
Compensation Database
Engineering/Construction/Environmental
Module 1B - Executive Compensation Survey

Executive Compensation Module 1B

Payroll Date: May 1, 2011
Data Due: June 3, 2011
Results Published: August 12, 2011

For Questions, Call:
Jim McMahon 602.772.3431



**Compensation Database
Engineering/Construction/Environmental
Module 1B - Executive Compensation Survey**

Please return this page with your data:

Company Name _____
Street Address _____
City, State, Zip _____

Who should be contacted to answer questions about your survey submission?

Name _____
Title _____
Phone # () _____ FAX # () _____
E-Mail _____

To whom should the survey results be sent?

Name _____
Title _____
Phone # () _____ FAX # () _____
E-Mail _____

Address if different than above _____

Please Return by June 3, 2011 to:

**Jim McMahon
Analytical/FMI
5080 North 40th Street, Suite 245
Phoenix, AZ 85018
Phone: (602) 772-3431
Fax: (602) 381-8228
e-mail: jmmcmahon@fminet.com**

**Compensation Database
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Data Collection Form 1 (DCF 1) Corporate Positions

| | |
|-------------------------------|---|
| Unit Number | If you are reporting multiple business units, enter a number or name to identify and track a unit. |
| Publicly Traded | Check "yes" or "no." |
| Primary Activity | Check the box most descriptive of the total organization's scope. |
| Principal Industries | Enter the letters indicating markets served. |
| Revenue | Enter actual last fiscal year revenues. \$2.3 billion would be entered as \$2,300,000,000. \$230 million would be entered \$230,000,000. |
| Salaried Employees | Enter number exclusive of crafts. |
| Employee Number | Use your internal employee numbers rather than 1, 2, 3, etc. This will assist us in tracking an employee from one data collection form to another. |
| Constant Group | Enter a check if you are reporting the same person in the same position as last year. |
| Levels from Parent CEO | Report the Parent CEO as "0". Positions reporting to that CEO are shown as "1." The CEO of a US corporation reporting to a foreign-owned company would be "1". |
| Base, STI, Ranges | Report in thousands. A salary of \$150,500 would be \$150.5; STI of \$25,000 would be \$25.0. |
| Target STI | Report your target short-term incentive as a percent of base salary. |
| Annual STI (Bonus) | Report amount earned for last year's performance. Do not include amounts earned from multi-year plans. Those are reported on Data Collection Form 6. |
| LTI, Perks | Using the legend at the bottom of the data collection form, circle those that apply to any position surveyed. Definitions are included with these instructions. |

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Data Collection Form 2 (DCF 2) Business Unit Positions

- Unit Number** Please keep this number consistent throughout all forms and keep it consistent from year to year.
- Completing DCF 2** Same as DCF 1.

Data Collection Form 3 (DCF3) Operation Center Positions

- Operations Centers** These units are established to service the business units by providing staff and/or serve as a center of excellence for functions such as project management & engineering.

Data Collection Form 4 (DCF4)- Autonomy

- Autonomy** Autonomy when combined with Revenue and Levels from Parent CEO is an important variable to the regression model. Autonomy only applies to the Corporate CEO, COO and the President/General Managers of the Business Units.
- Enter a number from "1" to "5" for each of 10 areas of decision making. The maximum score is 50 and would apply to the person having authority to decide any of the areas.

Data Collection Form 5 (DCF5) Incentive Stock Options

- Stock Plans** Please report as comprehensively on all plans as possible. As with base and STI, this information is kept strictly confidential.

Data Collection Form 6 (DCF6) Long-Term Incentives

- LTI Valuations** Use the same employee number as DCF 1, 2 or 3 and report details of long-term plans for any executive matched on those sheets.

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Principal Industries – Data Collection Forms 1 & 2

- A. Power
- B. Industrial Process
- C. Infrastructure
- D. Commercial Building
- E. Industrial Building
- F. Telecommunications
- G. Federal Government
- H. Oil & Gas
- I. Mining
- J. Operations & Maintenance
- K. Other

