Morgan Stanley International Limited




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

- NAMCO Balanced Fund
- National Discounting Services Limited
- Odey Asia, West Indies
- Pak Gulf Leasing Limited
- Pak Kuwait Investment Company (Private) Limited
- Pak Libya Holding Company (Private) Limited
- Pak Oman Investment Company Limited
- Pak Oman Microfinance Bank Limited
- Pakistan Capital Market Fund
- Pakistan Emerging Ventures Limited
- Pakistan Export Finance Guarantee Agency Limited
- Pakistan Income Fund
- Pakistan Industrial Credit & Investment Corporation Limited
- Pakistan International Element Islamic Fund
- Pakistan Stock Market Fund
- PICIC Assets Management Company Limited
- PICIC Commercial Bank Limited
- PICIC Energy Fund
- PICIC Exchange Company (Private) Limited
- Saudi Pak Commercial Bank Limited
- PICIC Growth Fund
- PICIC Investment Fund
- Prime Commercial Bank Limited
- Saudi Pak Commercial Bank Limited
- Safeway Mutual Fund Limited
- Saudi Pak Industrial and Agricultural Investment Company (Private) Limited
- S. G. Securities (Singapore) Pte Limited
- Shamil Bank of Bahrain E.C.
- Small and Medium Enterprises Bank Limited
- SME Leasing Company Limited
- Soneri Bank Limited
- Standard Chartered Modaraba
- Standard Chartered Services of Pakistan (Private) Limited
- State Bank of Pakistan
- Stichting Shell Algemeen Pension Fonds DER KLM
- Stichting Shell Algemeen PGGM
- Stichting Shell Pension Fonds






# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

- The Bank of Punjab
- The Bank of Tokyo – Mitsubishi UFJ, Limited – Karachi Branch
- The First MicroFinance Bank Limited
- Trust Investment Bank
- Union Bank Limited
- UBL Fund Managers Limited
- UBS Securities (Singapore)
- Union Leasing Company Limited
- United Bank Limited
- Venture Capital Fund Management Company (Private) Limited
- Western Union Financial Services GmbH

### CABLES

- Pakistan Cables Limited

### CEMENT

- Attock Cement Pakistan Limited
- Bestway Cement Limited
- Dadex Eternit Limited
- D. G. Khan Cement Company Limited

- Boehringer Mannheim (Far East) Limited
- Fauji Cement Company Limited
- Galadari Cement (Gulf) Limited
- Lucky Cement Limited (Internal Audit)

### CHEMICALS AND PHARMACEUTICALS

- Abbott Laboratories (Pakistan) Limited
- AGP (Private) Limited
- Attock Chemicals (Private) Limited
- Aventis Pharma SA, France
- B. Braun Pakistan (Private) Limited
- Barrett Hodgson (Private) Limited
- Bayer CropScience Pakistan (Private) Limited
- Bayer Pakistan (Private) Limited
- BCS (Private) Limited
- Berdex Construction Chemical (Private) Limited
- Berger DPI (Private) Limited
- Berger Paints Pakistan Limited
- Birbeck Pakistan (Private) Limited
- BOC Pakistan Limited
- Boehringer Mannheim (Far East) Limited
- Boehringer Mannheim Pakistan (Private) Limited




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

- Bristol-Myers Squibb Pakistan (Private) Limited
- Bristol Myers Squibb, USA
- Bush Boake Allen Pakistan (Private) Limited
- Catts Pharmaceuticals (Private) Limited
- Chemdyes Pakistan (Private) Limited
- Clariant Pakistan Limited
- Crescent Industrial Chemicals Limited
- Colgate-Palmolive (Pakistan) Limited
- Corplife Pakistan
- DuPont Pakistan Operations (Private) Limited
- Eli-Lilly-Gohar (Private) Limited
- Engro Asahi Polymer and Chemicals Limited
- Engro Asahi Trading (Private) Limited
- Engro Chemical (Pakistan) Limited
- Engro Vopak Terminal Limited
- Fauji Fertilizer Bin Qasim Limited
- Fauji Fertilizer Company Limited
- F. Hoffman La Roche, Switzerland
- FMC United (Private) Limited
- GlaxoSmithKline International (Luxembourg) S.A.
- GlaxoSmithKline Pakistan Limited
- Hoechst Ravi Polymers Limited
- ICI Pakistan Limited
- ICN Pharmaceuticals Inc.
- Johnson & Johnson Pakistan (Private) Limited
- Lever Chemicals (Private) Limited
- Martin Dow Pharmaceuticals Limited
- Medipharm (Private) Limited
- Merck Marker (Private) Limited
- Merck Sharp & Dohme of Pakistan Limited
- Nimir Chemicals Limited
- Novartis Pharma (Pakistan) Limited
- Novo Nordisk Pharma (Private) Limited
- Novozymes – Pakistan Liaison Office
- Otsuka Pakistan Limited
- Pakarab Fertilizers (Private) Limited
- Pak Saudi Fertilizers Limited
- Pakistan PTA Limited
- Pharmacia Pakistan (Private) Limited

# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

- Sara Lee Kiwi Holdings Inc.
- Pharmatec Pakistan (Private) Limited
- Reckitt Benckiser Pakistan Limited
- Reckitt Benckiser plc, UK
- Rhodia Pakistan (Private) Limited
- Rhone Poulenc Agrochemei SA
- Rhone Poulenc Rorer Holdings, UK
- Rhone Poulenc Rorer Pakistan Limited
- Rhone Poulenc Rorer SA, France
- Roche Consumer Health (Worldwide) SA
- Roche Holdings Limited
- Roche Pakistan Limited
- Roche Pharmholding B.V.
- Schering Asia GmbH
- S. C. Johnson & Son Pakistan (Private) Limited
- Servier Research Pharmaceutical Pakistan (Private) Limited
- SICPA Inks Pakistan (Private) Limited
- Smithkline Beecham Holding, USA
- Syngenta Pakistan Limited
- Tescol Associates (Private) Limited
- Wyeth Pakistan Limited

- Ranhill Engineers and Constructors Sdn. Bhd.
- Mott MacDonald International Limited

### CONTRACTORS

- China State Construction Engineering Corporation
- Clough Engineering and Intergrated Solutions (Private) Limited
- Clough Engineering Limited – Pakistan Branch
- Corporation House (Private) Limited
- Creek Marina (Private) Limited
- IJM (Private) Limited
- Lagan International Pakistan (Private) Limited
- Leighton Contractors (M) Sdn. Bhd.
- Ranhill Engineers and Constructors Sdn. Bhd.
- Raytheon Ebasco Overseas Limited
- Sanzo Engineering and Construction Company
- Showa Corporation
- Sumitomo Corporation
- TAK Management Consultants Sdn. Bhd.




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

### EDUCATIONAL INSTITUTIONS

- Aitchison College, Lahore
- American University Afghanistan
- British Overseas School Association
- British Women's Association
- Commecs Educational Trust
- Forman Christian College
- Hamdard Public School
- Higher Education Commission
- Industrial and Technical Educational Institute
- Institute of Leadership and Management
- Institute of Management and Technology
- International School of Islamabad
- Karachi Grammar School
- Karachi University Alumni Trust
- Lever Brothers Employees Education Foundation
- National Medical College
- Pakistan Institute of Corporate Governance
- Pakistan Society for Training and Development
- Promotion of Education in Pakistan Trust

- Halcrow Pakistan (Private) Limited
- Sir Syed University of Engineering and Technology
- Society for Promotion of Engineering Sciences and Technology in Pakistan
- The Aga Khan University
- University of Management and Technology (UMT)
- Zindagi Trust

### ELECTRONICS AND ENGINEERING

- Adamjee Engineering (Private) Limited
- Alcatel Pakistan Limited
- Al-Futtaim Technologies Pakistan (Private) Limited
- Avery Scales (Private) Limited
- Biwater International Limited – Pakistan Branch
- Bolan Castings Limited
- Bruckner Maschinenbau GmbH (BMG)
- Carrier Telephone Industries (Private) Limited
- Cisco Systems Pakistan (Private) Limited
- Haldor Topsoe A/S
- Honeywell (Private) Limited




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

- The Textile Engineers of Pakistan (Private) Limited
  - Intel Pakistan Corporation
  - Interquest Informatics Service B.V.
  - KSB Pumps Company Limited
  - MNET Services (Private) Limited
  - Multinet Pakistan (Private) Limited
  - NCR Corporation – Pakistan Branch
  - Oracle Corporation – Asia Pacific Division,
  - Oracle Corporation Singapore Pte Limited
  - Otech (Private) Limited
  - Petrosin Engineering (Private) Limited
  - Philips Electrical Company of Pakistan Limited
  - Plexus (Private) Limited
  - Siemens AG
  - Siemens Pakistan Engineering Company Limited
  - Sindsoft Solutions (Private) Limited
  - Singer Pakistan Limited
  - Toyo Engineering
  - Varioline Intercool Limited
- ENVIRONMENT**
    - International Union for the Conservation of Nature
    - World Wide Fund for Nature - Pakistan
  - FOOD AND ALLIED**
    - Asian Consumer Care Pakistan (Private) Limited
    - Coca Cola Beverages Pakistan Limited
    - Coronet Foods (Private) Limited
    - Dane Foods Limited
    - Dawn Group
    - Doaba Rice Mills Limited
    - English Biscuit Manufacturers (Private) Limited
    - Engro Foods (Private) Limited
    - GAM Corporation (Private) Limited
    - Habib Oil Mills (Private) Limited
    - Kawther Grain (Private) Limited
    - Maaza Pakistan (Private) Limited
    - Macdonald's Middle East Development Company
    - Mayfair Asia Food
    - Mitchell's Fruit Farms Limited




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

- National Foods Limited
- Nestle Pakistan Limited
- Nestle S.A.
- Pakistan Industrial Promoters (Private) Limited
- Pak Water Bottlers (Private) Limited
- Paras Foods
- PepsiCo, Netherlands
- PepsiCo, USA
- Rafhan Best Foods Limited
- Sadiq (Private) Limited
- Siza Foods (Private) Limited
- Societe Des Produits Nestle
- Tetly Clover Pakistan (Private) Limited (Staff Taxation)
- Unilever Birds Eye Foods Pakistan (Private) Limited
- Unilever Overseas Holding Limited
- Unilever Pakistan Limited
- Unilever plc, U.K.

