Aon Hewitt U.S. Surveys:
2010—2011 Survey Solutions Catalog
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2010—2011 Survey Solutions Catalog

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Solutions—Overview
Unprecedented economic changes are impacting how companies approach compensation and talent management. As the economy improves, employers need to define the “new normal.”

It’s clear pay practices will not return to prerecession levels, so organizations must determine the proper amount and mix of compensation to motivate, retain, and engage high-potential workers. They need accurate, robust, and consistently collected data to make meaningful talent and reward decisions. Aon Hewitt provides leading organizations around the world with expert human resource consulting and outsourcing solutions to help them anticipate and solve their most complex compensation, benefit, talent, and related financial challenges.

Aon Hewitt’s compensation and engagement databases are recognized as the most reliable source of current data for human capital planning. With offices and resources worldwide, we analyze and publish an extensive library of printed and online survey reports.

Uncompromised Solutions
Whether you are developing compensation policies across global markets, creating sales compensation plans for the U.S., reviewing compensation for key officers, or tightening up benchmark structures in your organization, Aon Hewitt data solutions are the foundation to help you:

- Retain, motivate, and attract new talent in an increasingly mobile talent market
- Create or sustain a high-performance workforce
- Achieve higher returns on your people investment

With pragmatic insights based on facts, not hunches, Aon Hewitt data solutions are drawn from our experience delivering HR services to nearly 20 million people—data supported by extensive research across the HR spectrum, including our benchmark studies such as:

- Aon Hewitt Total Compensation Measurement™ Survey
- Salary Increase Survey
- Sales Compensation Survey
- Variable Compensation Measurement™ Survey

Global Leverage and Local Expertise
We gather and analyze market data to offer general and custom surveys, including both total compensation competitiveness and engagement levels. Aon Hewitt leverages employee information to uncover country-specific, economic, regional, and global trends—information that helps your company stay ahead of the talent curve. Our consultants apply their expertise in the varied employment markets, practices, and customs to deliver robust and comprehensive local market-based talent programs. In addition to compensation surveys, Aon Hewitt’s Survey Solutions also publishes reports that provide HR practitioners with the necessary insights to attract, retain, motivate, and reward exceptional employees. These reports cover a variety of subject areas including pay, performance management, benefits, and best practices on a local, regional, and global basis.

Custom Surveys Capabilities
Through Aon Hewitt’s custom survey capabilities, clients work with experienced survey consultants and receive in-depth personalized comparisons of their organization’s total compensation and pay practices information against those specified in a unique comparator group. With the ability to use either previously conducted surveys as well as custom designed surveys, clients gain access to valuable insights regarding their total pay mix and the competitiveness of their compensation practices.

Pricing Offers
Pricing options offered within this catalog are subject to change.
Aon Hewitt Total Compensation Measurement™ (TCM™)
Aon Hewitt Total Compensation Measurement™ Survey (TCM™) United States 2011

Making meaningful talent and reward decisions in today’s competitive environment requires a comprehensive data source. With a reputation as the world’s definitive source for compensation information, thousands of HR professionals turn to Total Compensation Measurement for the answers they need for their most challenging compensation issues.

Survey Benefits

Tenure
For 30 years, Total Compensation Measurement has helped organizations drive performance. Total Compensation Measurement delivers total compensation facts, including base salary, bonus, long-term incentives, and benefits through innovative products, insights, services, and solutions.

Global Representation
With over 7,000 participants from over 40 countries, Total Compensation Measurement can provide you with global compensation information that will help your organization position itself competitively worldwide.

Robust Data
Over 50 industries and more than 700 companies across 2,500 business units are represented annually in Total Compensation Measurement, making it the largest and most comprehensive data resource available to HR professionals, senior management, and boards of directors.

Job Matching Made Easy
Compensation components are measured in salary-equivalent terms. As data is submitted by position, Aon Hewitt’s unique JobLink leveling methodology allows results analysis by a variety of measures including position, organizational level, salary level, industry, and size.

TCM Online

TotalCompensationCenter.com
Aon Hewitt’s convenient online tool offers HR specialists complete access to the full array of Total Compensation Measurement results, allowing clients to create customizable compensation solutions. TCM Online offers one of the most efficient compensation data solutions in the market.

Custom Reports
Define an unlimited number of comparator groups using parameters such as industry, name, location, or financial measure. Calculate custom percentiles and compare your company data to the comparator group of your choice.