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Long-Term Incentive Plans

- A. Incentive Stock Option (ISOs).** A stock option that gives an executive the right to buy a certain number of shares in the company at a fixed price for a certain number of years. An incentive stock option meets the criteria in the Internal Revenue Code for preferential tax treatment.
- B. Non-Qualified Stock Option (NSOs).** A stock option that gives an executive the right to buy a certain number of shares in the company at a fixed price for a certain number of years. A non-qualified option does not meet the criteria in the Internal Revenue Code for preferential tax treatment.
- C. Restricted Stock.** Shares of employer stock awarded to the executive at no cost that are not vested until certain conditions are met. For example, the shares may vest at 20% per year.
- D. Long-Term Cash Plan.** Units, provided at no cost, to the executive. The value of these units is earned by meeting specific performance goals.
- E. Stock Appreciation Right (SARs).** This is the right to receive, at no cost to the executive, the appreciation on a number of shares of employer stock over a specified period. SARs are often granted in tandem with stock options (either ISOs or NSOs) to help finance the purchase of the options and/or pay tax if any is due upon exercise of the options; these SARs sometimes are called "tandem SARs." In private companies, SARs are very similar to Phantom Stock.
- F. Phantom Stock.** This is the unit corresponding to employer stock given to the executive that is simply a promise to pay a bonus in the form of the equivalent of either the value of company shares or the increase in that value over a period of time. May be referred to as SARs.

Non-Cash Perquisites

- 1. Automobile.** Company provides an automobile or allowance to the executive.
- 2. Luncheon Club.** Company pays cost of membership to a luncheon club(s).
- 3. Airline Club.** Company pays cost of membership to an airline club(s).
- 4. Country Club.** Company pays cost of membership to a country club.
- 5. First Class Air.** Executives are permitted to fly First Class on all business related flights.
- 6. Deferred Compensation Plan.** This is the option to defer a portion or all of salary or bonus. Deferred compensation plans are typically nonqualified.
- 7. Supplemental Vacation.** Executives receive more vacation time and may receive it sooner than the basic vacation plans of the company.
- 8. Supplemental Medical.** The executive has reduced co-payments, deductibles and other related medical expenses than the basic medical plans offered.
- 9. Supplemental Disability.** The executive receives a larger percent of pay if disabled than the basic disability plan offers.
- 10. Supplemental Retirement.** Executive receives higher retirement benefit than is offered under the basic retirement benefit.

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| Job Number | Job Title | Job Description |
|-----------------------------------|-----------------------------------|---|
| Corporate Positions (DCF1) | | |
| 1 | Chief Executive Officer | Highest position in the company. At corporate, is usually referred to as Chief Executive Officer and often serves as Chairman of the Board. |
| 2 | Chief Operating Officer | Second in command. At corporate, is usually referred to as chief operating officer, sometimes president. If this function is staffed at corporate, the business unit general managers typically report here. At the unit level, may be called VP, Operations and manages engineering, construction and project manager functions. |
| 3 | Chief Administrative Officer | This executive supervises at least three of these staff activities: Finance; Human Resources; Information Systems; Legal; Risk Management; Tax; Development and Planning. |
| 4 | Corporate Development & Planning | Incumbent is responsible for identifying and addressing those issues and investments which have the greatest leverage on overall company performance. Evaluates specific investment proposals including acquisitions and divestitures. Recommends development initiatives in addition to those presented by operating units. Manages the strategic planning process. Includes responsibility for directing and coordinating mergers and acquisitions with plans to achieve growth and profitability via acquisitions merger or divestiture. |
| 5 | Human Resource Executive | This is the top human resource executive in the corporation and manages compensation, benefits, staffing, compliance with legislation, management development and training. Incumbent may have additional areas of responsibility such as public relations, payroll, office services, safety and security. |
| 6 | Director, Compensation & Benefits | Directs compensation and benefits functions. Supports the compensation committee of the Board. Works with external consultants in designing incentive compensation plans. Makes recommendations to management regarding salary administration issues. Oversees qualified and nonqualified benefit and other non-cash compensation. Typically reports to top human resource executive. |
| 7 | Director, Compensation | Directs the compensation function. Plans and implements annual salary programs and participates in the design of incentive compensation plans. May support compensation committee of the board. Prepares reports to management on competitiveness of company pay plans. If the Director, Compensation & Benefits position is staffed, this position reports to it. If it isn't staffed, this position typically reports to the top human resource executive. |
| 8 | Director, Benefits | Directs the benefits function. Plans, implements and may administer non-cash qualified and nonqualified pay plans. Ensures compliance with ERISA and other legal requirements. May interact with the compensation committee of the board. If the Director, Compensation & Benefits position is staffed, this position reports to it. If it isn't staffed, this position typically reports to the top human resource executive. |
| 9 | Director, EEO | Directs implements and oversees company programs for minority hiring and employment requirements. Stay abreast of Federal, State and local equal employment requirements, monitors company practices and contracts and ensures legal compliance. This position typically reports to the top human resource executive. |
| 10 | Executive/Employee Development | This position has responsibility for identifying high potential employees and arranging training programs, job rotational assignments, and coaching. May be responsible for succession planning. May report to Functions 1,2,3 or 5. May supervise other broad-based training activities. |
| 11 | Top Financial Officer | This is the senior financial executive and must manage the Controller function and the Treasury function if those positions are staffed. |