### HOSPITALS AND HEALTHCARE

- Aga Khan Health Services – Pakistan
- Attock Hospital (Private) Limited
- Children’s Hospital, Quetta
- Fatima Memorial System
- Gulab Devi Hospital
- Islamic Aid Health Centre (IAHC)
- Lady Dufferin Hospital
- Shaukat Khanum Memorial Trust
- Shaukat Omer Memorial Hospital
- Sind Institute of Urology and Transplantation
- The Aga Khan Hospital and Medical College Foundation
- The Aga Khan University Hospital (AKUH)
- The Kidney Centre Postgraduate Training Institute
- Tyco Healthcare Pte Limited – Pakistan Representative Office




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

### HOTELS AND CLUBS

- Arabian Gulf Enterprises (Private) Limited
- Arabian Sea Enterprises Limited
- Karachi Boat Club
- Karachi Marriott Hotel
- Karachi Sheraton Hotel and Towers
- Mainland Husnain Pakistan Limited
- Pearl Continental Hotel
- Sheraton International Inc., USA
- Sheraton Middle East Management Corporation
- Sind Club

### MINING

- BHP Billiton World Exploration Inc., Canada
- BHP Minerals International Exploration Inc., USA
- Bolan Mining Enterprises
- Tethyan Copper Company Limited – Pakistan Branch

### INSURANCE

- ACE Insurance Limited
- Adamjee Insurance Company Limited
- Alfalah Insurance Company Limited
- American International Underwriters Pakistan (Private) Limited
- CGU International Insurance plc – Pakistan Branches
- Commercial Union Life Assurance Company (Pakistan) Limited
- International General Insurance Company of Pakistan Limited
- New Hampshire Insurance Company - Pakistan Branch
- Pak Kuwait Takaful Company Limited
- PICIC Insurance Limited
- Royal and Sun Alliance Insurance plc – Pakistan Branch
- Royal Exchange Assurance – Pakistan Branch
- Security General Insurance Company Limited




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

### NONPROFIT ORGANIZATIONS

- Action Against Hunger- Tajikistan
- Action Aid Pakistan
- Aga Khan Foundation Afghanistan
- Agency for Rehabilitation and Energy Conservation Afghanistan (AREA)
- Babar Ali Foundation
- Bagh-e-Rahmat Trust
- Caritas Pakistan
- Charitable Trust for Pakistan Seamen
- Child Aid Association
- Christian Aid Afghanistan
- Christian Children's Fund (CCF)
- CIDA Program Support Unit
- COMSTECH Secretariate
- Concern Worldwide Afghanistan
- Coordination for Humanitarian Assistance
- Deputy Nazir Ahmed Educational Trust
- Ebrahim Trust
- E.C.P.L. Employees Trust
- European Commission – Afghanistan
- Fatimid Foundation
- Focus Humanitarian Assistance Europe Foundation
- Food and Agriculture Organisation - Afghanistan
- Food and Agriculture Organisation of United Nations (FAO) – Pakistan
- Foundation International for Community Afghanistan (FINCA)
- Futures Group – Afghanistan
- Futures Group – Pakistan
- Global Alliance for Improved Nutrition (GAIN)
- Global Risk Strategies (Hong Kong) Limited
- GOAL Afghanistan Operation
- Gurmani Foundation
- Habitat for Humanity International
- Human Resource Development Network
- IbnSina Public Health Programme for Afghanistan
- Islamic Chamber of Commerce and Industry
- International Catholic Migration Commission
- International Foundation for Electoral Services (IFES)
- International Medical Corps – Afghanistan
- Karachi Chamber Hospital Association






# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

- Kashf Foundation
- Khatija Bibi Trust
- Kidney Foundation
- Leadership for Environment and Development (Lead) Pakistan
- Lever Associated Trust (Private) Limited
- Management Sciences for Health
- Marie Stopes International Afghanistan
- Merci Corps
- National AIDS Control Programme
- National Commission for Human Development
- Norwegian Church Aid/Norwegian Refugee Council
- Norwegian Project Office
- Ockenden International Afghanistan
- Ockenden International Pakistan Operations
- Old Associates of Kinnaird Society
- Option Consultancy Services
- Oxfam/Novib – Afghanistan
- Pakistan Advertisers' Society
- Pakistan Anti TB Association
- Kashf Foundation
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- Option Consultancy Services
- Oxfam/Novib – Afghanistan
- Pakistan Advertisers' Society
- Pakistan Anti TB Association
- Pakistan Fashion Design Council
- Pakistan Human Development Fund




# ...Our Firm

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## Significant Clients

- The Concern for Children Trust
  - The Patients' Behbud Society for The Aga Khan University Hospital
  - The Swedish Committee for Afghanistan
  - The Trust for Health and Medical Sciences
  - The United States Educational Foundation in Pakistan
  - United Nations Children's Fund (UNICEF)
  - United Nations Development Programme (UNDP)
  - United Nations High Commission for Refugees (UNHCR)
  - US AID Afghanistan
  - Waqf Faysal
  - Women Assistance Association
  - Women for Women International
  - World Food Programme – Afghanistan
  - World Food Programme – Italy
  - World Food Programme – Pakistan
  - World Vision International
- OIL AND GAS**
  - AGIP Exploration and Production Limited – Pakistan Branch
  - AMEC BKW Limited
  - Anadrill International SA
  - Asia Petroleum Limited
  - Asian Infrastructure Limited
  - Attock Petroleum Limited
  - Attock Refinery Limited
  - B G International Limited
  - BHP Petroleum (Asia/Pacific) Inc.
  - BHP Petroleum (Pakistan) Pty Limited
  - BHP Petroleum (Private) Limited
  - BP Pakistan (Badin) Inc. – Pakistan Branch
  - BP Pakistan Exploration and Production Inc. – Pakistan Branch
  - Burmah Castrol Netherlands
  - Burmah Oil Company (Pakistan Trading) Limited – Pakistan Branch
  - Caltex Oil (Pakistan) Limited
  - Castrol Netherlands B.V.
  - Deutsche Tiefbohr International GmbH




# ...Our Firm

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## Significant Clients

- Dowell Schlumberger (Western) SA
- Energy & Marine Consultants
- ENI AEP Limited – Pakistan Branch
- ENI Pakistan Limited – Pakistan Branch
- ENI Pakistan (M) Limited
- ENSCO International Inc.
- Foreign Economic Trading Corporation of Xingiang Petroleum Administrative Bureau
- Geoservices Eastern Inc.
- Hanover Services (GB) Limited
- Hycarbex American Energy Inc.
- Independent Petroleum Group
- KUFPEC (Pakistan) B.V. – Pakistan Branch
- KUFPEC Pakistan Limited
- Mari Gas Company Limited
- MND Exploration and Production Limited
- MND – Moracske Naftove Doly a.s.
- Mobil Askari Lubricants Limited
- Mobil Oil Pakistan (Private) Limited
- Mohsin Lubricants (Private) Limited
- MOL – Pakistan Oil and Gas Company B.V.
- MOLTAL Joint Venture
- Murphy Eastern Oil Company
- National Oil Marketing (Private) Limited
- National Refinery Limited
- NOVUS Petroleum Limited
- Occidental Oil and Gas LLC
- Occidental Oil and Gas Pakistan Limited
- Occidental Petroleum (Pakistan) Inc.
- Ocean Pakistan Limited
- Oil Companies Advisory Committee
- Oil and Gas Investments Limited
- Oiltools Limited – Pakistan Branch
- OMV (Pakistan) Exploration GmbH
- Orient Petroleum Inc.
- Pak Arab Pipeline Company Limited
- Pak Arab Refinery Limited
- Pak Grease Manufacturing (Private) Limited
- Pakistan Oilfields Limited
- Pakistan Petroleum Exploration & Production Companies Association




# ...Our Firm

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## Significant Clients

- Pakistan Refinery Limited
- Pakistan State Oil Company Limited
- Petro Chemicals (Private) Limited
- Petro Lube (Private) Limited
- Petronas Carigali Overseas Sdn. Bhd.
- Petronas Carigali (Pakistan) Limited
- Petrosin Gas Pakistan (Private) Limited
- PKP Exploration Limited (PKPEL)
- PKP Kandanwari Limited (PKPKL)
- PKP Kandanwari 2 Limited (PKPK2L)
- PKP Kirthar B.V. (PKPKBV)
- Polish Oil and Gas Company
- Pool International Limited
- Premier Kandanwari Development Company Limited
- Premier- Kufpec Pakistan
- Premier Kufpec Pakistan B.V. (PKPBV)
- Premier Oil Pakistan Offshore B.V.
- PSO Mahmudkot
- Pyramid Energy International Inc. – Pakistan Operations
- Qadirpur Joint Venture
- Raychem Technologies Limited
- Salim Petroleum (Private) Limited
- Schlumberger Logelco Inc.
- Schlumberger Seaco Inc.
- Sea and Land Drilling Contractors Inc.
- Sedco Forex International Inc.
- Shell Development and Offshore Pakistan B.V.
- Shell Gas LPG (Pakistan) Limited
- Shell Pakistan Limited
- SHV Energy Pakistan (Private) Limited
- Sovereign Enterprises (Private) Limited
- Sprint Oil and Gas Services FZC Inc.
- State Petroleum and Petro Chemical Corporation (Private) Limited
- Sui Northern Gas Pipelines Limited
- Sui Southern Gas Company Limited
- The Attock Oil Company Limited
- Tullow Pakistan (Development) Limited
- Veco International Inc.
- Weatherford Oil Tool Middle East Limited (WOTMEL)
- Western Geco International Limited




# ...Our Firm

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## Significant Clients

### PACKAGING

- Nishat Shuaiba Paper Products Company Limited
- Packages Limited
- Tetra Laval Holdings and Finance SA
- Tetra Pak (Pakistan) Limited
- Tri - Pack Films Limited

### POWER

- Chashma Nuclear Plant (Sales Tax)
- Crescent Bahuman Energy Limited
- El Paso Technology Pakistan (Private) Limited
- Fauji Electric Power Company Limited
- Fauji Kabirwala Power Company Limited
- Gul Ahmed Energy Limited
- Habibullah Coastal Power (Private) Company
- ICI Powergen Limited
- International Power Global Development Limited – Pakistan Branch
- International Power plc
- Japan Consulting Institute
- Kohinoor Energy Limited

- Kot Addu Power Company Limited
- Laraib Energy Limited
- National Power International Holdings B.V.
- National Power Kot Addu Limited
- Saba Power Company (Private) Limited
- Sapphire Electric Company Limited
- Southern Electric Power Company Limited
- TNB Generation
- TNB Liberty Power Limited
- Uch Power Limited
- Voith Siemens Hydro Kraftwerkstechnik GmbH & Co

### PROFESSIONAL FIRMS

- MM Pakistan (Private) Limited
- Pakistan Credit Rating Agency Limited (PACRA)

### SECURITY SERVICES

- Phoenix Armour (Private) Limited
- Tyco Fire and Securities Pakistan (Private) Limited
- U.S. Protection and Intelligence – LLC




# ...Our Firm

Listed below are significant clients whom AFF/PwC has assisted through Assurance and Business Advisory Services (ABAS) projects.

