



Pearl Meyer

CHiPS *One World* Total Compensation Survey



Learn why the CHiPS One World Total Compensation Survey is the best value for global technology compensation data.

“Our go-to source for competitive global market data.”



Why participate?

The CHiPS *One World* Total Compensation Survey provides you with a best-in-class compensation information solution, offering you a rare combination of accuracy and affordability. All elements of the employee pay package are collected and reported giving you the information needed to analyze your competitive position and compensation mix from a total compensation perspective.

COMPREHENSIVE

- More than 250 Job Families and 2,100 positions
- 107 U.S. and Global Participants



CREDIBLE

- 107 U.S and Global Participants
- More than 50 Countries



CUSTOMIZED

- Dedicated Account Managers
- One Free Custom Peer Group Report



COST-EFFECTIVE

- One low fee of **\$3,950** for both U.S. and Global data





We provide one-to-one account support through our dedicated team of account managers and industry experts. This customized approach helps you go beyond the data to understand how the survey results apply to your organization and its unique compensation needs.

Exclusive Insight

Streamlined Policies and Practices Information

- Short- and long-term incentive plan design
- Perquisites
- Sales incentive plan design
- Salary structure and merit increase budgets

Enroll Today!

Commit to participate in our 2019 CHiPS *One* Survey today and we'll send you the submission materials when the survey launches in March.

Survey Schedule

Data Effective Date: 4/1/2019

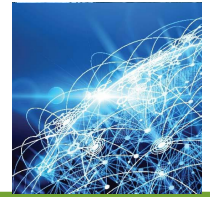
Submission Due Date: 5/3/2019

Publication Date: Week of 7/1/2019



Policies and Practices





Access to Detailed Data

Flexible Report Formats

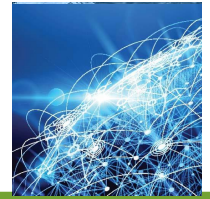
As a member of the CHIIPS One World Total Compensation Survey, you will be able to easily download detailed total compensation data by survey position in both Excel and PDF Format. Excel reports provide U.S. data breakouts by industry, region, tenure, and security clearance while Global excel data is broken out by country. These survey reports give you the ability to isolate key data points and identify salary trends.

Key Data Reported:

- Base Salary
- Short-Term Incentives
- Long-Term Incentives
- Total Cash/Target/Direct Compensation
- Global Merit Increases