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| Job Number | Job Title | Job Description |
|------------|---|---|
| 12 | Controller | This is the top accounting and budgeting executive in the organization being reported. |
| 13 | Treasurer | The top executive over the Treasury functions. These functions include interface with investment bankers, analysts, banks and cash management. |
| 14 | Auditor | Ensures compliance with established internal controls, verifies assets and liabilities, communicates audit findings to chief financial officer, operating executives and audit committee of the board. Complies with governmental standards. |
| 15 | Legal Head | This is the senior legal executive and has no unrelated staff activities reporting to it. |
| 16 | Legal Second Level | This is the second highest legal position at the corporate office. Prepares legal positions by researching transactional matters. Supports business units by analyzing contractual matters and identifying potential issues. Researches regulatory matters |
| 17 | Risk Management | This is the top insurance executive and is responsible for insuring the assets of the company against damage depletion or destruction from unintended losses arising from product/equipment malfunction, criminal activity or natural disaster. Negotiates services, premiums and cost allocations. |
| 18 | Tax Head | This is the senior Tax Compliance Officer in the company and the incumbent may have a law degree. |
| 19 | Chief Information Officer (Added in 2006) | This executive is part of senior executive team and typically reports to the CFO but sometimes to the CEO. Is responsible for the Information Systems function throughout the organization. This position is more strategic and business goal-oriented than the Top Information Systems Executive. |
| 20 | Top Information Systems Executive (Called Information Systems in 2006) | This is the top data processing executive in the company. Directs all programming and systems activities. May supervise word processing and telecommunications. May also supervise scientific applications and CADD/GIS. Other titles include Information Technology Executive. This position emphasizes data processing more than business goals and is less strategic than the CIO. |
| 21 | Top Information Systems Operations Executive (New in 2006) | This is the second level IS Executive and reports to a CIO or to Top Information Systems Executive. Provides operational direction for planning, designing, implementing and maintaining the organizations IS infrastructure. Works with departments/units to identify opportunities to improve and refine systems to meet their needs. |
| 22 | Public & Government Relations | Responsible for the design and implementation of policies and programs to promote a favorable public image for company and for representing the company in matters involving governmental regulation legislation and contract administration. Both Public Relations and Government Relations, if staffed, must report to this position. |
| 23 | Public Relations | Responsible for the development and dissemination of favorable material in order to promote goodwill, develop credibility and create a favorable public image for the company. Excludes Government Relations but may include responsibility for Advertising. |
| 24 | Government Relations | Responsible for representing the company in matters involving legislation. Ensures adequate relationships with members of Congress, their staffs, Congressional Committees and regulatory agencies. Keeps management apprised of pending legislation and regulatory issues. |
| 25 | Contracts Head | Determines contract requirements by studying performance requirements, schedules and cost estimates. Prepares bid procedures, award contracts by identifying conformity with specifications. Monitor contract performance. |

