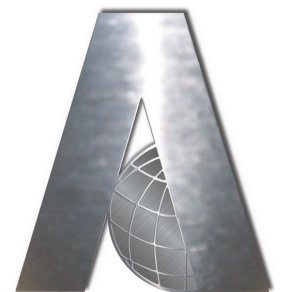


Analytical/FMI

## Executive Compensation Survey

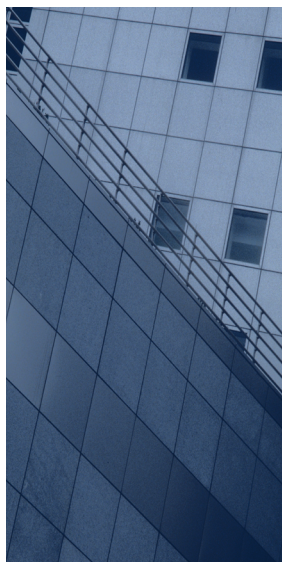
Compensation Database - Construction, Engineering and Environmental  
Information, pricing and 2007 survey excerpts



ANALYTICAL / FMI

# Analytical/FMI Executive Compensation Survey Module 1B

Information, pricing and 2007 survey excerpts



## Where to Find Us

### Phoenix Office

5080 North 40th Street  
Suite 245  
Phoenix, AZ 85018  
Tel: 602.381.8108  
Fax: 602.381.8228

### Corporate Headquarters

5171 Glenwood Avenue  
Suite 200  
Raleigh, NC 27622  
Tel: 919.787.8400  
Fax: 919.785.9320

## For More Information Please Contact

### Sean Taylor

National Practice Leader  
Compensation  
Tel: 602.381.8108  
Email:  
staylor@fminet.com

[fminet.com](http://fminet.com)

The Executive Compensation Survey is conducted annually to provide the Construction, Engineering and Environmental industries with up to date information on compensation for Corporate, First and Second level business units.

**Price for 2008 Survey:** \$2,100.00\*

**Data Due to Analytical/FMI by:** June 10, 2008

**Publish Date:** August 29, 2008

The Executive Compensation Survey includes a custom, tabular, and regression analyses on the following information:

### Corporate Staff Positions

- Chief Executive Officer
- Chief Operating Officer
- Chief Administrative Officer
- Corporate Development & Planning
- Human Resource Executive
- Executive/Employee Development
- Top Financial Officer
- Controller
- Treasurer
- Auditor
- Legal Head
- Legal Second Level
- Risk Management
- Tax Head
- Chief Information Officer
- Top Information Systems Executive
- Top Information Systems Operations Executive
- Public & Government Relations
- Public Relations
- Government Relations
- Contracts Head
- Construction Head
- Engineering Head
- Construction Engineering Head
- Project Management Head
- Projects Controls Head
- Estimating
- Procurement & Logistics
- Safety Head
- Top Client Acquisition Executive
- Assistant Controller
- Quality Management Head
- Top Marketing Executive (without Sales)
- Top Sales Executive (without Marketing)

### Business Unit Positions

- General Manager/President
- Second Executive
- Business Unit Human Resources
- Business Unit Legal
- Business Unit Finance
- Business Unit Controller
- Business Unit Business Manager
- Business Unit Contracts
- Business Unit Construction
- Business Unit Engineering
- Business Unit Construction Engineering
- Business Unit Project Management
- Business Unit Project Controls
- Business Unit Estimating
- Business Unit Procurement & Logistics
- Business Unit Safety
- Business Unit Client Acquisition

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### **Custom Analysis**

Participants receive a custom report comparing their data to the survey results. If the participant did not match a position, their report still includes the results for the position. In that case, N/A appears in the columns reserved for 'Your Data'.

### **Tabular Analysis**

Included in the report is information on: Base Salary, Total Cash, Total Compensation, STI Target% and Range Data where it has been provided. Each page shows your data in comparison to all the other companies surveyed. Prevalence data are presented for 10 prerequisites and 6 forms of long-term plans.