## Significant Clients

### SHIPPING AND CONTAINER TERMINALS

- APL Logistics Pakistan (Private) Limited
- APL Pakistan (Private) Limited
- British India Steam Navigation Company Limited
- Dart Express Pakistan (Private) Limited
- Exel Pakistan (Private) Limited
- Geologistics Pakistan (Private) Limited
- James Finlay Limited
- Karachi International Container Terminal Limited
- Lloyd's Register EMEA
- Mackinnon Mackenzie & Co. of Pakistan (Private) Limited
- Mitsui OSK Lines
- OOCL Pakistan (Private) Limited
- Pakistan National Shipping Corporation
- P & O Containers Pakistan (Private) Limited
- P & O Netherlands
- Qasim International Container Terminal of Pakistan Limited
- Ray Shipping Enterprises Limited

### STEEL AND ALLIED

- Crescent Steel & Allied Products Limited
- Pakistan Machine Tool Factory

### SUGAR

- Al-Asif Sugar Mills Limited
- Digri Sugar Mills Limited
- Fauji Foundation – Sugarcane Experimental and Seed Multiplication Farm, Nukerji
- Fauji Sugar Mills, Khoski
- Fauji Sugar Mills, Tando Mohammad Khan
- Habib Sugar Mills Limited
- Shahmurad Sugar Mills Limited
- Shakarganj Mills Limited

### TEXTILE AND FIBRES

- Crescent Bahuman Limited
- Ellcot Spinning Mills Limited
- Fazal Cloth Mills Limited
- Gul Ahmed Textile Mills Limited (Internal Audit)
- Gulf Nishat Apparel Limited




# ...Our Firm

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## Significant Clients

- International Textiles Limited
- J & P Coats Pakistan (Private) Limited
- Jubilee Spinning and Weaving Mills Limited
- Karstadt Quelle (Far East) and Company – Pakistan Liaison Office
- Linmark International (Hong Kong) Limited – Pakistan Liaison Office
- Mayfair Spinning Mills Limited
- Mohammad Farooq Textile Mills Limited (Internal Audit)
- Mondial Orient Limited – Pakistan Representative Office
- Prosperity Weaving Mills Limited
- Reliance Weaving Mills Limited
- Sapphire Group of Companies
- Yunus Textile Mills (Internal Audit)

### TOBACCO

- Lakson Tobacco Company Limited
- Pakistan Tobacco Company Limited

### TRADING

- American Pacific Enterprise LLC – Pakistan Liaison Office
- Catic Pakistan Limited
- Cera-e-Noor – A Division of Hashwani Hotels Limited
- Civic Centres Company (Private) Limited
- Coca-Cola Export Corporation
- Geno Services Limited
- Gestetner (Private) Limited
- Gillette Pakistan Limited
- Honda Atlas Power Products (Private) Limited
- Honda Trading Corporation – Pakistan Liaison Office
- Itochu Corporation – Pakistan Branch
- 3M Pakistan (Private) Limited
- Makro-Habib Pakistan Limited
- Metro AG
- Metro Cash and Carry
- Mitsubishi Corporation – Pakistan Branch
- National Consumer Services (Private) Limited




# ...Our Firm

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## Significant Clients

- Pioneer Seeds Pakistan Limited
- Premier Cattle Company Pakistan Limited
- Q Mart
- Sara Lee Kiwi Pakistan (Private) Limited
- Sony Gulf FZE – Pakistan Representative Office
- Starwood Reservation Corporation
- Total Atlas Lubricants Pakistan Limited
- Utility Stores Corporation of Pakistan (Private) Limited

### TRANSPORT AND COMMUNICATION

- Accenture Limited, UK
- Afghan Wireless Communication Company
- Alan Dick Pakistan (Private) Limited
- Alia-The Royal Jordanian Airlines
- AT & T Global Network Services International Inc. – Pakistan Branch
- Axiom Telecom (Private) Limited
- Azure
- BT Pakistan (Private) Limited
- Callmate Telips Telecom Limited
- Callmate Telips Telecom Limited
- Cura Consulting a.s.
- DHL Pakistan (Private) Limited
- Ericsson Pakistan (Private) Limited
- Federal Express International inc.
- Holteprosjekt Consulting a.s.
- Huawei Technologies Pakistan (Private) Limited
- Information System Associates Limited
- ISPL Informage Softwares (Private) Limited
- J. S. Management (Private) Limited
- Lemcon Networks Limited
- Mobiserve Pakistan (Private) Limited
- Motorola Limited
- NEC Corporation, Japan—Pakistan Liaison Office
- Nokia Tietaliikenne OY
- Nortel Networks (Asia) Limited
- Northern Areas Transport Corporation (Private) Limited (NATCO)
- Pakcom Limited
- Pakistan International Airlines Corporation (Internal Audit)






# ...Our Firm

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## Significant Clients

- Pakistan Mobile Communication (Private) Limited
  - Paknet Limited
  - Paktel Limited
  - Paktel Mediation System
  - Pak Telecom Mobile Limited
  - Petrosin Infotech
  - Sialkot International Airport Limited
  - S.I.T.A.
  - Storage Continuity Pakistan (Private) Limited
  - Supernet Limited
  - TCS (Private) Limited
  - Telecom Foundation
  - Telenor Consult a.s.
  - Telenor Pakistan (Private) Limited
  - Transworld Associates
  - Warid Telecom (Private) Limited
  - Warid WLL (Private) Limited
  - Wateen Telecom
  - Wise Communications (Private) Limited
  - Zhongxing Telecom Company Limited (ZTE)
  - Zhongxing Telecom Pakistan (Private) Limited
- MISCELLANEOUS**
- Agfa Gevaert Pakistan (Private) Limited
  - Align Technology (Europe) Limited – Pakistan Liaison Office
  - Align Technology (Private) Limited
  - All Pakistan Textile Mills Association
  - Allied Rental Services (Private) Limited
  - American Express Travel Related Services of Pakistan (Private) Limited
  - Bahria Foundation
  - Balochistan Particle Board Limited
  - Barret Hodgson IT Solution (Private) Limited
  - Binnie and Partners
  - BOC Group plc
  - Corporate and Industrial Restructuring Corporation (CIRC)
  - Creative Associates International Inc.
  - Defence Raya JV




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## Significant Clients

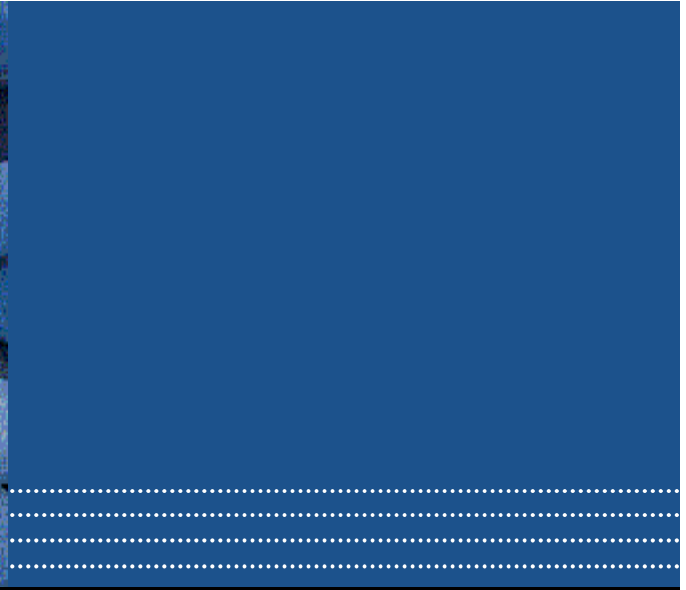
- Defence Raya JV
- Detergent Products AG – Switzerland
- DIC Pakistan Limited
- Emco Industries Limited
- EW Bank Preece Limited
- Export Processing Zones Authority
- Fledgeling Nominees International Limited
- Future Management Consultants (Private) Limited
- Global Securities Pakistan (Private) Limited
- Glotel International Limited
- Hazra Engineering Company International
- Hill and Associates Pakistan (Private) Limited
- HTSPE Limited
- Hunting Technical Services Limited
- IIHC Pakistan Limited
- Industrialisation Fund for Developing Countries
- International Terminal Holdings
- Jardine Fleming India Fund Inc.
- Jardine Fleming Pakistan Broking (Private) Limited
- J & P Coats, Glasgow
- J. P. Morgan Pakistan Broking (Private) Limited
- J. P. Morgan Pakistan (Private) Limited
- KBA Giori
- Khaleej Times
- Kodak Limited - Pakistan Branch
- Lucent Technologies World Services inc. – Pakistan Branch
- Matol (Private) Limited
- Mentor Graphics
- MVA Asia
- National Clearing Company of Pakistan
- National Fertilizer Corporation of Pakistan (Private) Limited
- National Management Foundation
- Navis Corporation, USA
- New Murree Development Authority
- Oracle Polska S. p.z.o.o – Poland
- Overseas Investors Chamber of Commerce & Industry
- Overseas Pakistanis Foundation (OPF)
- Oxford University Press