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| Job Number | Job Title | Job Description |
|------------|---|--|
| 26 | Construction Head | Coordinates and supervises activities of Superintendents and General Foremen. Usually found at business unit level. |
| 27 | Engineering Head | Plans projects by studying client requirements, identifying and analyzing trends in technology. Determines feasibility of project by identifying and forecasting costs. Schedules and assigns employees. Recruits, selects, trains engineering staff. Prepares engineering budget. Maintains professional and technical knowledge. Usually found at business unit level. |
| 28 | Construction Engineering Head | This is the top engineering position in an organization that is primarily construction. Usually found at business unit level. |
| 29 | Project Management Head | Often referred to as Operations Head. Coordinates and supervises activities of Project Managers. Usually found at business unit level. |
| 30 | Project Controls Head | Manages activities such as estimating scheduling planning and cost engineering. Usually found at business unit level. |
| 31 | Estimating | Provides project estimating for the purpose of bidding and contract planning. Works closely with business unit controller in preparation of project budgets. |
| 32 | Procurement & Logistics | The functions performed by this executive are often referred to as Supply Chain Management. Incumbent manages most of these areas: purchasing, traffic, expediting and vendor management. |
| 33 | Safety Head | Has company wide responsibility for safety programs. Has direct or indirect management over regional and site safety professionals. |
| 34 | Security Head | Determines and communicates security policies and procedures. Establish internal controls. Conducts inspections. Complies with government regulations. Secures facilities, equipment and assets by laying out observation and warning systems. Complete personnel security clearances. |
| 35 | Top Client Acquisition Executive (formerly Business Development) | This is the senior sales and marketing position at corporate. Manages directly or indirectly all non-operations position related to obtaining and keeping a client. Functions supervised include sales, marketing and can include proposal management and public relations. |
| 36 | Assistant Controller | Assists in the direction of the corporation's accounting functions. Areas of focus include accounts payable, cost accounting, financial reporting. Assists the Corporate Controller in the development and maintenance of planning and budgeting systems, the preparation of financial reports and presentation of finding and recommendations to senior management. |
| 37 | Quality Management Head | At the Corporate level, this position manages directly or indirectly the quality assurance engineers (surveyed in new Module 6). |
| 38 | Top Marketing Executive (without Sales) | Plans, directs and coordinates the marketing of the company's products/services. Evaluates the timely adjustment of marketing plans and strategies to meet changing economic conditions. |
| 39 | Top Sales Executive (without Marketing) | Plans, controls and directs activities of the sales force to attain maximum revenue for the company's products/services. |

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|---------------------------------------|---|---|
| 40 | Environmental Sustainability Executive | Develops, implements and coordinates policies on matters involving air, water and land conservation that are of concern to the organization and the public. Advises management on the practical and necessary steps to prevent or abate pollution arising from operations. |
| 41 | Top Building Information Modeling Executive | Executive responsible for Building Information Modeling in the company. |
| 42 | Director of Equipment Operations | This position is responsible for managing the company's equipment fleet in terms of both mechanical and financial performance with the goal of building and maintaining long-term value. Direct responsibilities include oversight of budgeting, purchasing, asset management, equipment rates, personnel, and disposal activities within the Corporate Equipment Department. This position is also responsible for functional oversight of local equipment operations. Reports to the COO. |
| Business Unit Positions (DCF2) | | |
| 50 | General Manager/President | Highest position in the organizational unit. At the business unit level, has profit and loss responsibility and oversees business development, project management and other operating activities. Often referred to as General Manager or President. |
| 51 | Second Executive | Second in command of organizational unit. At the unit level, may be called VP, Operations and manages engineering, construction and project manager functions. |
| 52 | Business Unit Human Resources | This is the top Human Resource executive in a business unit and manages compensation, benefits, staffing, compliance with legislation, management development and training. Incumbent may have additional areas of responsibility such as Public Relations, Payroll, Office Services, Safety and Security. |
| 53 | Business Unit Legal | This is the managing attorney at the business unit level. |
| 54 | Business Unit Finance | At the business unit level, this position often manages project-financing activities and oversees controller/accounting functions. May manage additional staff activities such as information systems. |
| 55 | Business Unit Controller | This is the top accounting and budgeting executive in a business unit. |
| 56 | Business Unit Business Manager | Incumbent has a broad base of administrative functions that could include accounting, budgeting, human resources, facilities management and office services. |
| 57 | Business Unit Contracts | Determines contract requirements by studying performance requirements, schedules and cost estimates. Prepares bid procedures, award contracts by identifying conformity with specifications. Monitors contract performance. |
| 58 | Business Unit Construction | Coordinates and supervises activities of Superintendents and General Foreman. |
| 59 | Business Unit Engineering | Plans projects by studying client requirements, identifying and analyzing trends in technology. Determines feasibility of project by identifying and forecasting costs. Schedules and assigns employees. Recruits, selects, and trains engineering staff. Prepares engineering budget. Maintains professional and technical knowledge. |
| 60 | Business Unit Construction Engineering | This is the top engineering position in a business unit that is primarily construction. |
| 61 | Business Unit Project Management | Often referred to as Operations Head. Coordinates and supervises activities of Project Managers. |