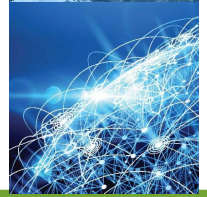


U.S. Position Report								
Data Effective 04/01/2017	Business/Systems Analysis Manager 2 (BAM2)							
	All Firms							
	Total Incumbents	Average	10th Percentile	25th Percentile	50th Percentile	60th Percentile	75th Percentile	90th Percentile
Number Incumbents / Firms Matching	469	23						
Incumbent Characteristics								
% Empl with Exempt Fisa Status	469	100.0%						
Tenure with Firm (Years)	469	12.5	1.0	3.9	10.9	14.4	18.2	26.9
Percent with Security Clearance	469	5.4%						
Base Salary								
Salary Range Minimum	448	\$109,673	\$94,300	\$100,000	\$108,000	\$114,300	\$116,000	\$128,600
Salary Range Midpoint	448	\$152,798	\$137,320	\$145,000	\$148,600	\$150,000	\$159,500	\$167,700
Salary Range Maximum	448	\$195,928	\$178,000	\$182,900	\$195,800	\$195,800	\$205,800	\$215,400
Base Salary	469	\$150,707	\$119,995	\$133,541	\$149,347	\$154,698	\$165,000	\$185,000
Actual Cash Incentives								
Sign-On Award Percent Receiving	469	0.0%						
Sign-On Award (Excl 0)	0							
Sales Award Percent Receiving	469	0.8%						
Sales Award (Excl 0)	7	\$36,277		\$4,410	\$8,114	\$8,808	\$68,480	
All Incentives Percent Receiving	469	61.2%						
All Incentives Award (Incl 0)	469	\$8,909	\$0	\$0	\$1,712	\$4,146	\$14,536	\$28,242
All Incentives Award (Excl 0)	261	\$14,563	\$1,289	\$2,748	\$8,000	\$14,873	\$22,769	\$34,583
All Incentives Award as % Base (Excl 0)	261	9.4%	0.9%	1.8%	5.3%	10.3%	16.4%	21.7%
Actual Cash Compensation	469	\$159,616	\$123,357	\$138,596	\$156,576	\$163,969	\$174,581	\$193,735
Target Cash Incentives								
Sales Target Award as % Base	0							
All Incentives Target as % Base (Excl 0)	407	9.7%	2.0%	2.0%	10.0%	10.0%	15.0%	20.0%
Target Cash Compensation	469	\$164,139	\$124,800	\$142,827	\$160,759	\$168,000	\$179,895	\$207,060
LTI / Total Direct Compensation								
Percent Eligible	469	41.4%						
Percent Receiving	469	15.3%						
LTI Award Value (Incl 0)	469	\$5,316	\$0	\$0	\$0	\$0	\$0	\$27,800
LTI Award Value (Excl 0)	43	\$34,813	\$20,000	\$22,183	\$33,850	\$36,616	\$45,000	\$51,159
LTI Value as % Base (Excl 0)	43	22.6%	12.3%	16.3%	23.1%	24.6%	28.6%	30.9%
Option Value (Excl 0)	16	\$21,885		\$18,061	\$21,229	\$21,863	\$27,249	
RS Value (Excl 0)	41	\$26,248		\$13,486	\$20,000	\$25,918	\$39,436	
Total Direct Compensation	469	\$164,932	\$123,357	\$139,520	\$159,829	\$167,513	\$180,000	\$207,060



2018 CHiPS *One World* Participating Companies List

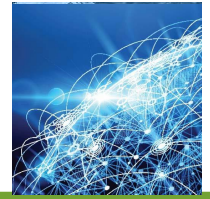
Accenture Ltd.*
Aerojet-General Corporation
American Family Insurance Group
Andrew Alliance*
Argonne National Laboratory
AT&T Inc.
BAE Systems North America, Inc.*
Battelle Memorial Institute
Biodesix
Black & Veatch Corporation
Black Knight Financial Services
Booz Allen Hamilton Inc.*
Bose Corporation
Brookhaven National Laboratory
CGI Technologies and Solutions, Inc.
Cincom Systems, Inc.*
Cisco Systems, Inc.
Citigroup Inc.
Charles River Laboratories International, Inc.
CNA
Comcast Cable Communications, Inc.
Consolidated Nuclear Security, LLC
CopperPoint Mutual Insurance Companies
Corning Incorporated
Dechert LLP*
Deloitte LLP
Draper Laboratory
DRS Technologies, Inc.
Eaton Corporation
Entegris, Inc.*
Experian Americas*
Federal Aviation Administration
FedEx Corporation
Fermi National Accelerator Laboratory
Fidelity Investments*
Fluor Corporation*
General Dynamics Mission Systems
Georgia Tech Research Institute
Herman Miller
HRL Laboratories, LLC
IBM Corporation*
Idaho National Laboratory
Imprivata, Inc.*
Institute for Defense Analyses
Intelsat, Ltd.*
Jet Propulsion Laboratory
Johns Hopkins University Applied Physics Laboratory
Kaiser Permanente
KapStone Paper & Packaging Corporation
Keysight Technologies*
Lawrence Berkeley National Laboratory
Lawrence Livermore National Laboratory
Leidos*
Lockheed Martin Corporation*
Los Alamos National Laboratory
Marriott International, Inc.
MasterCard Incorporated



