



TOWERS
PERRIN

High Tech Database

COMPENSATION DATA BANK™ (CDB)

TOWERS PERRIN'S CDB HIGH TECH DATABASE

Our Compensation Data Bank™ (CDB) High Tech Database — in Asia/Pacific, Canada, Europe, Middle East, Africa, Latin America and the United States — provides a single, globally consistent data solution for high-tech companies around the world.



By joining our CDB High Tech Database you have access to information and consulting services not available from any other source.

KEEPING UP WITH PAY TRENDS IN AN EVOLVING GLOBAL ECONOMY

In the high-tech industry, the challenge of recruiting, retaining and engaging employees has never been greater. As competition for people and skills intensifies — in all parts of the world — there's corresponding pressure to ensure that your company's pay programs are effectively meeting these critical workforce needs. That, in turn, demands reliable, relevant and timely data to determine the right pay levels and mix for a workforce that spans countries and hemispheres.

At Towers Perrin, we know that effective compensation decisions depend not only on having the best data, but having availability from a single, consistent source to minimize the time and complexity of data management. Our high-tech surveys are global, with consistent content and formats — providing both multinational and local companies with a common way to analyze data across borders and industry sectors.

Our CDB High Tech Database builds on our experience in serving the data and consulting needs of this industry for more than 20 years. By joining our High Tech Database, you have access to information and consulting resources not available from any other source. And you'll have the assurance of working with a global leader in compensation, benefit and HR consulting.

HIGH TECH DATABASE AT A GLANCE

- Over 550 companies, many participating in dozens of countries
- Over 60 countries
- Over one million individuals

Executive and Senior Management

- Over 200 positions
- 15 functional areas

Middle Management, Professional and Support

- Over 4,000 discipline/career level combinations
- Over 20 career levels
- Over 40 functions/job families

Pay Components

- Base salary
- Additional fixed payments (varies by country)
- Actual and target bonus
- Additional variable incentives (varies by country)
- Long-term incentive expected values
- Actual and target total cash
- Total direct compensation

Please refer to data submission materials for additional details.

Towers Perrin's High Tech Database: The fast, easy way to get market data — and conduct your own custom analyses — around the clock and around the world.

THE STRENGTHS OF OUR GLOBAL APPROACH

Premier Companies

Our database includes hundreds of the biggest and best high-technology companies. You can look at the market as a whole or focus on your own particular sector, location or peer group of comparator organizations. Sectors include:

- Computer hardware
- Computer services
- Electronic equipment
- Internet/e-commerce
- Semiconductors
- Software, systems and solutions
- Telecommunications.

Proven Methodology

Our career level methodology makes it easier for you to match positions, using easy-to-understand definitions. Our approach yields a more robust database, with more data points and higher quality that you can easily link to your own grading structure.

Advanced Web Technology

Our Web-based reporting technology, Comp Online™, allows you to obtain market data simply, quickly and flexibly, and conduct your own custom analyses — around the clock and around the world. You can access the specific information you need, create your own unique peer groups, and customize report content and formats. You can also collaborate with colleagues in other locations.

Rigorous Quality

We spend time with each participant to review data, including position matches — drawing on both our expert staff and the most advanced error-checking technology available. You can count on the quality and year-to-year consistency of the data for your market comparisons.

Disciplines and Functions

Disciplines are areas of specialization within each functional area. The example below illustrates the disciplines within Human Resources.

Function
Administrative Services
Business Consulting
Corporate Affairs/Communications
Customer Operations
Engineering
Finance
Human Resources
IT Development
Marketing

Discipline
Human Resources (Generic/Generalist)
Compensation and Benefits
Organization Development
Technical Training
Labor Relations
HR Information Systems
Recruitment



INSIDE THE HIGH TECH SURVEY

Our High Tech Survey has two components:

Executive and Senior Management

Our benchmark positions at the executive and senior management level allow you to match each of your executives to a specific set of responsibilities. We collect data at the corporate and business-unit level. Among the over 200 positions in 15 functional areas are corporate and subsidiary

top executives, heads of major line and staff functions, and other key marketing, sales and business services roles.