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|---|--|--|
| 62 | Business Unit Project Controls | Manages activities such as estimating scheduling planning and cost engineering. |
| 63 | Business Unit Estimating | Provides project estimating for the purpose of bidding and contract planning. Works closely with Business Unit controller in preparation of project budgets. |
| 64 | Business Unit Procurement & Logistics | The functions performed by this executive are often referred to as Supply Chain Management. Incumbent manages most of these areas: purchasing, traffic, expediting and vendor management. |
| 65 | Business Unit Safety | Has responsibility for safety programs. Has direct or indirect management over regional and site safety professionals. |
| 66 | Business Unit Security | Determines and communicates security policies and procedures. Establishes internal controls. Conducts inspections. Complies with Government regulations. Secures facilities, equipment and assets by laying out observation and warning systems. Completes personnel security clearances. |
| 67 | Business Unit Client Acquisition (formerly Business Development) | This is the senior sales and marketing position at the business unit. Manages directly or indirectly all non-operations position related to obtaining and keeping a client. Functions supervised include sales, marketing and can include proposal management and public relations. |
| 68 | Business Unit Marketing Executive | At the business unit level, plans, directs and coordinates the marketing of the company's products/services. Evaluates the timely adjustment of marketing plans and strategies to meet changing economic conditions. Typical reporting relationship is to either the general manager of the unit or the corporate marketing executive. |
| 69 | Business Unit Sales Executive | At the business unit level, plans, controls and directs activities of the sales force to attain maximum revenue for the company's products/services. Typical reporting relationship is to either the general manager of the unit or the corporate sales executive. |
| 70 | Business Unit Risk Manager | This is the top insurance executive at the business unit level and is responsible for insuring the assets of the company against damage depletion or destruction from unintended losses arising from product/equipment malfunction, criminal activity or natural disaster. Negotiates services, premiums and cost allocations. Typical reporting relationship is to either the general manager of the unit or the corporate risk management executive. |
| 71 | Business Unit Equipment Manager | This position is responsible for managing the business unit's equipment fleet in terms of both mechanical and financial performance with the goal of building and maintaining long-term value. Typical reporting relationship is to either the general manager of the unit or the corporate equipment director. |
| Operations Center Positions (DCF3) | | |
| 80 | Operations Center General Manager | Highest position in the operating center. Does not have profit and loss responsibility, but manages project staffing activities and coordinates with operating executives and practice leaders. |
| 81 | Engineering Practice Leader | In a matrix organization, is recognized as the companies leading authority for engineering. |
| 82 | Construction Practice Leader | In a matrix organization, is recognized as the companies leading authority for construction. |

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|------------|------------------------------------|--|
| 83 | Project Controls Practice Leader | In a matrix organization, is recognized as the companies leading authority for project controls. |
| 84 | Project Management Practice Leader | In a matrix organization, is recognized as the companies leading authority for project management. |

**Executive Module 1B Compensation Survey
Corporate Positions**

Publicly Traded Yes No

Primary Activity Engineering Construction Engineering/Construction Environmental

HQ Location _____ Most Recent Company Revenue (M) _____ # of Salaried Employees _____ Principal Industries _____

(Report compensation in 000's)

| | Function | Employee # | Check if constant group | Levels from Parent CEO (from 0) | Base Salary (as of May 1) | Target STI (%) | Annual STI (Bonus) | Salary Range | | | LTI (Circle letters that apply) | Perks (Circle numbers that apply) |
|---|---|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 1 | Chief Executive Officer | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 2 | Chief Operating Officer | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 3 | Chief Administrative Officer | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 4 | Corporate Development & Planning | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 5 | Human Resource Executive | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 6 | Director, Compensation & Benefits (Added in 2010) | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 7 | Director, Compensation (Added in 2010) | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 8 | Director, Benefits (Added in 2010) | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 9 | Director, EEO (Added in 2010) | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

LTI Legend

- A - Incentive Stock Option
- B - Non Qualified Stock Option
- C - Restricted Stock Option
- D - Long-Term Cash Plan
- E - Stock Appreciation Rights
- F - Phantom Stock

Perks Legend

- 1 - Automobile/Allowance
- 2 - Luncheon Club
- 3 - Airline Club
- 4 - Country Club
- 5 - First Class Air
- 6 - Deferred Compensation
- 7 - Supplemental Vacation
- 8 - Supplemental Medical
- 9 - Supplemental Disability
- 10 - Supplemental Retirement

**Executive Module 1B Compensation Survey
Corporate Positions**

Publicly Traded Yes No

Primary Activity Engineering Construction Engineering/Construction Environmental

HQ Location _____ Most Recent Company Revenue (M) _____ # of Salaried Employees _____ Principal Industries _____

| | Function | Employee # | Check if constant group | Levels from Parent CEO (from 0) | Base Salary (as of May 1) | Target STI (%) | Annual STI (Bonus) | Salary Range | | | LTI (Circle letters that apply) | Perks (Circle numbers that apply) |
|----|---------------------------------|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 10 | Executive/ Employee Development | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 11 | Top Financial Officer | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 12 | Controller | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 13 | Treasurer | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 14 | Auditor | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 15 | Legal Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 16 | Legal Second Level | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 17 | Risk Management | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 18 | Tax Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