# ...Our Firm

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## Significant Clients

- Overseas Pakistanis Foundation (OPF)
- Oxford University Press
- Pakistan Banks' Association
- Pakistan Cricket Board
- Pakistan Horticulture Development and Export Board
- Pakistan Insulations (Private) Limited
- Pilots' Occupational Disability Fund
- P & O Overseas Holdings Limited
- Procter & Gamble Pakistan (Private) Limited
- Procter & Gamble, USA
- Punjab Government Servants Housing
- Punjab Vocational Training Institute
- Reuters Limited - Pakistan Branch
- Roberts Cotton Associates Limited
- Schimizu Corporation
- Schimizu Izhar JV
- Seaports Management B.V.
- Security Papers Limited
- Serck Controls Limited
- Smith & Nephew (Overseas) Limited
- Swissport (Private) Limited
- Sysmax (Private) Limited
- System Innovations (Private) Limited
- Techlogix Pakistan (Private) Limited
- The Crown Agents
- The National Commodity Exchange Limited
- The Royal Netherlands Embassy
- Theriak B.V.
- Union International (Private) Limited
- United Process Solutions
- Vetserv (Private) Limited
- Winsome Resources
- Xavor Pakistan Limited



# Why PricewaterhouseCoopers?



PRICEWATERHOUSECOOPERS 

# Why PwC?

Our Firm	Why Us ?
<b>Brand Image</b>	<i>Our strong brand name enjoys awareness and strong brand equity in the local and international markets.</i>
<b>Our Track Record</b>	<i>Over our 55 years of operations, we have consistently invested in new partnerships, introduced new concepts, developed new products and adapted to our diverse client portfolio.</i>
<b>Global Firm</b>	<i>We are a global firm having presence in all three major cities (Karachi, Lahore &amp; Islamabad) including in Afghanistan.</i>
<b>Infrastructure</b>	<i>We have a well established and state-of-the-art infrastructure.</i>
<b>Our Value System</b>	<i>Visionary, Bold, Accountable and Open</i>
<b>Quality Resources</b>	<i>Quality staff of 1500 dedicated and highly qualified professionals</i>
<b>Strong Internal Support</b>	<i>Strong internal support services (HR, Operations, Finance, IT)</i>




# Why PwC?

Our Services	Why Us ?
<b>Diversified Practice Areas</b>	<i>We provide innovating solutions to our Clients' through our seven core Advisory Service Areas, which not only address their business challenges but also have the very best that there is.</i>
<b>Client Portfolio</b>	<i>Our clients consist of the best and most prestigious organisations in Pakistan, both from the public and private sectors</i>
<b>Client Relationship</b>	<i>We excel at building collaborative relationships and at sharing knowledge to our clients' advantage</i>
<b>Benefits Delivery</b>	<i>We are the proven source when our clients need the right information to create measurable value and sustain market leadership</i>
<b>Technology Driven Solutions</b>	<i>In the face of modern world challenges, we serve as a partner who can deliver proven business management solutions and transform an organization's future</i>
<b>Global Integration</b>	<i>We commit our clients to combine the global expertise of our partnerships with PwC global practices, which enable us to deliver quality solutions</i>




# Why PwC?

Knowledge and Skills	Why Us ?
<b>Project Management Skills</b>	<i>Our experience in planning, managing and delivering complex projects has equipped us with valuable planning skills and tools</i>
<b>Knowledge Base</b>	<i>Through 55 years of business advisory services experience of local and international projects, we have built an extensive knowledge pool of consulting methodologies</i>
<b>Our Methodologies</b>	<i>Our consulting capabilities have been built upon tried and tested methodologies and ideas to transform our Clients' businesses and provide them an edge</i>
<b>HR Experience</b>	<i>Our Human Resource Services practice focuses on providing consulting services related to organization design, HR strategy and broad range of HR functional solutions</i>



# Our Reward Advisory Services








# Global Human Resource Service Offerings

## HR Management

- HR Strategy Development
- HR Due Diligence
- HR Integration Implementation
- HR Deal Execution
- HR Spin Offs and Disclosure
- Stake Holder Management
- Employee Engagement
- Communications Audits
- Change Management
- Reward Communications
- Expat. Communications
- Executive Coaching
- Transactions
- HR Effectiveness Reviews
- HR Risk
- Workforce Effectiveness
- HR Transformation
- Talent Management
- Saratoga – HR Measurement

## Compensation and Employee Reward

- MNC Salary Survey
- Sector/ Industry Salary Survey
- Design and Feasibility
- Implementation
- Due Diligence
- Project Management
- Employee Communications
- Best Practices
- Total Remuneration Modelling
- Design Models
- Communicating Reward
- Process Review
- Process Development
- Process Documentation
- New Plan Implementation
- Risk Management

## International Assignments

- Aligning Mobility with Business Strategy
- Policy Design
- Policy Implementation
- Payroll Consulting
- Payroll Compliance
- Reward Structuring
- Provision of Benefits
- Expat. Communications Strategy Design
- Immigration & Visa Solutions
- Risk Management
- International Mobility Evaluator
- Employment Cost Reduction
- International Assignment Survey

## Organization Design & Development

- Strategic Visioning
- Corporate Governance
- Organization Analyses & Design
- Family Business Restructuring
- Employee Satisfaction Survey
- Organization Culture Survey
- Executive Recruitment
- Executive Leasing
- Assessment Centre
- Psychometric Assessment
- Workforce Planning
- Succession Planning
- Retention Management
- Competencies Dictionaries
- Training and Development
- Leadership Development
- MNCs CEO Survey
- Change Management



# Reward Advisory Services

Creating the right reward plans for your employees is essential for attracting and retaining key staff, achieving business and human resource objectives, as well as optimising related costs. But balancing business priorities with shareholder interests can be a challenge.

## If this is your situation

- You want to align your reward strategies with your business objectives to create value for shareholders;
- You want your reward strategies to better support the objectives of recruitment, retention and motivation;
- You want to confirm that your reward plans are tax efficient in all relevant jurisdictions;
- You want to ensure your reward plan is competitive in the marketplace and reasonable to shareholders and other stakeholders;
- You are dealing with pension deficits which are causing problems with employees, shareholders and the rating agencies;
- You need to comply with new legislation and corporate governance codes; and
- You optimise the P&L, balance sheet and cash flow aspects of your compensation and benefit programmes.

## How we can help you

By blending the compensation, benefits, pension and financial expertise of our global network, we help organisations link executive and employee rewards to business goals and shareholder value. We advise on:

- Compensation
- Benefits
- Pensions



# Reward Advisory Services

For more than 25 years Monks, the reward benchmarking arm of PricewaterhouseCoopers, has provided information and advice to organisations of all types and sizes on board and management pay, incentives and benefits.

We publish specialist data reports throughout the year, and our consultants advise both companies and remuneration committees on current market practice - often advising on the restructuring of remuneration and incentives following review, flotation, acquisition or disposal.

Executive remuneration is complex and often requires specialist experience in, for example tax or accounting. Our network of PricewaterhouseCoopers experts provides specialist skills in these and many other areas.

## CONSULTANCY SERVICES

We advise organisations of all sizes across all business sectors on every aspect of remuneration. Assignments range from small discreet pay benchmarking exercises to major projects covering all aspects of our reward-related consulting services. Our consultancy services include:

**REWARD STRATEGY** - following a merger, acquisition, disposal, change of ownership or other strategic change we work with our clients to determine an appropriate reward strategy covering all levels in the organisation.

**REWARD BENCHMARKING**, ranging from base salary to total compensation guidelines:

- **Main board remuneration reviews** covering executive and non-executive directors, executive committee and, if required, acting as advisors to the Remuneration Committee
- **Divisional management team** remuneration reviews
- **Management remuneration reviews** covering all levels in an organisation or focused on a particular function
- **Ad-hoc job pricings** establishing market remuneration practice for an individual role at any managerial level in the organisation



# Reward Advisory Services

**JOB EVALUATION AND GRADING DESIGN** using the Monks Six Factor (6F) job evaluation system. This non-bureaucratic and simple to use job evaluation tool has proved successful in a wide range of businesses from small high-tech start-up companies to established groups. Job evaluation is particularly useful following a group restructure or merger to provide a template to ensure reward practice is consistent on a group-wide basis.

**ANNUAL BONUS PLAN DESIGN** covering all levels in the organisation. We work with clients to ensure that any plan developed reflects the key performance drivers and culture of the organisation.

**LONG TERM INCENTIVE PLAN DESIGN**, covering the executive directors and senior executives in an organisation. Our service include:

- **design**, where we will advise on whether plans reflect the long-term strategy of the organisation
- **interactive modelling**, to understand the potential payouts and costs under different performance scenarios
- **drafting of the scheme rules** and shareholder circulars
- **employee communications** advice

**PENSION PRACTICE BENCHMARKING** against the wider market place and advice on pension plan design.

**CORPORATE GOVERNANCE ADVICE**, including compliance with codes of best practice, Stock Exchange regulations, and guidelines issued by institutional investor representative bodies. We regularly liaise with such organisations.



# Reward Advisory Services

## SURVEYS AND PUBLICATIONS

### MANAGEMENT PAY

This is a series of five reports designed to assist compensation and benefits professionals in benchmarking the pay, incentives and benefits of their management population against the wider market place. Reports in the series cover:

- Pay in parent board and corporate posts
- Pay in divisions and subsidiaries
- Pay, incentives and benefits in smaller companies
- Annual and long-term incentives
- Pensions and benefits

### COMPANY CAR

The definitive source of information on company car policy and practice, providing one of the most up-to-date and comprehensive views of market practice across the spectrum of companies in Pakistan. It is interest to anyone who has responsibility for company cars or car allowances.

### NON-EXECUTIVE DIRECTOR PRACTICE AND FEES

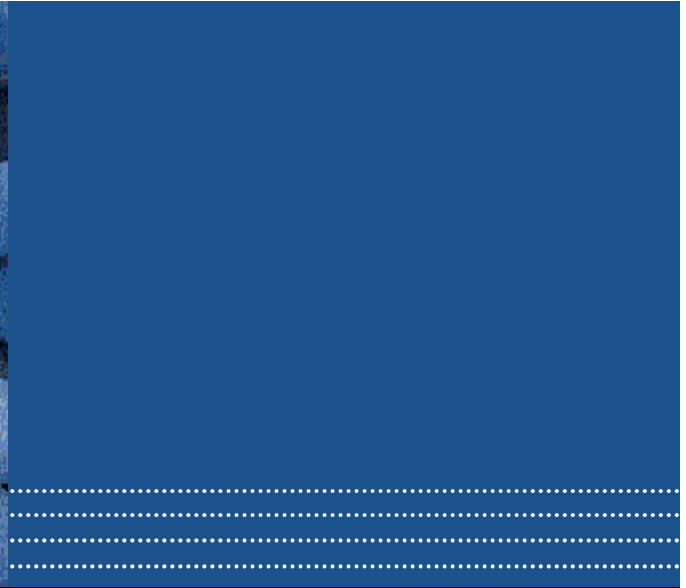
The structure and level of fees paid to non-executive directors, particularly in the UK's largest companies, has changed over the past two or three years. This report is based on an annual survey and data from company reports and shows how chairmen's, deputy chairmen's and non-executive directors' fees vary with company size and time commitment.