Merck & Co., Inc.
Metrohm USA, Inc.
Mettler Toledo AutoChem, Inc
Michael Baker International
Mission Support and Test Services, LLC
MIT Lincoln Laboratory
Molina Healthcare, Inc.
National Renewable Energy Lab
NEC Corporation of America*
Nintendo of America, Inc.
Noblis, Inc.
Oak Ridge National Laboratory UT-Battelle, LLC
PACCAR Inc.
Panduit Corp.*
Parsons Corporation
Peraton
PricewaterhouseCoopers
Pro-Build Holdings, Inc.
Raytheon Company
Ricoh Americas Corporation
Roche Diagnostics Corporation
Samsung Electronics America
Sandia National Laboratories
SBM Offshore USA, Inc.
Sharp Electronics Corporation

Shimadzu Scientific Instruments, Inc.
Siemens Corporate Research
Sierra Nevada Corporation
SLAC National Accelerator Laboratory
Sony Electronics, Inc.*
Sprint Corporation
SRI International
Stanford
Staples Inc.
State Farm Mutual Automobile Insurance Company
Thales Defense & Security, Inc.
The Aerospace Corporation
The Applied Research Laboratory at PSU
The Boeing Company
The Coca-Cola Company
The MathWorks, Inc.*
The MITRE Corporation
Unisys Corporation
United Technologies Corporation*
University Corporation for Atmospheric Research (UCAR)
USAA
Vencore
Visa Inc.*
Waters Corporation*

***Denotes participants that provided U.S. and non-U.S. incumbents.**



What Will I Receive?

The membership fee includes an all-participants report, one free custom peer group report, one full year of 24/7 access to CHiPS online with free on-demand features, and access to the CHiPS peer to peer network.

About the Survey

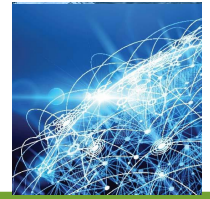
Collecting data on over 250 job families comprised of more than 2,100 individual positions, CHiPS *One World* provides both U.S. and global compensation information on employees in:

- Research & Development;
- Engineering;
- Information Technology;
- Sales & Customer-facing; and
- Core Support (Communications, Finance, HR, Legal, etc.) functions.
- Aerospace (NEW) – Aeronautical Engineering, Satellite Systems Engineer, Autonomy Engineer, Flight Simulation Engineer, Aircraft Support Engineer, Acoustics Engineer, Quality Technician

Job Families

Research and Development Job Families

- Hardware Engineering
- Electronic Design Engineering
- Mechanical Design Engineering
- Hardware Engineering Default
- Multi-Discipline Hardware Engineering Roll-Up
- Engineer Technician - Hardware
- Engineer Technician
- ASIC Design Engineering
- Semiconductor Design Engineering
- Multi-Discipline Semiconductor Design Engineering Roll-Up
- Network Product Development Engineering
- Optical Engineering
- RF/Wireless Development Engineering
- Telecomm Product Development Engineering
- Network/Telecomm Development Engineering Roll-Up
- Mobile Applications Engineering
- Software Applications Engineering
- Software Operating Systems Engineering
- CAD Engineering
- Embedded Software Engineering
- User Experience Design Engineering
- Software Engineering Default
- Software Engineering Roll-Up
- Engineer Technician - Software
- Analog/Digital Signal Processing Engineering
- Systems Design Engineering
- Information Assurance Engineering
- Industrial Design Engineering
- Structural Engineering
- Environmental Engineering
- Packaging Engineering
- Composite Materials Engineering
- Semiconductor Process Engineering
- Development Engineering Default
- All R&D Engineering Roll-Up
- Defense Sector Program/Project Management
- R&D Program/Project Management
- Chemist
- Research Scientist Basic
- Research Scientist Applied
- Research Scientist Default
- Research Scientist Roll-Up
- Design Research
- Data Scientist
- Laboratory Operations Management



Technical Job Families

Customer Focused Support (Technical)