### **Regression Analysis**

We perform a regression analysis on CEO, COO and President/GM positions. The analysis is based on three factors - Revenue, Levels from the Parent CEO (Parent CEO is "0") and Autonomy. Autonomy refers to the executive's freedom to make decisions in the areas of Business Strategies, Human Resources and Finance.

Your report includes a "Predicted Base Salary" page, a "Predicted Total Cash" page and a "Predicted Total Compensation" page for the Corporate CEO, COO and General Manager/President. All GM/Presidents, regardless of Levels from CEO, are displayed on the same page and are arrayed according to revenue. If we do not have revenue figures, no data will be printed.

### **Multiple Regression Prediction Tool**

Also included with the price of the survey is a Multiple Regression Prediction Tool Excel file. The file contains a Base Salary, Total Cash and Total Compensation page for every job with enough data to run a regression. The CEO, COO and General Manager/President positions use a 3-factor regression (Revenue, Autonomy and Levels) and all other positions use a 2-factor regression (Revenue and Levels). Based on the individual employee data you input, the tool will predict what the salary should be. The payroll date of the survey is May 1 but the tool can age the data for points beyond that time.

*\*As with all Analytical / FMI surveys, a non-participating company can purchase a copy of the report if the firm agrees to participate in the following year's survey.*

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**Executive Compensation Survey  
Module 1B**

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**SURVEY PARTICIPANTS**

**ABB Lummus Global**  
**Adolfson & Peterson Construction**  
**AMEC**  
**Arcadis US**  
**Barton Malow Company**  
**BE&K, Inc.**  
**Black & Veatch**  
**Bovis Lend Lease Holdings, Inc.**  
**Burns & Roe Enterprises**  
**CB&I**  
**CDM**  
**CH2M Hill**  
**Cherne Contracting Corporation**  
**Fluor Corporation**  
**Foster Wheeler Corporation**  
**Gilbane Building Company**  
**Granite Construction**  
**Graycor**  
**The Haskell Company**  
**HDR, Inc.**  
**HNTB**  
**Jacobs Engineering Group**  
**JE Dunn Construction**  
**KBR**  
**Kleinfelder Engineering**  
**Linbeck Construction**  
**M.A. Mortenson Co.**  
**McCarthy Building Companies, Inc.**

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**Executive Compensation Survey  
Module 1B**

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**SURVEY PARTICIPANTS**

**Moss & Associates, LLC**  
**Parsons Brinckerhoff**  
**Parsons Corporation**  
**Perini Building Company**  
**Peter Kiewit Sons, Inc.**  
**Pizzagalli Construction Company**  
**The Shaw Group**  
**Skanska USA**  
**Sundt Construction**  
**Swinerton**  
**Technip USA**  
**Terracon**  
**Tetra Tech, Inc.**  
**TIC-The Industrial Company**  
**Turner Construction Company**  
**URS**  
**Walbridge Aldinger**  
**Washington Group International**  
**Webcor Builders, Inc.**  
**The Weitz Company**  
**Worley Parsons Group, Inc.**  
**Zachry Construction**

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## 2007 EXECUTIVE COMPENSATION SURVEY-MODULE 1B

### *Constant Population-Detail*

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Position Title: Chief Executive Officer  
 Position Code: 1  
 Mean Revenue (Millions): 2,182.3  
 Number of Incumbents: 18

	Base	STI	Total
2006 Mean	595.3	428.9	1,024.2
2007 Mean	670.7	563.8	1,234.5
Mean Increase	12.7%	31.5%	20.5%

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Position Title: Chief Operating Officer  
 Position Code: 2  
 Mean Revenue (Millions): 1,953.7  
 Number of Incumbents: 8

	Base	STI	Total
2006 Mean	394.1	279.8	673.9
2007 Mean	413.2	389.4	802.6
Mean Increase	4.8%	39.2%	19.1%