# SARATOGA HRM Advisory Services

**SARATOGA SERVICES**, The fundamental aim of Saratoga is to assist organisations in quantifying and evaluating their human capital. We offer a range of quantitative and qualitative tools enabling benchmarking versus peers in the marketplace or those facing similar challenges. The methodologies we apply help organisations to identify the strategic impact of their people - offerings underpinned by the most extensive database of human capital and HR function measures available.

- **Human capital measurement and benchmarking**, Saratoga's core offering – bespoke analysis and measurement reports
- **Human capital effectiveness report**, Annual publication of people performance indicators (metrics), research and human capital measurement methodology
- **HR Shared Services Index 2007**, An essential tool for HR practitioners
- **Qualitative measurement**, Survey tools designed around HR service delivery and organisational best practice
- **Public sector**, Human capital measurement to meet the specific needs of organisations in the public sector
- **HR shared services network**, Two specialist network groups of organisations with interest in HR shared service activity
- **The talent network**, Specialist network group of organisations exploring graduate recruitment, talent management and leadership



# PwC Advantage



PRICEWATERHOUSECOOPERS 

# HR Issues



The HR Issues facing you and your organization today:

- Attracting and retaining staff
- Motivating proficient employees whilst maintaining organization culture and performance
- Continuous technological change
- Competitive pay and innovative reward expectations

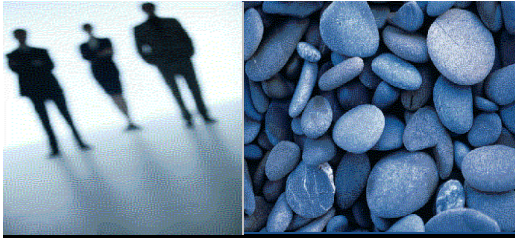




# HR Issues

## The HR issues facing your organization today:

- ↓ the annual increment is due
- ↓ the employees feel that they need to be rewarded according to the market offering and their contribution
- ↓ there are internal inequities and overlapping of compensation and benefits
- ↓ there are organizations who are positioning themselves on the basis of dedicated and committed human resource. Organizations spent time, efforts, energy and resources to source manpower full of enthusiasm for development and participation programs and desires to retain and reward them appropriately
- ↓ the existing compensation and benefits structure needs to be streamlined with market practices



# PwC Advantage



PricewaterhouseCoopers Consulting specializes in providing comprehensive Human Resource Solutions especially in the area of Compensation and Benefits for greater Performance Management.

# PwC Advantage

## The PricewaterhouseCoopers Advantage for Reward Process Restructuring



The way an organization pays top management, plays an important role in motivating the critical performance needed to run the organization effectively. Base salary is not the only component of the typical executive's compensation package. Short- and long-term incentives, comprised of cash, often including stock, provide an organization with the means to focus the executive's attention on achievement of financial goals. Effective total compensation packages provides the retention tool necessary to keep key individuals on board, while providing those executives with compensation that has long-term growth potential with favorable tax benefits.



# PwC Advantage

## You and Our Remuneration Consultants



Within HR Consulting of PricewaterhouseCoopers, we are a Specialist Remuneration Consultancy, which primarily monitors pay practices through salary surveys, and currently possesses one of the largest salaries and benefits databases around the world.

Formed in 1900s, PricewaterhouseCoopers has grown into one of the Global leading remuneration specialists. Apart from the successful production of numerous salary surveys across various industries, we also specialize in providing professional consulting solutions for all business requirements.



# PwC Advantage

## You and Our Remuneration Consultants

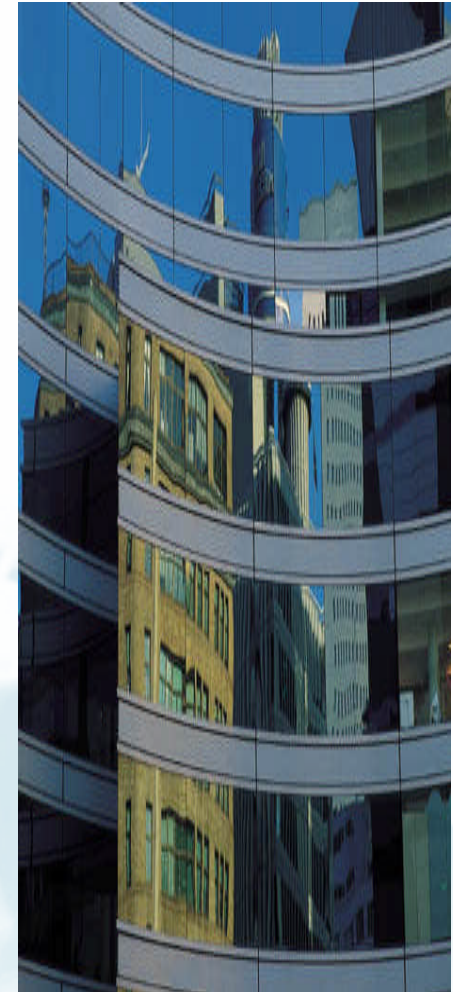
We work in multi-disciplinary teams that allow us to collect and collate comprehensive information in all Product / Service / Manufacturing / Distribution / Consulting and Industry areas at all levels within the organization.

We become your Human Resources Department by conducting an internal survey of human resource trends and practices. This program has proven extremely cost effective for companies with multiple requirements.

### Major Advantages to Our Client

Our consultants are Trained Professionals that have the expertise in various Industries and vocational areas giving us the ability to become a primary source of remuneration information for entire industries, as well as individual organizations from the very large to the very small.

Our database contains information which aids our clients to deal with issues like attracting and retaining staff, motivating proficient employees whilst maintaining organization culture and performance, continuous technological change, and competitive pay and innovative reward expectations.





# PwC Advantage

## Our Philosophy to Help Our Clients Offer Competitive Packages to Employees

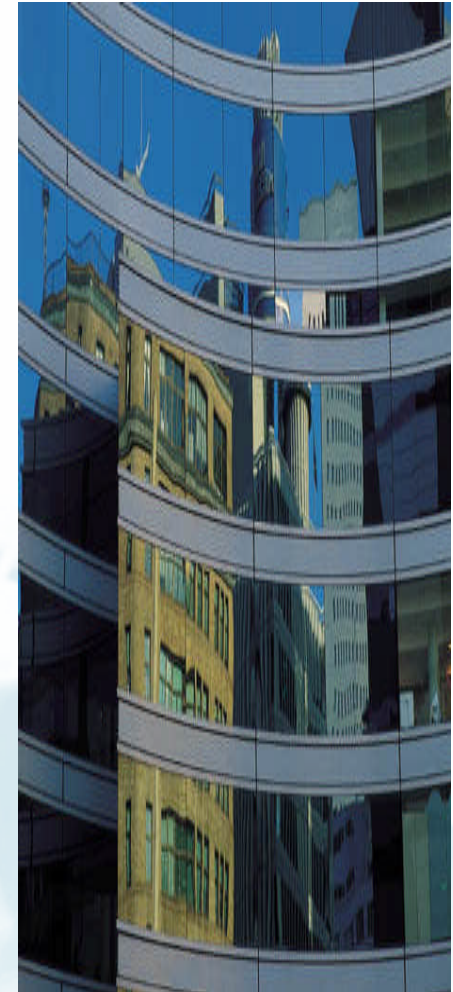
We will enable our clients to gain a leading edge over their competitors by securing for them up to date and comprehensive information for redesigning effective and competitive pay structures.

### *Our Objective*

We will be recognized as a provider of current information on competitive pay and innovative reward systems to a select group of organizations that wish to improve/retain their position in their market place.

### *Our Principle*

We are driven by the principle that serving the best interest of our clients are our primary commitment to excellence. We seek out prospective clients who we view as philosophically compatible with PwC.





# PwC Advantage for carrying out Salary Survey

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## Benefits of PwC Salary Benchmark Survey:

- Get clients situation tailored benchmark report with high level recommendations by PwC's HR experts;
- Enhance faster decision-making process;
- Cost advantage
- Job matching exercise will be carried out on behalf of every client with other market comparator organizations;
- Help remove inequity in salary and compensation structure;
- Conduct high level job evaluation be carried out identifying redundancies, if present;
- Get to know market trends of salaries and compensation structures for all management levels;
- Streamline client's internal HR system;
- Reduce employees turnover percentage;
- Get salary structure information of major industry players;
- Intent to reward employees on good performance;
- Gain more employees motivation and willingness to work efficiently;
- Counter internal politics, conflicts and improve organizational climate;
- Improve organizational efficiencies by attracting and retaining adequate talent;
- Retain and develop future leadership ladder;
- Reposition external equity;
- Introduce individual equity;
- Develop process equity;
- Help utilizing maximum optimal use of financial resources;
- Compliance with laws and regulations, if any;



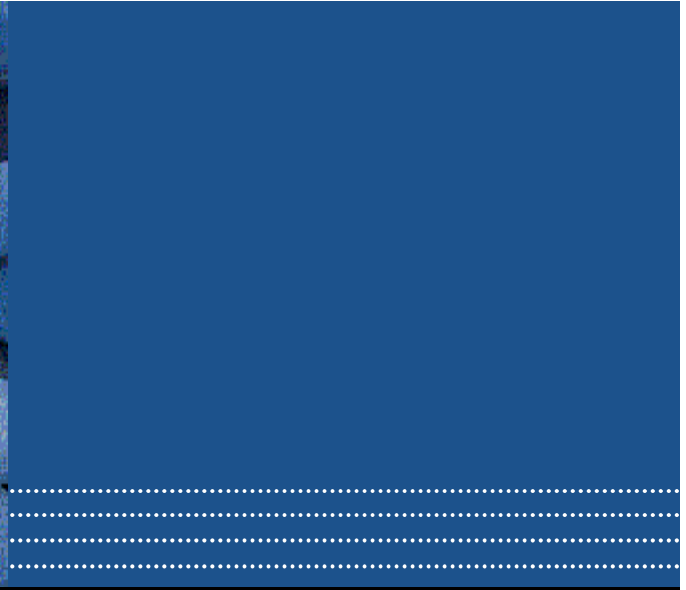
# PwC Advantage for carrying out Salary Survey

64

## Benefits of PwC Salary Benchmark Survey:

- Compliance with laws and regulations, if any;
- Improve administrative efficiencies;
- Restructure and implement HRM systems and procedures;
- Clarify roles and responsibilities among staff within organization;
- Strategize internal change management game plan for bringing about a change;
- Make client aware of the difference between COLA, Guaranteed Cash and other Benefits while considering salary revision;
- Roll-out of new structure by the Consultants to work as Change Agents, if need be;
- Answer clients questions on salary revision based on seniority or performance criteria;
- Avoid overlapping and duplication of responsibilities;
- Improve and retain critical skills inventory;
- Identify and develop human capital keeping a regular check on HRM and Comp and Ben Strategy;
- Develop and implement other HRM processes;
- Prepare internal Change Management team;
- Develop relations with PwC HRM experts to provide professional advice, whenever need be;
- Initiate, develop and implement HRMIS automation, etc.





