

GLOBAL GRADING SUMMARY

| Smiths Group Global Architecture | | Smiths Divisional Global Grading | | | |
|-------------------------------------|-------|-------------------------------------|------------|--------------|---------|
| Band | Grade | | Management | Professional | Support |
| Band 2 | 16 | | M6 | | |
| Band 3 | 15 | | M5 | P6 | |
| | 14 | | M4 | P5 | |
| Band 4 | 13 | | M3 | | |
| | 12 | | | P4 | |
| | 11 | | M2 | | |
| Band 5 | 10 | | M1 | P3 | |
| | 9 | | | P2 | S5 |
| | 8 | | | P1 | S4 |
| Band 6 | 7 | | | | S3 |
| | 6 | | | | S2 |
| | 5 | | | | S1 |

GLOBAL GRADING DESCRIPTORS

| MANAGEMENT (M1 - M5) | | | | | |
|---------------------------|--|--|---|---|---|
| Divisional Grade | M1 | M2 | M3 | M4 | M5 |
| Global Architecture Grade | 10 | 11 | 13 | 14 | 15 |
| Factor | Supervision of Entry-Level or Semi-Skilled | Supervision of Skilled/Entry Professional | First-Level Management | Second-Level Management | First-level strategic management |
| Management Role | Directly supervises entry-level or semi-skilled employees such as production (assembly, machines, operations) or clerical (data entry, material tracking) individuals. | Directly supervises Support individual contributors (skilled technicians, administrative support) and/or entry-level professionals (accountants, entry-level engineers). | Manages experienced professionals (P3 individual contributor and above) who exercise latitude and independence in their assignments. Often heads one or more sections or a small department. | Manages subordinate management and/or experienced specialist employees who exercise significant latitude and independence. Often heads more than one department. | Directs through lower management levels. Has responsibility for managing a function that includes multiple related departments. |
| Policy and Strategy | Directs daily operations of a work unit. | Administers and executes policies, processes, and procedures that affect subordinate employees and the workflow of the unit. | Interprets and administers policies, processes, and procedures that may affect sections and subordinate work units. | Establishes operating policies and procedures that affect departments and subordinate sections and work units. Interprets company-wide policies and procedures. Develops budgets, schedules, and performance standards. | Establishes policies appropriate for the function. Interprets and recommends modifications to company-wide policies and practices. |
| Freedom to Act | Assignments are largely established in accordance with schedules and deliverables. Work is reviewed for accuracy and completeness. | Assignments are task or activity-oriented. Work is reviewed for soundness of judgment and overall quality and efficiency. | Assignments are defined in terms of activities and objectives. Work is reviewed upon completion for adequacy in meeting objectives. | Assignments are objective oriented. Work is reviewed in terms of meeting the organization's objectives and timelines. | Objectives are defined in collaboration with senior management and results assessed from a relatively long-term perspective. |
| Impact | Decisions have a direct impact on work unit operations. Erroneous decisions or recommendations or failure to achieve results might cause delays in schedules. | Decisions impact work unit operations. Erroneous decisions or recommendations or failure to achieve results might cause delays in schedules and require the allocation of more people and financial resources. | Decisions have an impact on work processes and outcomes. Erroneous decisions or recommendations or failure to complete assignments normally result in serious delays and considerable expenditure of additional time, resources, and funds. | Decisions have an extended impact on work processes and outcomes. Erroneous decisions will result in critical delays and modifications to projects or operations and jeopardize future business activity. | Decisions have a serious impact on the overall success or failure on area of accountability. Erroneous decisions or recommendations may cause critical delays or modifications to company projects or operations, causing substantial expenditure of time, resources, and funds. |
| Liaison | Interacts daily with subordinates and/or peers within similar and/or related functions primarily for the purpose of presenting and exchanging information. | Interacts internally primarily with subordinates and other supervisors. External interaction is typically with suppliers, vendors, and/or customers. Primary purpose of liaison is information sharing and basic problem resolution. | Interacts frequently with internal personnel and outside representatives at various levels. Participates and presents at meetings with internal and external representatives. Interaction typically concerns resolution of operational and scheduling issues. | Interacts frequently with internal and external management and senior-level customer representatives concerning projects, operational decisions, scheduling requirements, and/or contractual clarifications. Leads briefings and technical meetings for internal and external representatives. | Interacts with senior management, and others concerning matters of significance to the company. Conducts business and technical briefings for senior and top management and for external representatives. |