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Position Title: Chief Administrative Officer  
 Position Code: 3  
 Mean Revenue (Millions): 1,055.4  
 Number of Incumbents: 8

	Base	STI	Total
2006 Mean	237.9	186.4	424.3
2007 Mean	251.4	342.0	593.4
Mean Increase	5.7%	83.5%	39.9%

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## 2007 MODULE 1B EXECUTIVE COMPENSATION SURVEY

## Tabular Analysis

<b>Position Number:</b>	1
<b>Position Title:</b>	Chief Executive Officer
<b>Breakdown:</b>	All
<b># Cos:</b>	46
<b># Incbs:</b>	48

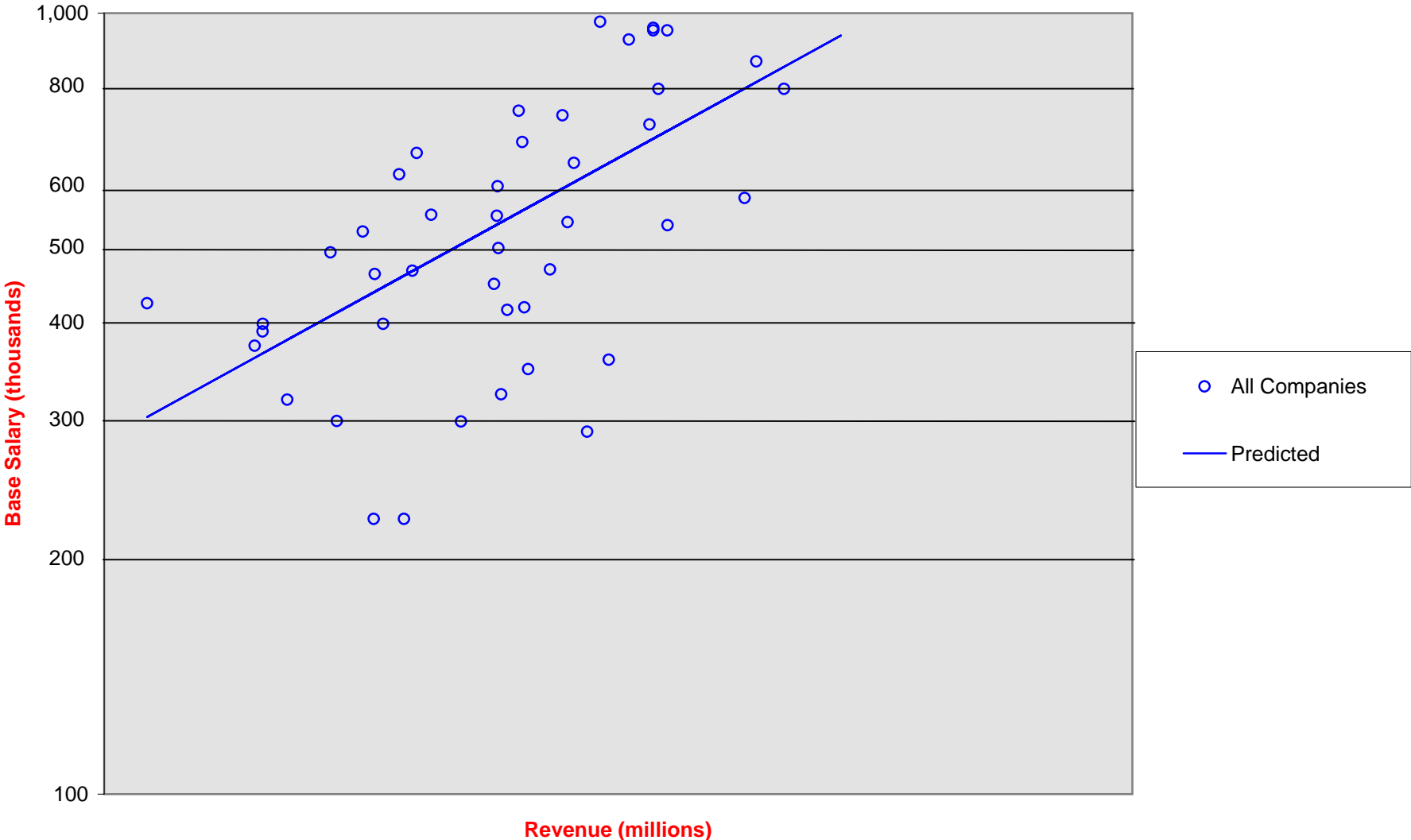
Compensation Data Results										
	Your Data	%ile Rank With Your Data Included	Results with your data factored out							
			10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co % to Market	75th Percentile	90th Percentile
Base Salary (000)	N/A	N/A	314.1	400.0	537.5	N/A	602.5	N/A	742.5	952.2
Total Cash (000)	N/A	N/A	531.7	686.3	996.5	N/A	1,252.6	N/A	1,640.0	2,459.8
Total Comp(000)	N/A	N/A	592.0	819.0	1,195.0	N/A	2,172.1	N/A	1,947.5	4,813.9
STI Target Percent	N/A	N/A	49.5%	67.5%	90.0%	N/A	89.5%	N/A	100.0%	127.5%
Minimum (000)	N/A	N/A	259.7	281.0	351.7	N/A	376.5	N/A	434.3	538.5
Midpoint (000)	N/A	N/A	340.2	351.8	439.0	N/A	497.2	N/A	565.1	759.7
Maximum (000)	N/A	N/A	420.5	429.2	527.0	N/A	625.8	N/A	678.1	1,055.4
Number of Employees	N/A	N/A	368	1,097	3,266	N/A	6,203	N/A	7,100	19,810
Revenue (Mill)	N/A	N/A	411.7	689.1	1,500.0	N/A	2,445.5	N/A	3,183.9	4,564.7
Autonomy	N/A	N/A	45	47	50	N/A	48	N/A	50	50