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Primary Activity Engineering Construction Engineering/Construction Environmental

HQ Location _____ Most Recent Company Revenue (M) _____ # of Salaried Employees _____ Principal Industries _____

| | Function | Employee # | Check if constant group | Levels from Parent CEO (from 0) | Base Salary (as of May 1) | Target STI (%) | Annual STI (Bonus) | Salary Range | | | LTI (Circle letters that apply) | Perks (Circle numbers that apply) |
|----|--|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 19 | Chief Information Officer | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 20 | Top Information Systems Executive (formerly Information Systems) | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 21 | Top Information Systems Operations Executive | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 22 | Public & Government Relations | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 23 | Public Relations | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 24 | Government Relations | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 25 | Contracts Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 26 | Construction Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 27 | Engineering Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

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|----|----------------------------------|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 28 | Construction Engineering Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 29 | Project Management Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 30 | Project Controls Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 31 | Estimating | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 32 | Procurement & Logistics | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 33 | Safety Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 34 | Security Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 35 | Top Client Acquisition Executive | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 36 | Assistant Controller | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

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- B - Non Qualified Stock Option
- C - Restricted Stock Option
- D - Long-Term Cash Plan
- E - Stock Appreciation Rights
- F - Phantom Stock

Perks Legend

- 1 - Automobile/Allowance
- 2 - Luncheon Club
- 3 - Airline Club
- 4 - Country Club
- 5 - First Class Air
- 6 - Deferred Compensation
- 7 - Supplemental Vacation
- 8 - Supplemental Medical
- 9 - Supplemental Disability
- 10 - Supplemental Retirement

**Executive Module 1B Compensation Survey
Corporate Positions**

Publicly Traded Yes No

Primary Activity Engineering Construction Engineering/Construction Environmental

HQ Location _____ Most Recent Company Revenue (M) _____ # of Salaried Employees _____ Principal Industries _____

| | Function | Employee # | Check if constant group | Levels from Parent CEO (from 0) | Base Salary (as of May 1) | Target STI (%) | Annual STI (Bonus) | Salary Range | | | LTI (Circle letters that apply) | Perks (Circle numbers that apply) |
|----|---|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 37 | Quality Management Head | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 38 | Top Marketing Executive (without Sales) | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 39 | Top Sales Executive (without Marketing) | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 40 | Environmental Sustainability Executive | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 41 | Top Building Information Modeling Executive | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 42 | Director of Equipment Operations | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

LTI Legend

- A - Incentive Stock Option
- B - Non Qualified Stock Option
- C - Restricted Stock Option
- D - Long-Term Cash Plan
- E - Stock Appreciation Rights
- F - Phantom Stock

Perks Legend

- 1 - Automobile/Allowance
- 2 - Luncheon Club
- 3 - Airline Club
- 4 - Country Club
- 5 - First Class Air
- 6 - Deferred Compensation
- 7 - Supplemental Vacation
- 8 - Supplemental Medical
- 9 - Supplemental Disability
- 10 - Supplemental Retirement

**Executive Module 1B Compensation Survey
Business Unit Positions**

Duplicate Data Collection Form 2 as necessary to report all business units.

Primary Activity of Unit Engineering Construction Engineering/Construction Environmental

Unit Number _____ Unit Location _____ Revenue of Unit (M) _____ # of Salaried Employees in Unit _____

(Report compensation in 000's)

| | Function | Employee # | Check if constant group | Levels from Parent CEO (from 0) | Base Salary (as of May 1) | Target STI (%) | Annual STI (Bonus) | Salary Range | | | LTI (Circle letters that apply) | Perks (Circle numbers that apply) |
|----|--------------------------------|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 50 | General Manager/President | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 51 | Second Executive | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 52 | Business Unit Human Resources | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 53 | Business Unit Legal | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 54 | Business Unit Finance | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 55 | Business Unit Controller | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 56 | Business Unit Business Manager | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 57 | Business Unit Contracts | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 58 | Business Unit Construction | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

LTI Legend

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- D - Long-Term Cash Plan
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Perks Legend

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- 7 - Supplemental Vacation
- 8 - Supplemental Medical
- 9 - Supplemental Disability
- 10 - Supplemental Retirement

**Executive Module 1B Compensation Survey
Business Unit Positions**

Duplicate Data Collection Form 2 as necessary to report all business units.