- Systems Engineering (Pre-Sales)
- Systems Engineering (Post-Sales)
- Systems Engineering (Pre-/Post-Sales)
- Systems Engineering Roll-Up
- Professional Services Specialist
- Systems Engineering/Professional Services Specialist Roll-Up
- Business Process Analysis - External Focus
- Business Process Analysis - Internal Focus
- Network Engineering
- Applications Engineering
- SaaS (Software as a Service) Operations Engineer
- Technical Support Engineering
- Technical Training
- Field Service Engineering
- Field Service Technician
- Desktop/Deskside Support Technician
- PC Help Desk Technician
- Remote Support Engineering
- Repair Technician (Remote)

Information Systems

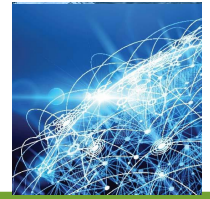
- Applications Programmer/Analyst
- Operating Systems Programmer/Analyst
- Enterprise Resource Planning Programmer/Analyst
- Programmer/Analyst Default
- Programmer/Analyst Roll-Up
- Business/Systems Analysis
- Database Analysis
- Telecommunications Analysis
- Network Systems Analysis
- Internal Network Engineering
- Information Systems Architect
- Information Systems Program/Project Management
- Information Technology Operations Management
- Information Technology Outsourcing Management
- Systems Administration
- Client/Server Database Administration
- Information Security Administration
- Cyber Security
- PC Technician (HW/SW Support)
- Computer Operations Support
- Data Center Engineer
- Help Desk Coordinator
- Internet/E-commerce Applications Development
- Front-end Web Development
- Web Site Design
- Web Site Management/Administration
- Web Site Content Authoring/Editing

Manufacturing (Technical)

- Semiconductor Product Engineering
- Equipment Engineering
- Configuration/Release Engineering
- Industrial Engineering
- Chemical Engineering
- Manufacturing Technician
- Manufacturing Maintenance Technician
- Hazardous Materials Technician
- Semiconductor Process Technician
- Semiconductor Equipment Technician
- Semiconductor Equipment Operator
- Chemical Operator
- Manufacturing Engineering
- Manufacturing Process Engineering Default

Quality

- Hardware Test Engineering
- Quality Engineering
- Reliability Engineering
- Software Quality/Test Engineering
- Software Quality Assurance Analysis
- Quality Engineering Default
- Quality/Manufacturing Process Engineering Roll-Up
- Six Sigma Black Belt
- Calibration Technician
- Test Equipment Technician
- Hardware Test Technician
- Inspector (QA/QC/In-Process/Receiving)



Technical Job Families (continued)

Marketing (Technical)

- Product/Brand Management
- Offering Management
- Product Marketing
- Product Management/Marketing Default
- Product Management/Marketing Roll-Up
- Technology/Platform/Product Champion (Evangelist)
- Proposal Development
- Marketing Research
- Channel Marketing
- Industry Marketing
- Technical Marketing Support
- Marketing Default
- Marketing Roll-Up

Engineering & Construction

- Architect
- Mechanical Engineering
- Instrument Engineering
- Drafter
- Designer
- Construction Supervision
- Engineering Project Management
- Drafter/Designer Default
- Drafter/Designer Roll-Up

Other Technical

- Technical Program/Project Management Default
- Mathematician/Statistician

Non-Technical Job Families

Customer Focused Support

- User Support Specialist
- Customer Service Support
- Sales Operations - Commission Analysis
- Sales Operations - Order Administration
- Sales Support
- Sales Operations - Management
- Client Services Program/Project Management
- Business Development

Finance

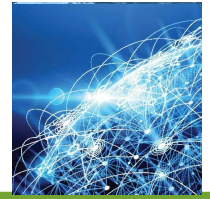
- Accounting
- Cost Accounting
- Finance
- Finance/Accounting Default
- Finance/Accounting Roll-Up
- Credit/Collection Analysis
- Credit/Collection Support
- Payroll Support
- Payable/Receivable Accounting Support
- Travel and Expense Support
- Finance/Accounting Supervisor Default
- Finance/Accounting Supervisor Roll-Up
- Controller
- Auditing
- Tax
- Treasury Analysis
- Investor Relations
- Mergers and Acquisitions Analysis
- Risk Management
- Stock Administration
- Finance Program/Project Management