Perquisites				Long Term				
	Number of Incumbents	Number of Companies		Number of Incumbents	Number of Companies		Number of Incumbents	Number of Companies
Automobile	25	25	Deferred Comp	26	26	Incentive Stock	7	7
Luncheon Club	6	6	Supp Vacation	13	13	Non Qualified Stock	14	14
Airline Club	10	10	Supp Medical	15	15	Restricted Stock	14	14
Country Club	23	23	Supp Disability	21	21	Long Term Cash	9	9
First Class Air	11	11	Supp Retirement	11	11	SAR	3	3
						Phantom Stock	5	5

<b>Position Description</b>	<b>COPYRIGHT © Analytical/FMI</b>
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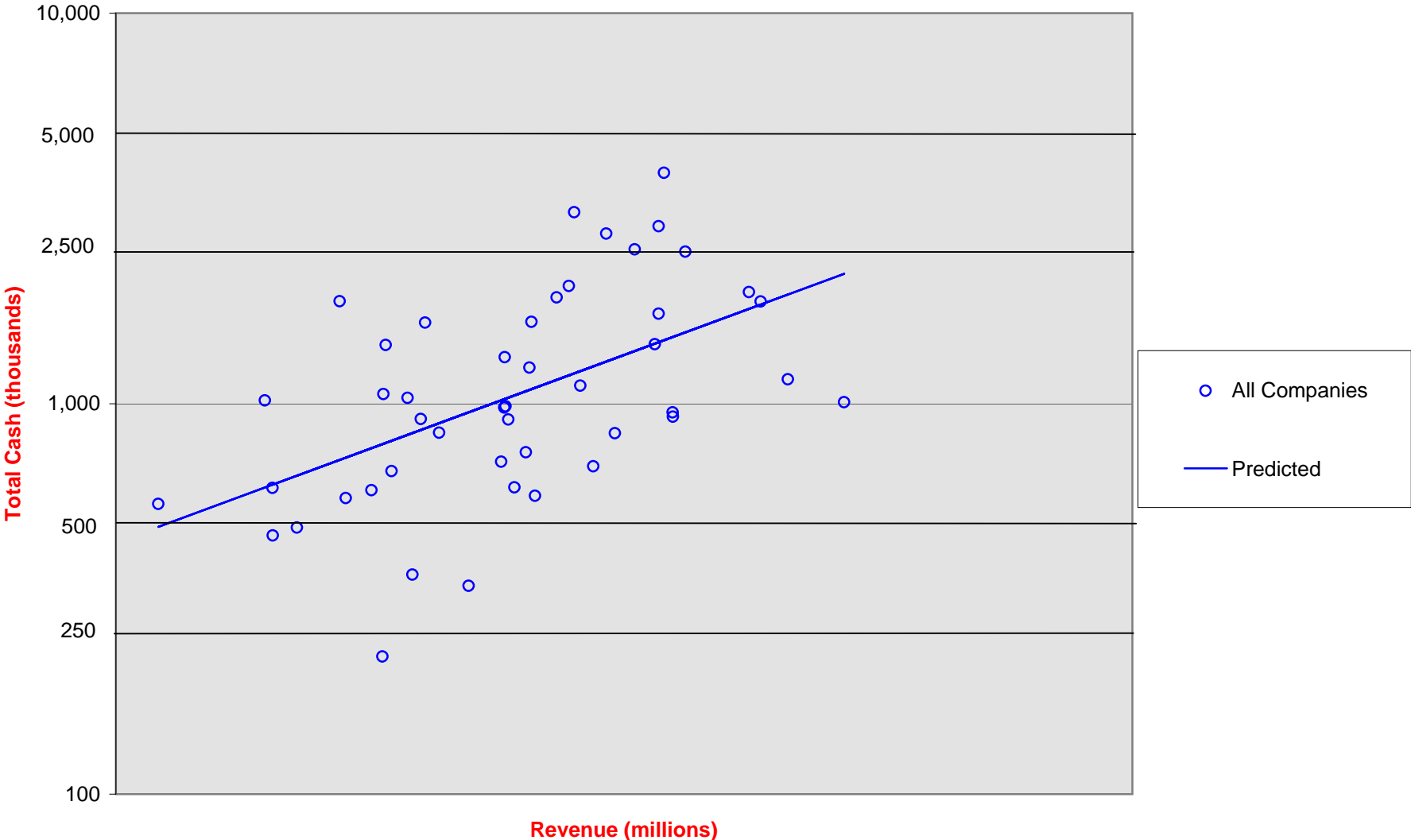
Highest position in the organization being reported. This is the top executive in an organization that is engaged in any combination of Engineering, Construction, Environmental, and/or Nuclear.

### Corporate CEO



Predicted values are from simple regression of log of base compensation on log of revenue.

# Corporate CEO



Predicted values are from simple regression of log of total cash on log of revenue.