Middle Management, Professional and Support

Below the senior level, our career levels describe skills and behaviors at discernible steps in an individual's career path, from entry level to expert. Our approach also differentiates between individual contributors and managers.

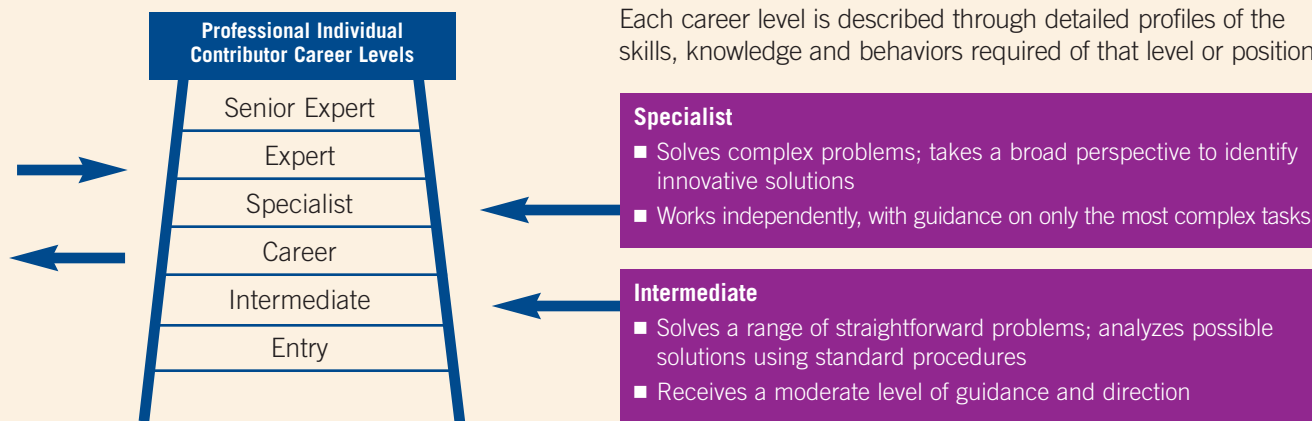
We maintain over 4,000 combinations of career levels and disciplines, drawing on data for more than 40 functions/job families at various career levels from over 550 participants across more than 60 countries.

Career Level Methodology

The career levels are matched to the functions and disciplines that have been defined for the CDB High Tech Middle Management, Professional and Support (MMPS) component.

Each career level is described through detailed profiles of the skills, knowledge and behaviors required of that level or position.

Your Organization's Internal Grading Structure



View a demo of Comp Online™ at www.towersperrin.com/hrservices/tpdata.

COMP ONLINE™

Towers Perrin's Comp Online™ is a powerful Web-based service that combines the richness of our premier market data and methodologies with advanced analytical functions. It offers a simple and consistent way to deliver market data to your organization around the world — day or night. No matter where you and your colleagues are located, you will have the same capabilities and features.

By subscribing to Comp Online™, you can access and manage data in a variety of ways.

- Click **Express Analyses** for the number you need, right now. Browse, search, weight and export specific compensation data within one survey/country or across multiple surveys/countries.
- Click **Custom Analyses** to create your own peer groups and customize report formats and content directly from the live database with the most up-to-date list of participants. Include long-term incentive expected values for any position, broken out by options versus restricted shares if you choose.
- Click **Published Analyses** to view, download and print reports from an online library of your high-tech surveys.

With all Comp Online™ modules, multiple users in multiple locations can access multiple reports, all for the cost of one subscription.