# Our Key Players





# Our Key Players

**Name: Syed Haider Abbas, *Partner***

**Designation: Quality Assurance Partner**

*Key Experience:*

*Mr. Abbas is a Chartered Accountant from Institute of Chartered Accountants of Pakistan and has over 24 years experience with PwC, and acquired specialized skills in the areas of corporate and strategic profiling, fiscal regime concerning tax issues and implications, regulatory framework, capital markets and corporate and banking laws. Extensive experience and knowledge of corporate and taxation laws in Pakistan. He has carried out audits of a large number of organizations in the public and private sector, and several Non-Governmental Organizations. Advised a large number of clients in the public and private sectors on corporate and tax issues, and business profiling. Work also included such services as completion of legal and corporate formalities, joint ventures, shareholders agreements, structuring tax efficient packages, financial modeling including projections.*



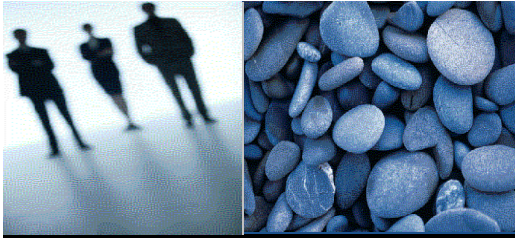
# Our Key Players

**Name: Kalimmuddin Ghauri**

**Designation: Senior Manager and a Team Leader**

*Key Experience:*

*Kalim is an Associate member of Institute of Chartered Accountants of Pakistan. He has more than 13 years assurance and advisory experience. As part of his advisory work experience he has worked on a number of engagements related to human resource services. He has assisted in the development of organizational strategies for further improvement in human resource practices with their long-term strategic business plans. Particular focus areas include compensation and benefits, rewards, HR due diligence, restructuring, job evaluation, strategic planning, analysis/ implementation of HR systems, change management, employee motivation surveys, job evaluations, etc. He has conducted salary survey's and carried out job evaluations for various organizations including carried out for multinational and national organizations. Some of the surveys for sectors include Pharmaceutical, Higher Education, Microcredit, Oil and Gas, Development Agencies and International and Local Not for Profit Organizations.*

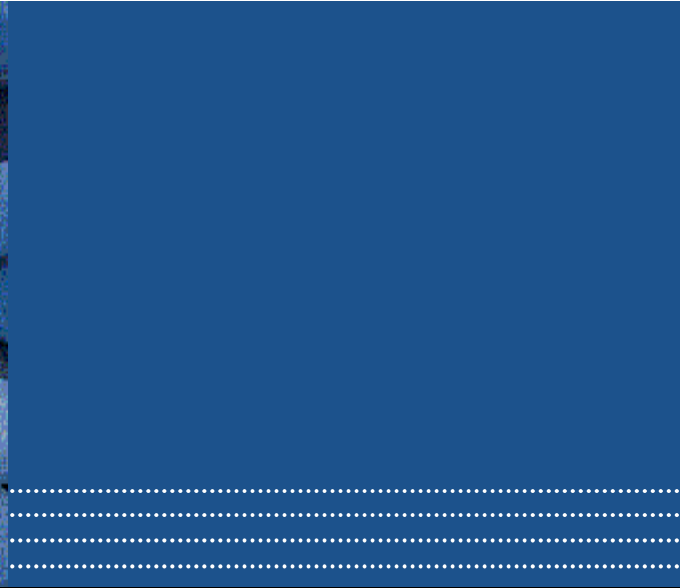


# Our Key Players

**Name: Sayed Bilal Haider Bokhary**  
**Designation: Manager HRS and a Project Manager**

*Key Experience:*

*Bilal is an Associate member of Institute of Management Consultancy, UK with 8 years of rigorous management consulting experience focusing on HRM/ ODD discipline in particular. He has been working in the field of HR and Organization Design and Development since 1999. His specialization is in Organization Design and Development. In addition to extensive project experience in human resource management he has assisted in the development of organizational strategies for further improvement in human resource practices with their long-term strategic business plans. Particular focus areas include compensation and benefits, rewards, HR due diligence, restructuring, job evaluation, strategic planning, analysis/ implementation of HR systems, change management, employee motivation surveys, job evaluations, employee stock options, profit bonus schemes etc. He has conducted salary survey's carried out for multinational and national organizations. Some of the surveys for specific sectors include Banking, Oil and Gas and Pharmaceutical companies. He works closely with the business clients, including senior management or executives in order to negotiate on work related issues. Conduct reviews for client's jobs and job grading structure and, to assess the quality of output before delivery, or during the implementation phase. Also, conduct data collection through personal meetings and designing of models to incorporate data analysis and evaluation. His clientele include pharmaceutical companies, PCB, CAA, PSO, SNGPL, SSGC, PRL, KESC, Jamshoro Power, HUBCO, NAB, NCHD, Soneri Bank, SBP, ABDP, PIFRA, CSAPL, Privatization Commission, etc.*



# Frequently Asked Questions





# Frequently Asked Questions

## How can we ensure the measurement and benchmarking exercise will add value to my organisation?

Saratoga endeavour to ensure that your measurement and benchmarking activity will produce demonstrable results. The process is designed around real organisational, strategic and human capital issues, deliberately avoiding the collection and production of data that produces interesting but unusable results. Measurement and benchmarking is an iterative discipline and must not be treated as a 'one-off' exercise. The value is greatly increased over a period of time, as clients develop their own portfolio of Metrics, trends and target setting and focus on the identification and prioritisation of actions. We advise clients new to the process, to begin simply and expand the exercise as your organisation becomes increasingly proficient in data collection and human capital measurement.

## What input is required from my organisation?

We will assist you to extract data in accordance with our definitions. This often requires providing data from multiple sources e.g. your Human Resource Information System, the Finance department and other functional disciplines. We recommend that you assign an individual to coordinate this internal activity, set timescales and liaise with your designated Saratoga Account Manager who will provide support and guidance.

## How do we ensure we are collecting relevant data for measurement and benchmarking purposes?

The data and Metrics contained in the HR Index™ database are collected in accordance with Saratoga definitions to ensure a like-for-like comparison. Your introductory/data review workshop will focus on these definitions and the alignment of your organisation's data with them. We will make efforts to maximise the use of your available data.



# Frequently Asked Questions

## How can you offer us suitable comparator organisations?

The HR Index™ is an extensive human capital database, built over a number of years using data from our client work, special interest groups and sponsored studies. It is central to our methodology that we agree the extent of and relevance of your comparator group(s) with you. We will work with you to define a list of 'criteria' by which other organisations are considered suitable for your measurement and benchmarking report. We are then able to offer a wide choice of global measurement and benchmarking organisations.

## How long does the process take?

A typical assignment will follow a well-defined process beginning with an introductory on-site workshop focussing on Metrics selection, definitions and sample criteria, through to report production and on-site feedback. The process usually runs over a two to three month period. However, this is highly dependent on the scope of the data collection exercise and the ease of data extraction within your organisation.

## Can Saratoga introduce us to other best practice organisations?

We aim to create and maximise networking opportunities to share experience and best practice. Examples include our annual conference, Talent Network and HR Shared Services Network events, industry-specific measurement and benchmarking groups, tailored research studies and sponsored projects.

## How can Saratoga advise on best practice?

Saratoga's extensive client base will ensure that your knowledge and exposure to best practice will grow from utilisation of our best practice questionnaire, networking with other organisations, and the presentation of case studies at our networking events.



# Frequently Asked Questions

## What can measurement and benchmarking tell us about my organisation's HR effectiveness?

The quantitative metric measures we use provide basic information linked to the delivery of HR processes in the organisation e.g. resourcing, learning & development. Critically, any review of HR itself must also include qualitative measures; we do this by utilising Saratoga's qualitative tools or by aligning the Metrics with existing qualitative data within your organisation. Aligning data and objective facts with internal 'customer' feedback and perceptions on service delivery will provide a well-rounded view of HR effectiveness. This will also yield a robust analysis of HR efficiency in relation to business needs.

## Can Saratoga assist us in defining and implementing next steps arising from our report?

Our aim is for clients to gain the maximum benefit from their tailored measurement and benchmarking activity. The scorecard analysis and written commentary constitutes a valuable diagnostic tool, providing a basis for guiding improvement initiatives. However, our philosophy is not limited to just the interpretation of this data. Your report from Saratoga will identify potential issues, areas for further investigation and possible next steps. We are experienced in applying our knowledge and expertise to help turn your measurement and benchmarking results into recommendations for further action.





# Frequently Asked Questions

## **Some Background information on Salary Surveys and Benchmark Positions:**

Roles need to be different from the person even holding similar position title. This shows a need for realignment of Job Descriptions.

### For example # 1:

If in any organization, there are 10 Accounts Officers working in Accounts department, hence, the benchmark job is only one and not 10 in number. Actually, only one position in that department needs to be benchmarked with other comparator organizations rather than considering all 10. But Accounts Officer Payable and Accounts Officer Receivables are two unique jobs.