| PROFESSIONAL - NON-TECHNICAL | | | | | |
|------------------------------|---|---|---|---|--|
| Divisional Grade | P1 | P2 | P3 | P4 | P5 |
| Global Architecture Grade | 8 | 9 | 10 | 12 | 14 |
| Factor | Inexperienced | Experienced | Career Level | Senior Professional Consultant to Management | Expert Consultant to Senior Management |
| Knowledge | Learns to use professional concepts. Limited use and/or application of basic principles, theories, and concepts. Limited knowledge of industry practices and standards. | Developing professional expertise, applies company policies and procedures to resolve a variety of issues. Frequent use and general knowledge of industry practices, techniques, and standards. General application of concepts and principles. | This job is the fully qualified, career-oriented, journey-level position. Complete understanding and application of principles, concepts, practices, and standards. Full knowledge of industry practices. | Uses professional concepts and company objectives to resolve complex issues in creative and effective ways. Contributes to the development of new concepts, techniques, and standards. Considered an expert in the field within the functional group and perhaps entire organization. | Uses skills to contribute to development of company objectives and principles and to achieve goals in creative and effective ways. Develops advanced concepts, techniques, and standards. Develops new applications based on professional principles and theories. |
| Problem Solving | Solves routine problems of limited scope and complexity following established policies and procedures. | Develops solutions to a variety of problems of moderate scope and complexity. Refers to policies and practices for guidance. | Develops solutions to a variety of complex problems. May refer to established precedents and policies. | Develops solutions to complex problems which require the regular use of ingenuity and innovation. Ensures solutions are consistent with organization objectives. | Develops solutions to problems of unusual complexity which require a high degree of ingenuity, creativity, and innovativeness. Challenges are frequently unique and solutions may serve as precedent for future decisions. |
| Scope & Job Complexity | Works on problems of limited scope. Work is closely supervised. Follows specific, detailed instructions. | Works on problems of moderate scope where analysis of situations or data requires a review of a variety of factors. Works under only very general supervision. Work is reviewed for soundness of judgment and overall adequacy and accuracy. | Works on problems of diverse scope where analysis of data requires evaluation of identifiable factors. Participates in determining objectives of assignment. Arranges own activities in accomplishing objectives. | Works on complex issues where analysis of situations or data requires an in-depth evaluation of variable factors. Work is performed without appreciable direction. Exercises considerable latitude in determining objectives and approaches to assignment. | Works on significant and unique issues where analysis of situations or data requires an evaluation of intangibles. Works under consultative direction toward long-range goals and objectives. Assignments are often self-initiated. |
| Impact | Contributions are usually limited to task-related activities. Errors do not typically have a major effect on the organization. | Contributes to the completion of organizational projects and goals. Errors in judgment or failure to achieve results would normally require a moderate expenditure of resources to rectify. | Exerts some influence on the overall objectives and long-range goals of the organization. Erroneous decisions or failure to achieve objectives would normally have a serious effect upon the administration of the organization. | Effects of decisions are long-lasting and heavily influence the future course of the organization. Errors in judgment or failure to achieve results would result in the expenditure of large amounts of company resources. | Decisions affect the financial, employee, or public relations posture of the organization. Erroneous decisions or recommendations would normally result in failure to achieve goals critical to the major objectives of the organization. |
| Liaison | Contacts are primarily with immediate supervisor and other individuals in the section or group. | Frequent internal company and limited external contacts. Can represent organization on specific projects within limited scope. | Represents organization as a prime contact on projects or initiatives. Interacts with senior internal and external individuals on significant matters, often requiring coordination between organizations. | Serves as consultant to management and special external spokesperson for the organization on major matters pertaining to its policies, plans, and objectives. | Serves as prime consultant and external spokesperson for the organization on highly significant matters relating to policies, programs, capabilities, and long-range goals and objectives. |
| Supervision | Normally receives detailed instructions on all work. | Normally receives general instructions on routine work, detailed instructions on new projects or assignments. | Normally receives little instruction on day-to-day work, general instructions on new assignments. | Determines methods and procedures on new assignments and may coordinate activities of other personnel (Team Lead). | Acts independently to determine methods and procedures on new or special assignments. May supervise the activities of others. |
| Typical Years Experience | 0 - 2 years | 2 - 5 years | 5 - 9 years | 9 - 14 years | 15+ years |