## 2007 MODULE 1B EXECUTIVE COMPENSATION SURVEY

### Tabular Analysis

<b>Position Number:</b>	1
<b>Position Title:</b>	Chief Executive Officer
<b>Breakdown:</b>	0 Levels from the CEO
<b># Cos:</b>	41
<b># Incbs:</b>	41

Compensation Data Results										
	Your Data	%ile Rank With Your Data Included	Results with your data factored out							
			10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co % to Market	75th Percentile	90th Percentile
Base Salary (000)	N/A	N/A	325.0	420.0	580.0	N/A	631.0	N/A	800.0	957.4
Total Cash (000)	N/A	N/A	572.9	840.0	1,057.5	N/A	1,354.1	N/A	1,824.7	2,482.6
Total Comp(000)	N/A	N/A	608.0	910.0	1,278.0	N/A	2,387.4	N/A	2,723.6	5,075.6
STI Target Percent	N/A	N/A	59.5%	75.0%	90.0%	N/A	97.5%	N/A	115.0%	142.5%
Minimum (000)	N/A	N/A	275.5	284.0	352.3	N/A	385.9	N/A	452.1	544.0
Midpoint (000)	N/A	N/A	350.2	392.2	442.7	N/A	510.4	N/A	611.3	760.9
Maximum (000)	N/A	N/A	420.9	482.3	529.2	N/A	642.7	N/A	744.8	1,069.2
Number of Employees	N/A	N/A	351	1,050	3,266	N/A	6,567	N/A	8,252	20,626
Revenue (Mill)	N/A	N/A	441.2	744.1	1,673.0	N/A	2,624.2	N/A	3,523.6	5,059.0
Autonomy	N/A	N/A	45	48	50	N/A	49	N/A	50	50