Human Resources

- Human Resource Generalist
- Human Resource Operations
- Benefits
- Compensation
- Executive Compensation
- Compensation and/or Benefits Default
- Compensation and/or Benefits Roll-Up
- Employee Relations
- Labor Relations
- HRIS
- EEO/Diversity
- Organizational Development
- Staffing
- Training
- Human Resource Specialist Default
- HR Program/Project Management
- Human Resource Specialist Roll-Up
- Human Resource Support
- Call Center Representative

Legal

- General Law
- Patent Law
- Attorney Roll-Up
- Intellectual Property Licensing Services
- Contracts Negotiation
- Contracts Administration/Management
- Paralegal
- Legal Secretary



Non-Technical Job Families (continued)

Manufacturing

- Manufacturing Production Management
- Material/Production Control Planning
- Purchasing/Procurement for Manufacturing
- Purchasing/Procurement/Planning Default
- Purchasing/Matl Planning Roll-Up
- Logistics
- Supply Chain Analysis
- Vendor Management
- Inventory Control
- Production Scheduler
- Material Handler
- Machinist
- Maintenance Mechanic
- Machine Operator/Polish/Inspect
- Machine Operator/Sputter
- Assembler

Marketing

- Marketing Communications
- Visual/Graphic Designer
- Promotion/Advertising
- Pricing Analysis
- Event Specialist
- Government Relations (non-attorney)
- Community Relations
- Public Relations
- Public/Community Relations Default
- Public/Community Relations Roll-Up
- Social Media

Sales Families

Sales

- Field Sales - Direct - Commercial
- Field Sales - Direct - Government
- Field Sales - Direct - Combination
- Field Sales - Direct Roll-Up
- Field Sales - Indirect OEM
- Field Sales - Indirect VAR
- Field Sales - Indirect Distributor
- Field Sales - Indirect Retail
- Field Sales - Indirect Multiple Channels
- Field Sales - Indirect Roll-Up
- Field Sales - Direct and Indirect Combination
- Field Sales - Direct and Indirect Roll-Up
- Product/Service Sales Specialist (Overlay)
- Strategic Client Management

Other Administrative

- Facilities Engineering
- Facilities Technician
- Construction Project Management
- Real Estate Portfolio Management
- Environmental Health and Safety
- Safety Technician
- Occupational Health Nursing
- Security
- Chief Pilot
- Captain/Pilot
- Co-Pilot
- Business Strategy - External Focus
- Business Planning Analyst
- Web Analyst
- Project/Program Management (Non-Technical)
- Import/Export Analyst
- Purchasing/Procurement for Non-Manufacturing
- Purchasing Assistant
- Information Services Research
- Document Content Specialist
- Office Manager
- Executive Assistant
- Administrative Assistant/Administrative Support
- Receptionist
- Data Entry Operator
- Shipping/Receiving Clerk
- Mail Clerk

Inside Sales

- Inside Sales Representative - Consumer
- Inside Sales Representative - B2B Supplies, Consumables, Packaged Offerings
- Inside Sales Representative - B2B Product/Service/Solutions
- Inside Sales Roll-Up



How Can I Participate?

Work with a Dedicated Survey Account Manager

You will be assigned a dedicated account manager who will be available to walk you through the survey submission process, making it easy to integrate and match your information with our database. Our account managers have several years of survey experience, ensuring you the highest level of data quality and integrity.

Your survey account manager will email you a link to the submission materials, your log-in credentials, and instructions on how to complete and return your survey data.