### For example # 2:

If in any organization, there are 4 HR Officers working in HR department, hence, the benchmark job is only one and not 4 in number. Actually, only one position in that department needs to be benchmarked with other comparator organizations rather than considering all 4 people working on the same position. But HR Compensation & Benefits Officer and HR Training Officer are two unique jobs.

### For example # 3:

If in any organization, there are 7 Project Officers working in Projects department, hence, the benchmark job is only one and not 7 in number. Actually, only one position in that department needs to be benchmarked with other comparator organizations rather than considering all 7 people working on the same position. But Community Development Project Officer & Infrastructure Development Project Officer are two unique jobs.

### For example # 4:

If in any organization, there are 9 Engineers working in Engineering and Construction department, hence, the benchmark job is only one and not 9 in number. Actually, only one position in that department needs to be benchmarked with other comparator organizations rather than considering all 9 people working on the same position. But Mechanical Engineer, Electrical Engineer, Civil Engineer, Electronics Engineer, Radio Engineer, Project Engineer etc are six unique jobs.



# Frequently Asked Questions

**Management Levels:** Management levels also vary according to any organization needs.

For example # 1:

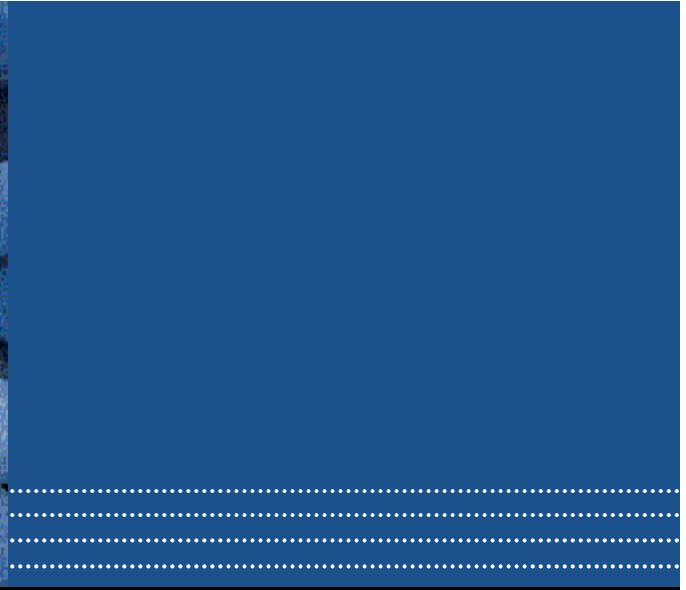
President, Executive Vice President, Vice President, Assistant Vice President, Manager, Assistant Manager, Senior Officer, Officer, are eight different management levels, and employees in each of the management level even from the same department will be considered individual benchmark jobs. If nature of job is no different, hence, organization is in need of restructuring exercise.

For example # 2:

Chief Executive, Senior General Manager, General Manager, Deputy General Manager, Assistant General Manager, Manager, Assistant Manager, Senior Officer, and Officer, are eight different management levels, and employees in each of the management level even from the same department will be considered individual benchmark jobs. If nature of job is no different, hence, organization is in need of restructuring exercise.

The basis for most pay programs is a pay structure - a hierarchy of jobs with pay ranges and/or rates assigned. Pay structures are designed so that the greater the worth of a job (as determined by internal or external equity), the higher the pay grade and range. Developing a pay structure is a process with a series of steps:

- job analysis,
- job documentation,
- development of a job worth hierarchy,
- labor market data collection and analysis, and
- establishment of pay rates and/or ranges.



# List of Comparator Organizations



# Comparator Organizations

## AFGHAN EXECUTIVE

1	AISA	Afghanistan Investment Support Agency
2	ARCS	Afghan Red Crescent Society
3	BMA	Bank Millie Afghanistan
4	GA	General Attorney
5	IGH	Indira Gandhi Hospital
6	JH	Jamhoriat Hospital
7	KMU	Kabul Medical University
8	MCN	Ministry of Counter Narcotics
9	MoAAHF	Ministry of Agriculture Animal Husbandry & Food
10	MoC	Ministry of Communications
11	MoD	Ministry of Defence
12	MoE	Ministry of Education
13	MoEcon	Ministry of Economy and Work
14	MoF	Ministry of Finance
15	MoFA	Ministry of Foreign Affairs
16	MoFTA	Ministry of Frontiers and Tribal Affairs
17	MoH	Ministry of Health

# Comparator Organizations

## AFGHAN EXECUTIVE

18	MoHE	Ministry of Higher Education
19	MoIA	Ministry of Internal Affairs
20	MoICT	Ministry of Information, Culture, Tourism and Youth
21	MoJ	Ministry of Justice
22	MoMDSA	Ministry of Martyrs, Disabled and Social Affairs
23	MoMI	Ministry of Mines & Industries
24	MoP	Ministry of Pilgrimage (Haj)
25	MOPW	Ministry of Public Works
26	MoRR	Ministry of Refugees and Returnees
27	MoT	Ministry of Trade (Formerly Commerce)
28	MoTPT	Ministry of Transportation
29	MoUD	Ministry of Urban Development
30	MoWA	Ministry of Women Affairs
31	MoWE	Ministry of Water & Energy
32	MRRD	Ministry of Rural Rehabilitation & Development
33	NDPD	National Disaster Preparedness Department
34	NSA	National Security Advisor




# Comparator Organizations

## DONOR

1	ADB	Asian Development Bank
2	CIDA	Canadian International Development Agency
3	DFID	Department for International Development
4	EC	European Commission
5	ECHO	European Commission Humanitarian Aid Office
6	GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
7	JICA	Japan International Cooperation Agency
8	KfW	Kreditanstalt für Wiederaufbau /German Bank for Reconstruction
9	SDC	Swiss Agency for Development and Cooperation
10	USAID	United States Agency for International Development
11	WB	World Bank

# Comparator Organizations

## EMBASSIES

1	EF	Embassy of France
2	EI	Embassy of India
3	Emb.China	Embassy of the people's Republic of China
4	EoC	Embassy of Canada
5	EoD	Embassy of Denmark
6	EoG	Embassy of Germany
7	EoI	Embassy of Iran
8	EoI*	Embassy of Italy
9	EoJ	Embassy of Japan
10	EoK	Embassy of Korea
11	EoN	Royal Netherlands Embassy
12	EoP	Embassy of Pakistan
13	EoSA	The Royal Embassy of Saudi Arabia
14	ERI	Embassy of the Republic of Indonesia
15	ERT	Embassy of Republic of Tajikistan
16	ET	Embassy of Turkey
17	RNE	Royal Norwegian Embassy
18	UK EMB	British Embassy
19	USA - E	American Embassy

# Comparator Organizations

## INTERNATIONAL NGOs

1	A-Aid	Afghan Aid
2	AAR Japan	Association for Aid and Relief - Japan
3	ACF	Action Contre La Faim
4	ACKU	Afghanistan Center at Kabul University
5	ACTED	Agency For Technical Cooperation & Development
6	Action Aid	Action Aid Afghanistan
7	ADF	Anatolian Development Foundation
8	ADRA	Adventist Development and Relief Agency
9	AFRANE	Amitie Franco-Afghane
10	AFSC	American Friends Service Committee
11	AGEF	Association Of Experts In The Field Of Migration And Development Cooperation
12	AINA	Afghan Media and Culture Center
13	AKF	Agha Khan Foundation-Afghanistan
14	AMI	Aide Medicale Internationale
15	ARI	Ansar Relief Institute (ARI)
16	ATLAS	ATLAS Logistique
17	BAAG	British Agencies Afghanistan Group
18	BRAC	BRAC Afghanistan



# Comparator Organizations

## INTERNATIONAL NGOS

19	CA	Christian Aid
20	CAFÉ	Central Asian Free Exchange
21	Care	Care International in Afghanistan
22	Caritas	Caritas Germany
23	CFA	Child Fund Afghanistan
24	CFBT	Center for British Teachers
25	CHF	Community Habitat Finance
26	CI	Counter Part Internation
27	CiC	Children in Crisis
28	CIMMYT	International Maize & Wheat Improvement Center
29	COOPI	Cooperazione Internazionale
30	CordAid	Catholic Organization for Relief and Development Aid
31	CRS	Catholic Relief Services
32	CWS	Church World Service
33	CWW	Concern World Wide
34	DAARTT	Danish Assistance to Afghan Rehabilitation and Technical Training
35	DAC	Danish Afghanistan Committee
36	DACAAR	Danish Committee for Aid to Afghan Refugees




# Comparator Organizations

## INTERNATIONAL NGOs

55	HI	Handicap International
56	HNI -TPO	Health Net International Transcultural Psychosocial Organization
57	HWW	Hope World Wide
58	IAM	International Assistance Mission
59	IANDA	International Alliance for Nation Development in Afghanistan
60	IAS	Indo Afghan Society
61	ICMC	International Catholic Migration Commission
62	IFES	International Foundation for Election System
63	ILO	International Labour Organization
64	IMC	International Medical Corps
65	INTERSOS	Humanitarian Organization for Emergency (INTERSOS)
66	IRC	International Rescue Committee
67	IR-UK	Islamic Relief-UK
68	ISRA	Islamic Relief Agency
69	Italian NGO	Italian NGO
70	JCCP	The Japan Center for Conflict Prevention
71	JEN	Japan Emergency NGOs
72	JIFF	Japan International Friendship & Welfare Foundation




# Comparator Organizations

## INTERNATIONAL NGOs

73	JMAS	Japan Mine Action Service
74	JVC	Japan International Volunteer Center
75	JWA	Jacob's Well Appeal
76	KIBOU	NGO Kibou
77	LEPCO	Leprosy Control Organization
78	LICOMI	Liaison & Consultancy for Misereor
79	MADERA	Mission d'Aide au Developpement des Economies Rurales en Afghanistan
80	MALTESER	Malteser -International
81	MC	Mercy Corps International
82	MDM	Medecins Du Monde
83	MEDAIR	MEDAIR
84	MERLIN	Medical Emergency Relief International
85	MHI	Muslim Hands International
86	Mission East	Mission East
87	MMCC	Mobile Mini Circus for Children
88	MRCA	Medical Refresher Courses for Afghans
89	MSH	Management Science for Health
90	MSIA	Marie Stopes International Afghanistan