Perquisites				Long Term				
	Number of Incumbents	Number of Companies		Number of Incumbents	Number of Companies		Number of Incumbents	Number of Companies
Automobile	22	22	Deferred Comp	22	22	Incentive Stock	6	6
Luncheon Club	5	5	Supp Vacation	12	12	Non Qualified Stock	13	13
Airline Club	8	8	Supp Medical	14	14	Restricted Stock	12	12
Country Club	21	21	Supp Disability	20	20	Long Term Cash	8	8
First Class Air	10	10	Supp Retirement	9	9	SAR	2	2
						Phantom Stock	5	5

#### Position Description COPYRIGHT © Analytical/FMI

Highest position in the organization being reported. This is the top executive in an organization that is engaged in any combination of Engineering, Construction, Environmental, and/or Nuclear.

## 2007 MODULE 1B EXECUTIVE COMPENSATION SURVEY

### Tabular Analysis

<b>Position Number:</b>	40
<b>Position Title:</b>	General Manager/President
<b>Breakdown:</b>	All
<b># Cos:</b>	44
<b># Incbs:</b>	406

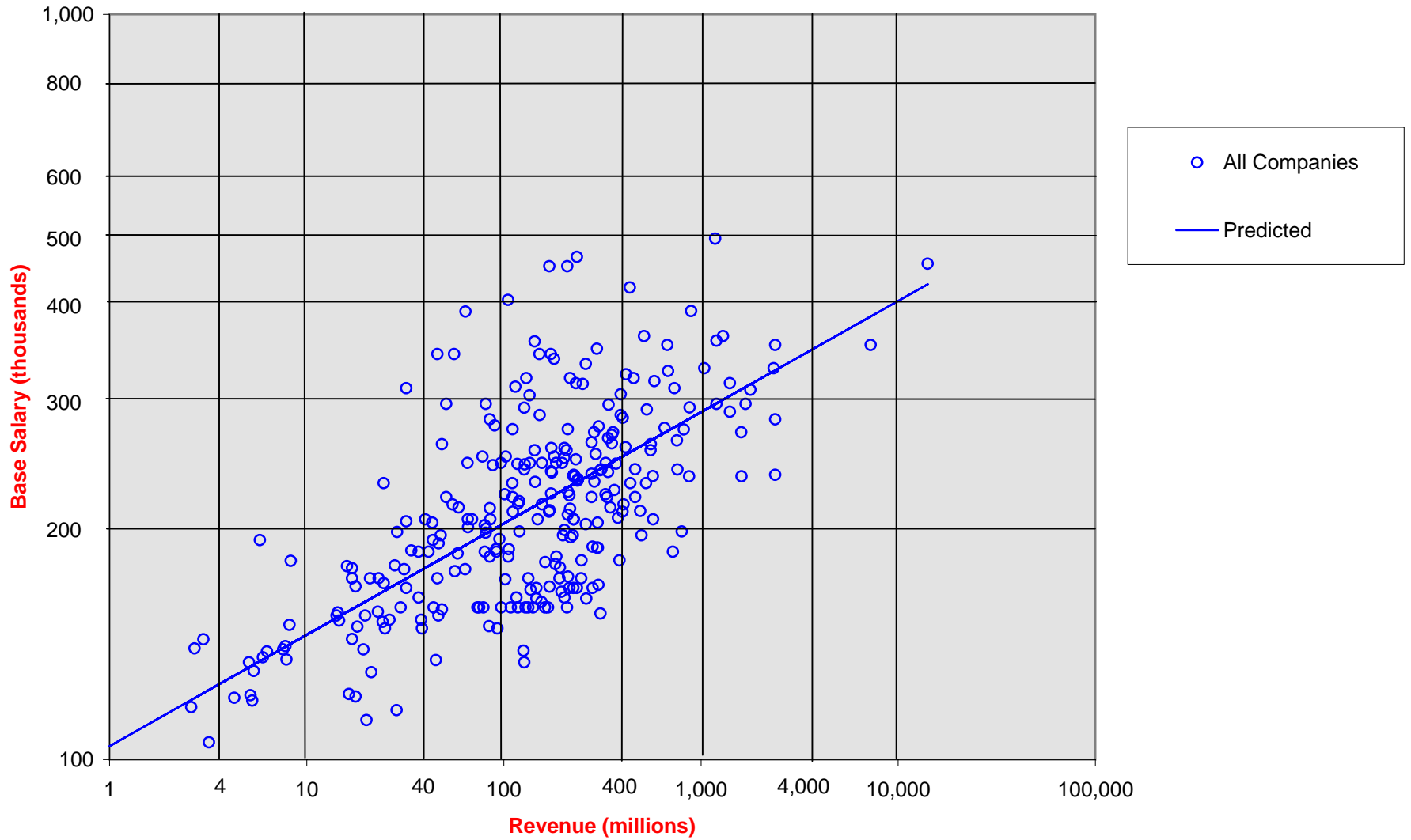
Compensation Data Results										
	Your Data	%ile Rank With Your Data Included	Results with your data factored out							
			10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co % to Market	75th Percentile	90th Percentile