| PROFESSIONAL - TECHNICAL | | | | | | |
|---------------------------|---|--|--|--|--|---|
| Divisional Grade | P1 | P2 | P3 | P4 | P5 | P6 |
| Global Architecture Grade | 8 | 9 | 10 | 12 | 14 | 15 |
| Factor | Inexperienced | Experienced | Career Level | Senior Professional Consultant to Management | Expert Consultant to Senior Management | Expert Consultant to Top Management |
| Knowledge | Learns to use professional concepts. Limited use and/or application of basic principles, theories, and concepts. Limited knowledge of industry practices and standards. | Developing professional expertise, applies company policies and procedures to resolve a variety of issues. Frequent use and application of technical standards, principles, theories, concepts, and techniques. | This job is the fully qualified, career-oriented, journey-level position. Complete understanding and wide application of technical principles, theories, and concepts in the field. General knowledge of other related disciplines. | Uses professional concepts and company objectives to resolve complex issues in creative and effective ways. Applies extensive technical expertise and has full knowledge of other related disciplines. | Uses skills to contribute to development of company objectives and principles and to achieve goals in creative and effective ways. Applies advanced technical principles, theories, and concepts. Viewed as an expert within the company. | Exhibits and exceptional degree of ingenuity, creativity, and resourcefulness. Apply and/or develop highly advanced technologies, scientific principles, theories, and concepts. Viewed as an expert within the industry. |
| Problem Solving | Develops solutions to routine technical problems of limited scope. | Provides solutions to a variety of technical problems of moderate scope and complexity. | Provides technical solutions to a wide range of difficult problems. Solutions are imaginative, thorough, practicable and consistent with organization objectives. | Develops technical solutions to complex problems which require the regular use of ingenuity and creativity. | Works on unusually complex technical problems and provides solutions which are highly innovative and ingenious. | Develops information which extends knowledge in a given field. Information may form the basis of newly developed concepts, theories, and products. |
| Scope & Complexity | Works on problems of limited scope. Work is closely supervised. Follows specific, detailed instructions. | Works on problems of moderate scope where analysis of situations or data requires a review of a variety of factors. Follows established procedures. Work is reviewed for soundness of technical judgment, overall adequacy and accuracy. | Works on problems of diverse scope where analysis of data requires evaluation of identifiable factors. Independently determines and develops approach to solutions. Work is reviewed upon completion for adequacy in meeting objectives. | Works on complex issues where analysis of situations or data requires an in-depth evaluation of variable factors. Exercises considerable latitude in determining technical objectives of assignment. Completed work is reviewed from a relatively long-term perspective for desired results. | Works on complex issues where analysis of situations or data requires an in-depth evaluation of variable factors. Works under consultative direction toward predetermined long-range goals and objectives. Determines and pursues courses of action necessary to obtain desired results. | Works on significant and unique issues where analysis of situations or data requires an evaluation of intangibles. Often acts independently to uncover and resolve issues associated with the development and implementation of operational programs. Plans R&D programs and recommends technological application programs to accomplish long-range objectives. |
| Impact | Contributes to completion of routine technical tasks. Failure to achieve results can normally be overcome without serious effect on schedules and programs. | Contributes to completion of milestones associated with specific projects. Failure to achieve results or erroneous decisions or recommendations may cause delays in program schedules and may result in the allocation of additional resources. | Contributes to completion of specific programs and projects. Failure to obtain results or erroneous decisions or recommendations would typically result in serious program delays and considerable expenditure of resources. | Guides the successful completion of major programs and may function in a project leadership role. Erroneous decisions or recommendations would typically result in failure to achieve major organizational objectives. | Develops advanced technological ideas and guides their development into a final product. Erroneous decisions or recommendations would typically result in failure to achieve critical organizational objectives and affect image of organization's technological capability. | Designs research and develops highly advanced new applications resulting in new product/business opportunities for the company. Erroneous decisions or recommendations would have a long-term negative effect on the organization's reputation and business posture. |
| Liaison | Contacts are primarily with immediate supervisor, project leaders, and other professionals in the group. | Primarily internal company contacts. Infrequent inter-organizational and outside customer contacts on routine matters. | Frequent inter-organizational and outside customer contacts. Represents organization in providing solutions to difficult technical issues associated with specific projects. | Represents organization as prime technical contact on contracts and projects. Interacts with senior external personnel on significant technical matters often requiring coordination between organizations. | Serves as organization spokesperson on advanced projects and/or programs. Acts as advisor to management and customers on advanced technical research studies and applications. | Serves as consultant to top management in long-range company planning concerning new or projected areas of technological research and advancements. Prime spokesperson on company's technical capabilities and future directions. |
| Supervision | Normally receives detailed instructions on all work. | Normally receives general instructions on routine work, detailed instructions on new projects or assignments. | Normally receives little instruction on day-to-day work, general instructions on new assignments. | Determines methods and procedures on new assignments and may coordinate activities of other personnel (Team Lead). | Acts independently to determine methods and procedures on new or special assignments. May supervise the activities of others. | Exercises wide latitude in determining objectives and approaches to critical assignments. |
| Typical Years Experience | 0 - 2 years | 2 - 5 years | 5 - 9 years | 9 - 14 years | 15+ years | 20+ years |