GLOBAL SURVEY CATALOG | GLOBAL DATABASES

COMP ONLINE™ CUSTOM ANALYSES

HOME PUBLISHED EXPRESS CUSTOM REPORTS TOOLS HELP

Home > Custom Analyses > Data Selection > Peer Group > New Peer Group > New Peer Group - Select Companies

NEW PEER GROUP - SELECT COMPANIES

Peer Group Name:

Available Companies

Company Name	Revenue	Line of Business
Bonhams Industries	92,856,000.0	SERVICES-COMPUTER INTEGRATED SYSTEMS DESIGN
Canary Yellow	26,432,000.0	SERVICES-MISCELLANEOUS BUSINESS SERVICES
Clearwater Communications	8,740,347,000.0	RETAIL-GROCERY STORES
Jake Palmer Hotels Corporation	958,978,000.0	WHOLESALE-METALS SERVICE CENTERS & OFFICES
Knightswood Enterprises	1,433,196,000.0	PLASTICS, MATERIALS, SYNTH RESINS & NONVULCAN ELASTOMERS
Lancens Television	539,436,000.0	RETAIL-HOBBY, TOY & GAME SHOPS

Selected Companies

Company Name	Revenue	Line of Business
Indigo India Inc.	2,750,766,000.0	SECURITY BROKERS, DEALERS & FLOTATION COMPANIES
Hockey Vahalla Inc.	1,689,200,000.0	MOTORS & GENERATORS
Oranger Construction	245,082,000.0	CONSTRUCTION MACHINERY & EQUP
Freedonia Demo Inc.	129,115,000.0	PENS, PENCILS & OTHER ARTISTS' MATERIALS

Create an unlimited number of peer groups by company name or characteristic (e.g., industry, performance, measure).

GLOBAL SURVEY CATALOG | GLOBAL DATABASES

COMP ONLINE™ EXPRESS ANALYSES

HOME PUBLISHED EXPRESS CUSTOM REPORTS TOOLS HELP

Home > Express Analyses > Search Selected Express Analysis > Search Results > Pricing Sheet

PRICING SHEET

Weighted Average (USD) CALCULATE

Your Data Avg 10th 25th Median 75th 90th % Diff

Base Salary	70	61	49	56	61	66	72	15
Total Cash	75	65	51	59	65	70	78	15

France CDB High Tech MMPS - Towers Perrin
Participant Report: 1 selected result (EUR)

Position	# Cos	# Incs	Median Market Data	Weighting
HR - Human Resources	36	174	Base Salary: 44,651	Result: Included
C3 - Career			Total Cash: 47,642	Weight: 100.0 %
Total Sample				Adjustment: 0.0 %

Germany CDB High Tech MMPS - Towers Perrin
Participant Report: 1 selected result (EUR)

Position	# Cos	# Incs	Median Market Data	Weighting
HR - Human Resources	33	217	Base Salary: 54,169	Result: Included
C3 - Career			Total Cash: 56,213	Weight: 100.0 %
Total Sample				Adjustment: 0.0 %

UK CDB High Tech MMPS - Towers Perrin
Participant Report: 1 selected result (GBR)

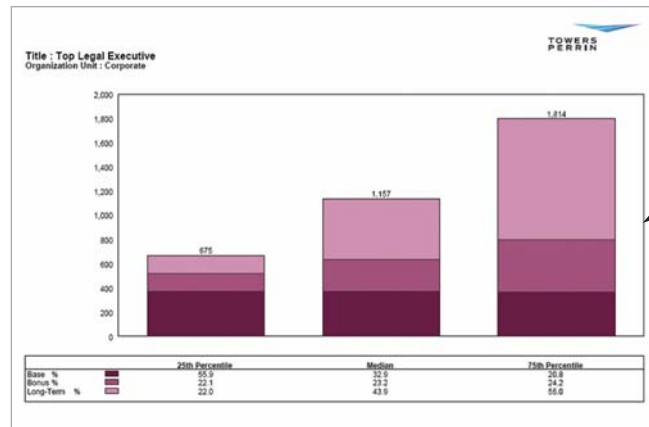
Position	# Cos	# Incs	Median Market Data	Weighting
HR - Human Resources	108	813	Base Salary: 31,234	Result: Included
C3 - Career			Total Cash: 33,228	Weight: 100.0 %
Total Sample				Adjustment: 0.0 %

Combine and weight positions, levels, disciplines and scope cuts.