Base Salary (000)	N/A	N/A	139.8	170.0	210.0	N/A	231.7	N/A	266.3	342.3
Total Cash (000)	N/A	N/A	161.8	222.5	310.0	N/A	373.9	N/A	422.5	647.8
Total Comp(000)	N/A	N/A	163.5	232.8	330.2	N/A	444.3	N/A	495.9	770.9
STI Target Percent	N/A	N/A	15.0%	30.0%	40.0%	N/A	45.0%	N/A	50.0%	80.0%
Minimum (000)	N/A	N/A	94.0	103.2	141.2	N/A	154.3	N/A	192.1	236.5
Midpoint (000)	N/A	N/A	125.0	132.3	187.8	N/A	204.4	N/A	250.8	317.5
Maximum (000)	N/A	N/A	152.0	161.4	231.9	N/A	253.8	N/A	312.5	399.8
Number of Employees	N/A	N/A	34	75	176	N/A	553	N/A	451	1,459
Revenue (Mill)	N/A	N/A	17.6	55.0	152.2	N/A	344.1	N/A	300.0	657.3
Autonomy	N/A	N/A	26	35	38	N/A	37	N/A	41	44

Perquisites				Long Term				
	Number of Incumbents	Number of Companies		Number of Incumbents	Number of Companies		Number of Incumbents	Number of Companies
Automobile	160	24	Deferred Comp	211	22	Incentive Stock	73	7
Luncheon Club	19	6	Supp Vacation	86	11	Non Qualified Stock	99	12
Airline Club	40	8	Supp Medical	105	13	Restricted Stock	57	10
Country Club	68	18	Supp Disability	138	17	Long Term Cash	73	10
First Class Air	8	5	Supp Retirement	72	11	SAR	12	3
						Phantom Stock	43	6