Primary Activity of Unit Engineering Construction Engineering/Construction Environmental

Unit Number _____ Unit Location _____ Revenue of Unit (M) _____ # of Salaried Employees in Unit _____

| | Function | Employee # | Check if constant group | Levels from Parent CEO (from 0) | Base Salary (as of May 1) | Target STI (%) | Annual STI (bonus) | Salary Range | | | LTI (Circle letters that apply) | Perks (Circle numbers that apply) |
|----|--|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 59 | Business Unit Engineering | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 60 | Business Unit Construction Engineering | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 61 | Business Unit Project Management | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 62 | Business Unit Project Controls | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 63 | Business Unit Estimating | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 64 | Business Unit Procurement & Logistics | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 65 | Business Unit Safety | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 66 | Business Unit Security | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 67 | Business Unit Client Acquisition | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 68 | Business Unit Marketing Executive | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

LTI Legend

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Perks Legend

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- 9 - Supplemental Disability
- 10 - Supplemental Retirement

**Executive Module 1B Compensation Survey
Business Unit Positions**

Duplicate Data Collection Form 2 as necessary to report all business units.

Primary Activity of Unit Engineering Construction Engineering/Construction Environmental

Unit Number _____ Unit Location _____ Revenue of Unit (M) _____ # of Salaried Employees in Unit _____

| | Function | Employee # | Check if constant group | Levels from Parent CEO (from 0) | Base Salary (as of May 1) | Target STI (%) | Annual STI (bonus) | Salary Range | | | LTI (Circle letters that apply) | Perks (Circle numbers that apply) |
|----|---------------------------------|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 69 | Business Unit Sales Executive | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 70 | Business Unit Risk Manager | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 71 | Business Unit Equipment Manager | | | | . | | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

LTI Legend

- A - Incentive Stock Option
- B - Non Qualified Stock Option
- C - Restricted Stock Option
- D - Long-Term Cash Plan
- E - Stock Appreciation Rights
- F - Phantom Stock

Perks Legend

- 1 – Automobile/Allowance
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- 4 - Country Club
- 5 - First Class Air
- 6 - Deferred Compensation
- 7 - Supplemental Vacation
- 8 - Supplemental Medical
- 9 - Supplemental Disability
- 10 - Supplemental Retirement

**Executive Module 1B Compensation Survey
Operations Center Positions**

Primary Activity Engineering Construction Engineering/Construction Environmental

Operation Center Location _____ Unit Number _____ # of Salaried EEs in Center _____

Operations centers are organization units that are established to provide staffing to business units. General Manager of the unit does not have the profit and loss responsibility and the unit does not have revenue.

(Report compensation in 000's)

| | Function | Employee # | Check if constant group | Levels from Parent CEO (from 0) | Base Salary (as of May 1) | Target STI (%) | Annual STI (Bonus) | Salary Range | | | LTI (Circle letters that apply) | Perks (Circle numbers that apply) |
|----|------------------------------------|------------|-------------------------|---------------------------------|---------------------------|----------------|--------------------|--------------|-----|-----|---------------------------------|-----------------------------------|
| | | | | | | | | Min | Mid | Max | | |
| 80 | Operations Center General Manager | | | | . | . | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 81 | Engineering Practice Leader | | | | . | . | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 82 | Construction Practice Leader | | | | . | . | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 83 | Project Controls Practice Leader | | | | . | . | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |
| 84 | Project Management Practice Leader | | | | . | . | . | . | . | . | A B C D E F | 1 2 3 4 5 6 7 8 9 10 |

LTI Legend

- A - Incentive Stock Option
- B - Non Qualified Stock Option
- C - Restricted Stock Option
- D - Long-Term Cash Plan
- E - Stock Appreciation Rights
- F - Phantom Stock

Perks Legend

- 1 – Automobile/Allowance
- 2 - Luncheon Club
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- 4 - Country Club
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- 6 - Deferred Compensation
- 7 - Supplemental Vacation
- 8 - Supplemental Medical
- 9 - Supplemental Disability
- 10 - Supplemental Retirement

Compensation Database
Engineering/Construction/Environmental
Module 1B - Executive Compensation Survey

This measure indicates the Chief Executive or General Manager's freedom to make important decisions using a judgmental scale of 1 to 5 for ten decision areas under the heading of Business Strategies, Human Resources and Financial. These scores will be combined with revenue and levels from Parent CEO in a multiple regression to "predict" the incumbents base salary and total cash and total compensation