Comp Online™ provides:

- Quick, interactive results:
 - View or download one or all positions/functions in seconds.
 - Run custom peer group analyses in minutes.
- Customized, meaningful reports:
 - Compare your data versus the market.
 - View incentives by salary range or position/level.
 - Create presentation-ready color reports.
 - Choose valuation methodology and data elements.
- Advanced analytical options:
 - Combine positions, functions, levels, disciplines.
 - Combine and weight scope cuts.
 - And more...include only bonus receivers, switch currencies, choose incumbent or company-weighted data.
- Access special reports at no extra charge, such as the Global Compensation Planning Report with merit budget and salary increase information for over 60 countries.



View mix and level of pay for any position, career level or function.

In two clicks, view total compensation and scope cuts for any position.

	# Cos	# Incs	Median Base Salary	Median Total Cash	Median Total Comp
Total Sample	32	300	96.4	109.3	109.4
Discipline					
IT Development (Generic/Generalist-AI000)	9	35	99.0	112.4	112.4
Application Development-AI010	17	144	97.9	109.0	109.0
Database Design and Analysis-AI060	5	20	94.9	105.6	105.6
IT Architecture (Systems Designer-AI030)	13	70	101.1	115.2	115.2
Business Consulting-AI000	7	65	96.3	109.1	109.1
Network Architecture Design-AI090	5	9	89.2	105.4	105.4
Geographic Region					
Metro NY	6	62	105.2	115.8	115.8
Mid Atlantic	5	160	96.1	109.6	109.6
Southeast	7	36	96.7	114.5	114.5

Choose from over 20 different report templates — customize for future use.

UK CDB High Tech MMPS
Functional Area Report

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Functional Area : AID – IT Development
Career Level : P3 – Career

	# of Cos	# of Incs	Average	25th	Median	75th
PAY DATA						
Base Salary	79	5410	39,113	35,501	38,620	42,764
Actual Bonus	52	2438	2,834	1,282	2,817	3,443
Actual Sales Incentive	6	156	14,528	5,060	7,844	20,488
Other Cash	34	1543	3,263	982	1,774	3,393
Actual Total Cash	78	5401	42,114	37,957	40,822	44,607
Target Bonus	51	3059	3,661	2,162	3,103	4,782
Target Sales Incentive	9	187	11,788	3,109	6,485	9,774
Target Variable Pay (% of base)	56	3164	11.5	6.1	10.0	15.0
Target Total Cash	78	5401	42,311	38,142	40,842	44,327

ELIGIBILITY and JOB IMPACT DATA

Variable Pay Eligibility	LTI Eligibility	International Responsibility
57% Bonus	74% No	91% Single Country
6% Sales Incentive	26% Yes	5% Multi-Country
3% Both		3% Europe/EMEA
34% None		1% Worldwide



Global Data

We use the same methodology, data elements, survey benchmarks and formats around the world. This allows meaningful comparisons of all pay components — salary and other fixed payments, actual and target bonus payments plus other annual forms of variable pay, and values for options and other long-term incentives — for all the countries and regions where your company has operations.

Local Expertise, Around the World

We have helped clients in the technology industry develop and implement compensation and other HR programs for more than 20 years, and we understand the unique elements that drive compensation design in this industry. We know the solutions that are most effective and have a significant base of best practices into which we can tap. Our regional survey teams can help you by conducting job-match meetings, training sessions, participant meetings and by providing ongoing support.



- | | | | |
|----------------|------------|--------------|----------------------|
| Algeria | Estonia | Malaysia | Slovenia |
| Argentina | Finland | Mexico | South Africa |
| Australia | France | Morocco | Spain |
| Austria | Germany | Netherlands | Sweden |
| Belgium | Greece | Nigeria | Switzerland |
| Bosnia | Hong Kong | Norway | Taiwan |
| Brazil | Hungary | Peru | Thailand |
| Bulgaria | India | Philippines | Tunisia |
| Canada | Indonesia | Poland | Turkey |
| Chile | Ireland | Portugal | Ukraine |
| China | Israel | Puerto Rico | United Arab Emirates |
| Colombia | Italy | Romania | United Kingdom |
| Costa Rica | Japan | Russia | United States |
| Croatia | Korea | Saudi Arabia | Venezuela |
| Czech Republic | Latvia | Serbia | Vietnam |
| Denmark | Lithuania | Singapore | |
| Egypt | Luxembourg | Slovakia | |

Companies can participate in the CDB High Tech Database by country, by region or by making one global submission. For more information and a copy of our fee schedule, key dates and links to submission materials, or to view the most up-to-date list of countries contact your regional survey center or visit www.towersperrin.com/hrservices/tpdata.