# Comparator Organizations

## INTERNATIONAL NGOs

91	NAC	Norwegian Afghanistan Committee
92	NCA	Norwegian Church Aid
93	NCMA	Nazarene Compassionate Ministries Afghanistan
94	NRC	Norwegian Refugee Council
95	OI	Ockenden International
96	ORA	Orphans Refugees and Aid
97	OXFAM	OXFAM-GB (Afghanistan Programme)
98	PARSA	Physiotherapy and Rehabilitation Support for Afghanistan
99	PHO	Polish Humanitarian Organization
100	PIN	People in Need
101	PIPA	People in Peril Association
102	PMM	Polish Medical Mission
103	PSF	Pharmaciens Sans Frontieres
104	QSI	Quality School International
105	SAB	Solidarite Afghanistan Belique
106	SCA	Swedish Committee for Afghanistan
107	SC-JP	Save the Children - Japan
108	SCS-N	Save the Children - Sweden-Norway




# Comparator Organizations

## UN AGENCIES

1	AIMS	Afghanistan International Management System
2	CDAP	Comprehensive Disabled Afghan's Program
3	FAO	Food & Agriculture Organization
4	MCPA	Mine Clearance Planning Agency
5	UNAMA	United Nations Assistance Mission in Afghanistan
6	UNAMA B	United Nations
7	UNCHS (Habitat)	United Nations Center for Human Settlement
8	UNDP	United Nations Development Program
9	UNEP	United Nations Environment Programme
10	UNESCO	United Nations Educational Scientific and Cultural Organization
11	UNFPA	United Nations Family and Population Agency
12	UNHAS	United Nations Humanitarian Air Services
13	UNHCR	United Nations High Commissioner for Refugees
14	UNICEF	United Nations International Children Emergency Fund
15	UNIFEM	United Nations Development Fund for Women
16	UNIRIN	United Nations Integrated Regional Information & Networks



# Comparator Organizations

## UN AGENCIES

17	UNODC	United Nations Office on Drugs and Crime
18	UNSECOORD	UN Security Coordination Office
19	WFP	World Food Program
20	WHO	World Health Organization




# Comparator Organizations

## INTERNATIONAL ORGANIZATIONS

1	AKDN	Agha Khan Development Network
2	CTF	Coalition Task Force
3	ICRC	International Committee of Red Cross
4	IFRC	International Federation of Red Cross and Red Crescent Society
5	IMPCS	Institute for Media, Policy and Civil Society
6	IOM	International Organization for Migration

## MILITARY

1	ISAF	International Security Assistance Force
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## OTHERS

1	EU	European Union Special Representative office in Afghanistan
2	PCSC	Pamir Cultural Society Council
3	UoN	University of Nebraska

# Comparator Organizations

## PRESS

1	ABCN	ABC News
2	AFP	Agence France Presse
3	Al-Jazeera	Al -Jazeera Television
4	ANW	Afghan National Weekly
5	AP	Associated Press
6	ATN	Ariana Fadio & Television Network
7	AVA	Afghan Voice Agency
8	BBC	British Broadcasting Corporation
9	BBC-AEP	British Broadcasting Corporation
10	EM	Eqtedar Melli
11	FARDA*	Farda
12	GMA	Good Morning Afghanistan
13	GPA	Deutsche Press Agentur
14	GPRT	General Presidency of Radio and Television
15	INTERNEWS	Internews Afghanistan
16	IWPR	Institute of War and Peace Reporting
17	Kabul Times	The Kahul Times- Daily
18	Killid	Killid



# Comparator Organizations

## PRESS

19	KW	Kabul Weekly
20	MD	Mashal-e-Democracy
21	MM.	Musharekat-e-Milli
22	MSP	Media Support Partnership
23	NBC News	NBC New (American TV)
24	NJUA	The National Journalists Union of Afghanistan
25	PANA	Pajwok Afghan News Agency
26	RA	Radio Afghanistan
27	Radio Kilid	Radio Kilid
28	Reuters	Reuters
29	RF	Radio Free
30	RL	Reuters Limited
31	SABAWOON	Sabawoon
32	Sayara	Sayara Media & Communication
33	VoA	Voice of America

# Comparator Organizations

## PRIVATE COMPANIES

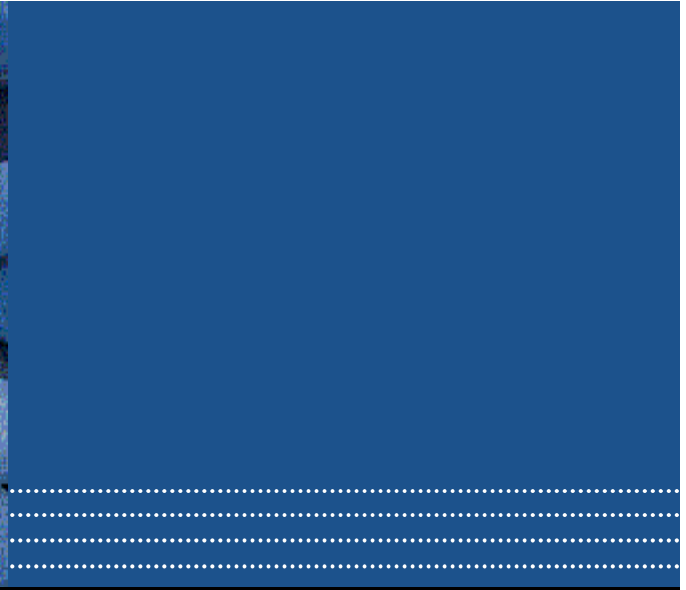
1	AACC	Ashna Azad Construction Company
2	ACCL	Afghan Yar Construction Company Limited
3	AEC	Afghan Express Construction
4	AETRO	Ahmad Baba Economic & Technical Research Organization
5	APCC	Afghan Power Corporation Company
6	AWCC	Afghan Wireless Communication Company
7	AWEDA Han	Afghan Women Enterprise Development Association
8	BCF	Basirat Construction Firm
9	EBRCC	Ehsan Building and Road Construction Co Ltd
10	FedEx	Federal Express
11	FMFB	The first Microfinance Bank
12	GGH	Golden Guest House
13	GP	Global Partners
14	GRCC	Gotland Rehabilitation and Construction Company Ltd
15	HDMCC	Haji Dost Muhammad Construction Company
16	HSRO	Habib Selaman Construction Organization
17	IRD	International Relief & Development, Inc- IRD-USAID
18	IS	Iflex Solutions




# Comparator Organizations

## PRIVATE COMPANIES

19	JPCC	Jabbar Paiman Construction Co.
20	KGCF	Kabul Group Consulting Firm
21	KTCC	Khurasan Toran Construction Company
22	MCRC	Majead Construction Rehbilition company LTD
23	Nazari	Nazari Reconstruction Company
24	NCCA	Nazari Construction Company Ltd
25	NCCC	New Century Construction Company
26	NWCC	Nawi Watan Construction Company
27	PACTEC	Partners in Aviation and Communications Technology
28	PCP-I	PCP International(ME) LTD.
29	PYRAMID	Geo Engineering and Construction Co.
30	ROSHAN	Telecom Development Company Afghanistan Ltd.
31	SCC	Shuja Amen Building & Road Construction Corporation
32	SDCC	Sardar Design and Construction Company
33	SERENA	Kabul - Serena Hotel
34	SHARP	Sharp - Afghanistan
35	SLHS	Safi Landmark Hotel & Suites
36	Spinzar Hotel	Spinzar Hotel
37	SV-Hotel	Sorosh Villa International Hotel And Restaurant Facilities



# Our Standard Fee Structure

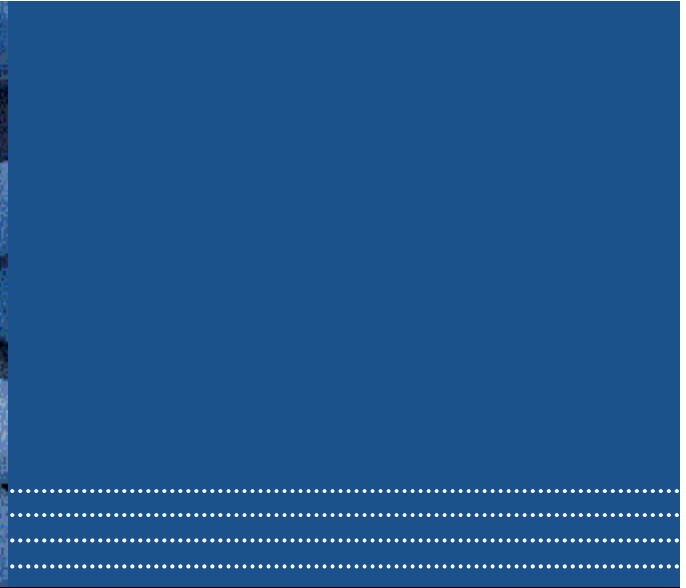





# Our Standard Fee Structure

## FEE STRUCTURE ON PARTICIPATION

NO. OF BENCHMARK POSITIONS	FEE FOR COMMERCIAL CLIENTS	FEE FOR NON-COMMERCIAL CLIENTS
CEO/ Country Head position	US \$ 900	US \$ 700
<b><u>MANAGEMENT POSITIONS (excluding CEO position)</u></b>		
5 to 10 positions	Minimum US \$ 2,000	Minimum US \$ 1,500
11 to 20 positions	US \$ 2,000 + US\$ 120 per position	US \$ 1,500 + US\$ 100 per position
21 to 30 positions	US \$ 3,800 + US\$ 100 per position	US \$ 2,500 + US\$ 90 per position
More than 30 positions	US \$ 4,800 + US\$ 80 per position	US \$ 3,400 + US\$ 70 per position
<b><u>NON-MANAGEMENT POSITIONS</u></b>		
5 to 10 positions	Minimum US \$ 1,500	Minimum US \$ 1,000
11 to 20 positions	US \$ 1,500 + US\$ 90 per position	US \$ 1,500 + US\$ 80 per position
21 to 30 positions	US \$ 2,400 + US\$ 80 per position	US \$ 2,300 + US\$ 70 per position
More than 30 positions	US \$ 3,200 + US\$ 70 per position	US \$ 3,000 + US\$ 60 per position



# Contact Us





# Contact Us

## Afghanistan

### *Address*

*House No. 11, Street 2  
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