Level of Influence

1. No influence
2. Some influence; executive's role primarily one of analysis
3. Moderate influence; executive's recommendation accorded some insight
4. Strong influence; executive can deny further action; recommendation carries considerable weight
5. Final decision maker

**Compensation Database
Engineering/Construction/Environmental
Module 1B - Executive Compensation Survey**

Corporate/Primary Chief Executive

Business Strategies:

| | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Pursue new markets | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Enter into joint venture | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Determine organization structure | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Human Resources:

| | 1 | 2 | 3 | 4 | 5 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. Determine succession plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Design and implement incentive compensation plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Grant salary adjustments in excess of established guidelines | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Financial Responsibilities:

| | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 7. Negotiate project finance terms | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Agree to contract terms outside of established guidelines | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Assume equity position in project | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Determine capital needs and sources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

TOTAL POINTS _____

**Compensation Database
Engineering/Construction/Environmental
Module 1B - Executive Compensation Survey**

Corporate Chief Operating Officer

Business Strategies:

| | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Pursue new markets | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Enter into joint venture | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Determine organization structure | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Human Resources:

| | 1 | 2 | 3 | 4 | 5 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. Determine succession plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Design and implement incentive compensation plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Grant salary adjustments in excess of established guidelines | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Financial Responsibilities:

| | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 7. Negotiate project finance terms | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Agree to contract terms outside of established guidelines | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Assume equity position in project | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Determine capital needs and sources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

TOTAL POINTS _____

**Compensation Database
Engineering/Construction/Environmental
Module 1B - Executive Compensation Survey**

General Manager/President

If you reported multiple General Managers and wish to differentiate between them, use the following. Use the same Unit Code Name/Number you reported on Data Collection Form 2.
If you do not wish to differentiate among multiple individuals, enter ALL on Unit Name/Number line.

Unit Name/Number: _____

Business Strategies:

| | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 1. Pursue new markets | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 2. Enter into joint venture | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 3. Determine organization structure | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Human Resources:

| | 1 | 2 | 3 | 4 | 5 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| 4. Determine succession plan | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 5. Design and implement incentive compensation plan | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 6. Grant salary adjustments in excess of established guidelines | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Financial Responsibilities:

| | 1 | 2 | 3 | 4 | 5 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| 7. Negotiate project finance terms | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 8. Agree to contract terms outside of established guidelines | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 9. Assume equity position in project | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| 10. Determine capital needs and sources | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

TOTAL POINTS _____

Compensation Database
Engineering/Construction/Environmental
Module 1B - Executive Compensation Survey

1. Is your company Publicly Traded Privately Held

2. Do you use non-qualified stock options? Yes No

If yes, what percentage of salaried (non-craft) workforce receives awards? _____%

What is the lowest eligible participant salary? \$_____0

What is the usual frequency? _____ Years

3. Do you use incentive stock options? Yes No

If yes, what percentage of salaried (non-craft) workforce receives awards? _____%

What is the lowest eligible participant salary? \$_____0

What is the usual frequency? _____ Years

4. Do you use restricted stock? Yes No

If yes, what percentage of salaried (non-craft) workforce receives awards? _____%

What is the lowest eligible participant salary? \$_____0

What is the usual frequency? _____ Years

After the award, how many years before restrictions lapse? _____ Years

Do participants accrue dividends? Yes No

5. Do you use phantom shares or stock appreciation rights? Yes No

If yes, what percentage of salaried (non-craft) workforce receives awards? _____%

What is the lowest eligible participant salary? \$_____0

What is the usual frequency? _____ Years

**Compensation Database
Engineering/Construction/Environmental
Module 1B - Executive Compensation Survey**

For privately held companies:

How is your stock valued? (Check all that apply.)

- Book Value
- Internal Formula
- External Appraisal

What has your company's stock appreciation been in recent years? _____%
(We will apply this to the grant information you provide us in the next section in determining an annual value.)

For public companies:

Please provide inputs for the Black-Scholes Formula:

Volatility* _____%

Risk-Free Interest Rate _____%

Dividend Yield* _____%

Stock price as of 5/1/2010 _____ Stock price as of 5/1/2011 _____

How many years typically lapse from award to exercise? _____ Years

* The usual preferred period for volatility and dividend yield is 36 months. If you believe a different period should be used or if you report these data in your proxy, report those same numbers.