Comp Agility: The new compensation administration suite of Web tools and supporting services from Towers Perrin.

Comp Agility

Comp Agility is a suite of compensation administration Web tools and supporting services including market analysis, job evaluation, competency administration tools and services such as help with job documentation, data management and data loading, or in-depth help with developing a global job hierarchy and structure. Use Comp Agility to complement the analytical power of our market-leading online survey data analysis tool, Comp Online™, and much more. The Comp Agility suite is modular and the supporting services customizable. That means you select only what you need, when you need it, from a complete set of tools and services.



SUPPORTING SERVICES

- **Market data acquisition:** We can help you identify and acquire the right surveys from Towers Perrin and other organizations, audit current salary survey sources and recommend changes, administer custom surveys on your behalf and collect hard-to-find salary or prevalence data.
- **Market data management:** You can (or we can help you) submit data to other organizations' surveys, analyze your pay

practices against targeted labor markets, or perform ad hoc research and analysis, including geographic differentials, new-hire rates and college graduate pay.

- **Compensation delivery:** You can analyze salary structures relative to market and internal needs, design new structures as needed and determine cost implications. We can also help you define and develop salary administration guidelines and determine the cost implications of guidelines and compensation program changes.

- **Job evaluation:** You can analyze and document job content and maintain the job documentation once complete, apply a job-leveling framework across the organization, and create consistent organizational hierarchy and titling. This same leveling construct can be used to define career paths and individual career progressions.
- **Competency management:** Beginning with our Career Map Model or your own custom model, you can define functions, disciplines, ladders and levels to be used to assess jobs and individuals — you can also identify and manage functional competency models.

WEB TOOLS

Market Analyzer™: Our Web-based compensation analysis software provides a range of solutions and capabilities, including data storage and review, online benchmarking, a survey data browser, a market pricing function, a survey submission function and a reporting tool.

Role Analyzer: This Web-based tool lets you design and manage information about jobs and job evaluation, manage employee competency assessments, manage your organizational and functional competency models, and produce various workforce distribution reports.