GLOBAL GRADING DESCRIPTORS

| SUPPORT | | | | | |
|---------------------------|--|--|---|---|---|
| Divisional Grade | S1 | S2 | S3 | S4 | S5 |
| Global Architecture Grade | 5 | 6 | 7 | 8 | 9 |
| Factor | Entry | Intermediate | Senior | Specialist | Senior Specialist |
| Knowledge | <p>Little or no knowledge of the job.</p> <p>Moderate understanding of general job aspects and some understanding of the detailed aspects of the job.</p> | <p>Considerable knowledge of the job. Substantial acquaintance with and understanding of general aspects of the job with a broad understanding of the detailed aspects of the job.</p> | <p>Full knowledge of the job.</p> <p>Complete acquaintance with and understanding of the general and detailed aspects of the job and their practical applications to problems and situations ordinarily encountered.</p> | <p>Extensive knowledge in specialized functions.</p> <p>A wide and comprehensive acquaintance with, and understanding of, both general and specific aspects of the job and their practical application to complex problems and situations ordinarily encountered.</p> | <p>Consistently works on complex assignments requiring autonomous action and a high degree of initiative to resolve issues.</p> <p>Makes recommendations for new procedures.</p> |
| Skill | <p>Acquires job skills and learns company policies and procedures to complete routine tasks.</p> | <p>Applies acquired job skills and company policies and procedures to complete assigned tasks.</p> | <p>Has substantial understanding of the job and applies knowledge and skills to complete a wide range of tasks.</p> | <p>As a skilled specialist, completes tasks in resourceful and effective ways.</p> | <p>As a highly skilled specialist, contributes to the development of concepts and techniques.</p> <p>Completes complex tasks in creative and effective ways.</p> |
| Supervision | <p>Close supervision involving detailed instructions and constant checking on work performance.</p> | <p>Normally follows established procedures on routine work, requires instructions only on new assignments.</p> | <p>No instructions needed on routine work, and general instructions given on new lines of work or special assignments.</p> | <p>Limited supervision.</p> <p>Work may be done without established procedures.</p> <p>May be informal team leader.</p> | <p>Minimal supervision.</p> <p>Acts autonomously to determine methods on new assignments.</p> <p>Often acts as a facilitator and team leader.</p> |
| Consequence of Errors | <p>Errors can be easily and quickly detected within the immediate work unit and would result only in minor disruption or expense to correct.</p> | <p>Errors may be detected and corrected but may cause minor loss of time or customer/user dissatisfaction.</p> | <p>Errors may be detected and corrected but may cause moderate loss of time or customer/user dissatisfaction.</p> | <p>Errors may be difficult to detect and would normally result in loss of customer business, material, or equipment to resolve.</p> | <p>Errors are very difficult to detect and would normally require significant expenditures to resolve.</p> |
| Contacts | <p>Contacts are primarily within immediate work unit.</p> <p>Contacts involve obtaining or providing information requiring little explanation or interpretation.</p> | <p>Contacts are typically with individuals within own department and occasionally with contacts outside the organization.</p> <p>Contacts involve obtaining or providing information or data requiring some explanation or interpretation.</p> | <p>Contacts may be frequent with individuals representing other departments, and/or representing outside organizations.</p> <p>Contacts involve obtaining or providing information or data on matters of moderate importance to the function of the department.</p> | <p>Contacts are frequent with individuals representing other departments, and/or representing outside organizations.</p> <p>Contacts involve obtaining or providing information or data on matters of significant importance to the function of the department.</p> | <p>Contacts are frequent with individuals representing outside organizations, and/or individuals of significant importance within the company.</p> <p>Contacts involve planning and preparation of the communications, require skill, tact, and/or persuasion, to accomplish the objectives of the communication.</p> |
| Typical Years Experience | 0 - 1 | 1 - 3 | 3 - 5 | 5 - 7 | 7+ |