### Position Description COPYRIGHT © Analytical/FMI

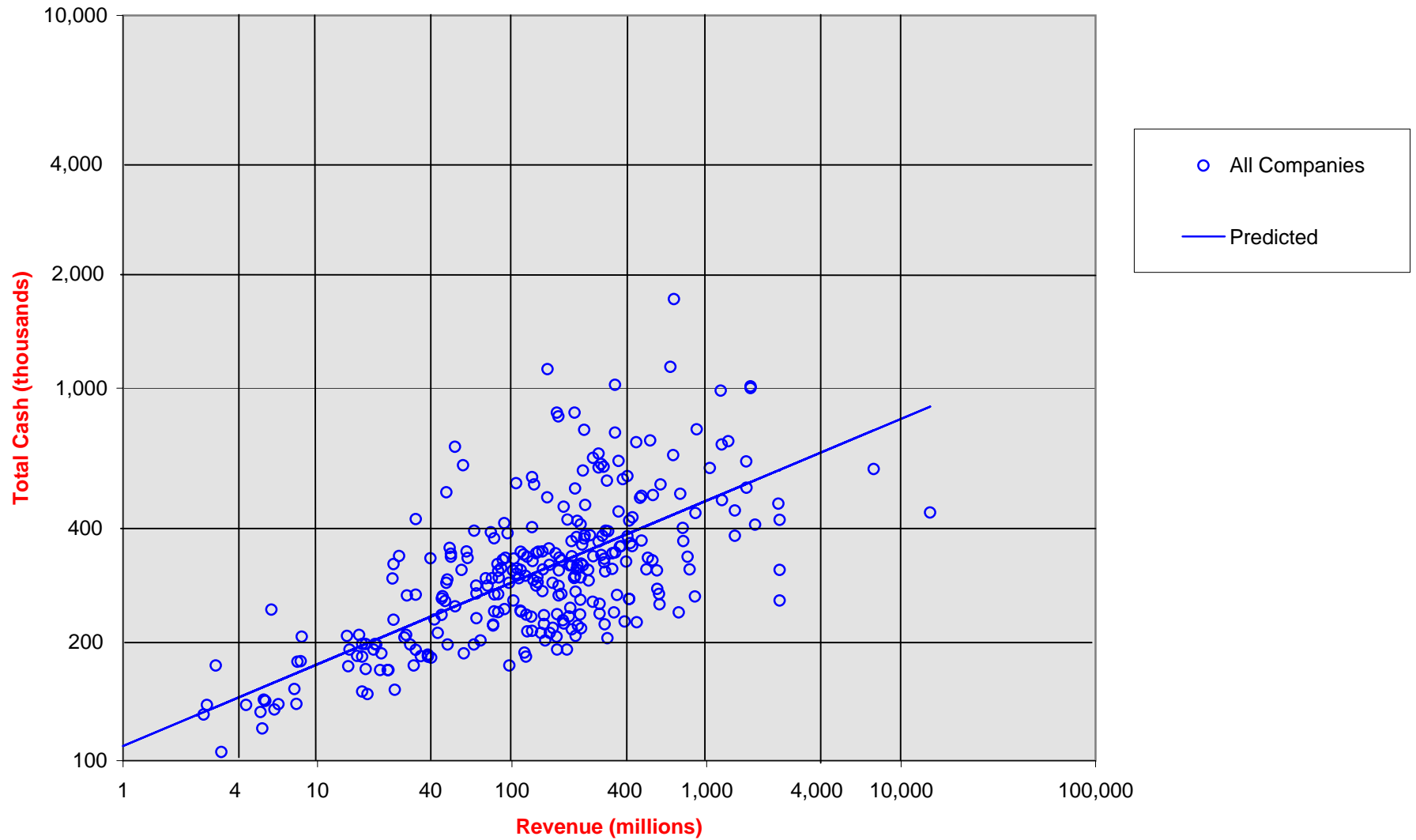
Highest position in the organizational unit. At the Business Unit level, has P&L responsibility and oversees business development, project management and other operating activities. Often referred to as General Manager or President.

## General Manager/President



Predicted values are from simple regression of log of base compensation on log of revenue.

## General Manager/President



Predicted values are from simple regression of log of total cash on log of revenue.