ABOUT TOWERS PERRIN

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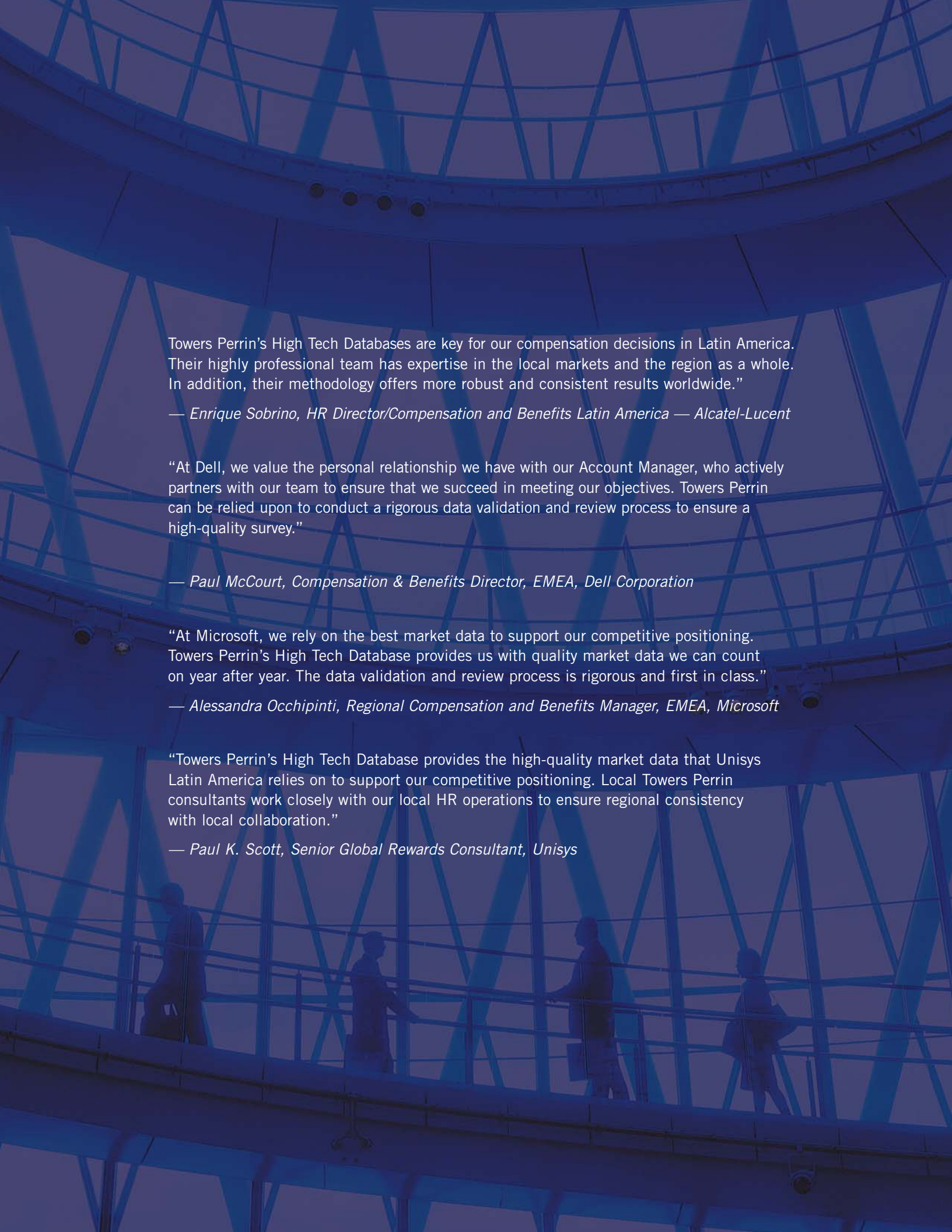
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Towers Perrin is a professional services firm that helps organizations improve performance through effective people, risk and financial management. The firm provides innovative solutions in the areas of human capital strategy, program design and anagement, and in the areas of risk and capital management, reinsurance intermediary services and actuarial consulting.

Towers Perrin has offices and alliance partners in the world's major markets. More information about Towers Perrin is available at www.towersperrin.com.

Your Privacy

We will only use your business details to inform you of developments we believe may be of interest to you, including services, tools and products we offer. You may request that we cease contacting you on this topic by writing to us at the address below, attention Marketing Services: Databases and Surveys Group. Please include the name of the brochure you received in the text of the letter. You will be promptly removed from our mailing list.



Towers Perrin's High Tech Databases are key for our compensation decisions in Latin America. Their highly professional team has expertise in the local markets and the region as a whole. In addition, their methodology offers more robust and consistent results worldwide."

— *Enrique Sobrino, HR Director/Compensation and Benefits Latin America — Alcatel-Lucent*

"At Dell, we value the personal relationship we have with our Account Manager, who actively partners with our team to ensure that we succeed in meeting our objectives. Towers Perrin can be relied upon to conduct a rigorous data validation and review process to ensure a high-quality survey."

— *Paul McCourt, Compensation & Benefits Director, EMEA, Dell Corporation*

"At Microsoft, we rely on the best market data to support our competitive positioning. Towers Perrin's High Tech Database provides us with quality market data we can count on year after year. The data validation and review process is rigorous and first in class."

— *Alessandra Occhipinti, Regional Compensation and Benefits Manager, EMEA, Microsoft*

"Towers Perrin's High Tech Database provides the high-quality market data that Unisys Latin America relies on to support our competitive positioning. Local Towers Perrin consultants work closely with our local HR operations to ensure regional consistency with local collaboration."

— *Paul K. Scott, Senior Global Rewards Consultant, Unisys*