- To contact us by email: survey@pearlmeyer.com or wyatt.allread@pearlmeyer.com
- To contact us by phone: Wyatt Allread, Survey Manager, at 508-630-1533



Dan Besser
Associate Account Manager



Wyatt Allread
Survey Account Manager



Andrew Guigno
Senior Survey Account Manager



Sue Brown
Account Manager



Jordan Gagnon
Survey Account Manager



Sarah Muy
Associate Account Manager



Heather Vaillancourt
Banking Survey Operations
Manager



Rebecca Toman
Vice President, Survey Business
Unit



Why Pearl Meyer Surveys?

Our Promise to You

Our objectives are simple:

- Provide the highest quality compensation information available anywhere
- Include the benchmark competitors you need
- Offer you a survey experience that is as easy as possible

Our Commitment to Quality

We are committed to providing you the highest standard of quality reporting, surpassing all other global technology surveys in the industry. Our rigorous quality assurance process includes:

- Job matching guidelines that contain clear and concise job descriptions and level guide matrices that contain education and experience profiles, typical population distributions, and scope definitions.
- Distribution of quality assurance reports to help clarify input and identify discrepancies.
- Thorough cross check of data; comparison to previous years' data; and identification of data outliers.

Secure Data Submission and Confidentiality

The survey is administered using an excel template for the collection of incumbent job data and a secure online questionnaire for policies and practices data. Cyber security is a top priority for any organization and you can have peace of mind that your data will be uploaded into a secure environment.

Concerned about the confidentiality of your data and how it's shared in the survey results report?

- All data is reported in summary form only.
- No data is reported for any job at any level where there are less than five companies matching (3 company limit is used outside the U.S.).
- No organization's data will represent more than a 25% weighting for any job (35% weighting is employed outside the U.S.).



About Pearl Meyer

www.pearlmeyer.com

Pearl Meyer is the leading advisor to boards and senior management on the alignment of compensation with organizational and leadership strategies, making pay programs a powerful catalyst for value creation and competitive advantage. Our survey team provides organizations with accurate, on-point information supporting effective business decisions. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to the Fortune 500 and FTSE 350. The firm has offices in New York, Atlanta, Boston, Charlotte, Chicago, Houston, London, Los Angeles, and San Jose.

Pearl Meyer's Survey Suite

www.pearlmeyer.com/salary-surveys

At Pearl Meyer we specialize in salary surveys in a wide range of industries including high technology, engineering and construction, banking and many more. Each survey provides the most comprehensive perspective on total compensation for the broadest groups of positions available. Combined, the surveys paint a complete picture of total compensation, giving you the only data resource you need to establish and manage your employee pay and reward strategy.



Locations

NEW YORK

570 Lexington Avenue, 7th Floor
New York, NY 10022
(212) 644-2300
newyork@pearlmeyer.com

ATLANTA

One Alliance Center
3500 Lenox Road, NE, Suite 1708
Atlanta, GA 30326
(770) 261-4080
atlanta@pearlmeyer.com

BOSTON

93 Worcester Street, Suite 100
Wellesley, MA 02481
(508) 460-9600
boston@pearlmeyer.com

CHARLOTTE

3326 Siskey Parkway, Suite 330
Matthews, NC 28105
(704) 844-6626
charlotte@pearlmeyer.com

CHICAGO

151 North Franklin Street
Chicago, IL 60606
(312) 242-3050
chicago@pearlmeyer.com

HOUSTON

Three Riverway, Suite 1575
Houston, TX 77056
(713) 568-2200
houston@pearlmeyer.com

LONDON

Collegiate House
9 St. Thomas Street
London SE1 9RY, UK
+44 (0)20 3384 6711
london@pearlmeyer.com

LOS ANGELES

550 S. Hope Street, Suite 1600
Los Angeles, CA 90071
(213) 438-6500
losangeles@pearlmeyer.com

SAN JOSE

15105 Concord Circle, Suite 210
Morgan Hill, CA 95037
(669) 800-5074
sanjose@pearlmeyer.com

www.pearlmeyer.com