View and Age
Age results with multiple annual adjustment percentages and convert data to any currency. View results by job, or view all jobs by pay component and sort by job title or job code. With advanced functionality, users can blend multiple jobs together easily.

Download
Distribute your data easily with unlimited user IDs and passwords. Browse customized survey portfolio by region, year, and language, and search job portfolio by family, title, code, and keyword.

Timeline
Collection Materials Available: February 15
Effective Date of Participant Data: March 1
Participant Data Submission Deadline: April 15
Survey Results Published: Various
Executive Products

Collecting data on over 490 core executive jobs, Aon Hewitt’s portfolio of Total Compensation Measurement executive reports gives your organization the high-quality information necessary to make critical reward decisions.

Total Compensation by Industry
Features a full range of statistics on cash compensation, long-term incentive values, total compensation for multiple positions and salary bands, and award sizes. Results also include:

- Trend information for base salary, bonus, total cash, long-term incentives, and total compensation.
- Prevalence of long-term incentives executive benefits, and perquisites by position.
- Long-term incentive data for all incumbents, as well as receivers only.
- Results reported by industry, as well as on a consolidated basis.

Cash Compensation by Industry
Receive data on base salary, short-term incentives, total cash compensation, prevalence of long-term incentives, executive benefits, and perquisites. A full range of statistics is analyzed by organizational level, industry, and salary band plus compensation trends by position.

Regression Analysis
Calculate size-adjusted pay levels based on user-defined scope measures, regressed values by industry, and custom and reverse percentiles. Additionally, age, print, and export the data to improve the ease of use of compensation information.

Custom Studies
Receive an in-depth analysis of a comparator group you choose based on industry, reputation, revenue, and/or financial performance. Aon Hewitt consultants will help you interpret the results so you reach your business objectives.

Management and Professional Products

Aon Hewitt’s portfolio of Total Compensation Measurement management and professional reports provide total compensation data on over 500 nonexecutive jobs in all sectors, including manufacturing, service, financial, and retail industries.

Total Compensation by Industry
Receive data on cash compensation, long-term incentive values, total compensation, and award sizes, as well as trend information for base salary, bonus, total cash, long-term incentives, and total compensation.

Cash Compensation by Industry
With more than 450 general industry/financial services positions and over 240 retail positions, this report offers a full range of statistics on base salary, short-term incentives, and total cash compensation data for management and professional positions.

Cash Compensation by Geographic Region
Presents base salary, short-term incentive, and total cash compensation data from 24 metropolitan and 5 national regions. Salary band, national averages, and regional breakouts are included in the total cash analysis.
Management and Professional Custom Total Compensation Measurement Studies
In-depth analysis of a comparator group you choose based on industry, reputation, revenue, and/or financial performance. Aon Hewitt consultants will help you interpret the results to help you reevaluate your talent and reward policies and strategies.

Other Products
Total Compensation Measurement Cash Online
Online access to the cash compensation data for all companies in the Total Compensation Measurement database.

Results
How Collected Data is Reported
Results are delivered through TotalCompensationCenter.com and can be downloaded as report-ready Adobe portable document format (PDF) or as Microsoft Excel spreadsheets.

Job Families/Industries
» Click here for a list of job families and industries represented in 2010.

How to Purchase
The participant order form is part of the data collection materials and includes prices for subscription services, Total Compensation Measurement products, and related products and services.

Participation
Past Participants
» Click here to view a list of previous Total Compensation Measurement participants.

Who Can Participate
All companies are welcome to participate.

How to Participate
» Click here to register your participation in the 2011 Aon Hewitt Total Compensation Measurement Survey.

Additional Information
For more information, please contact the Aon Hewitt Compensation Survey Sales Team at 800-441-3078, option 2 or via email at USTCM@aonhewitt.com.

Results Fee
» Click here to view the 2011 U.S. Total Compensation Measurement Order Form.

Additional Subscription Services Benefit SpecSelect™ Online
Market-leading web-based competitive analysis tool for broad-based employee benefits.

» Click here to access the 2011 Aon Hewitt Global Compensation Surveys Product Guide.
Aon Hewitt Global Variable Compensation Measurement™
(Global VCM™)
Aon Hewitt Global Variable Compensation Measurement™ Survey (Global VCM™) 2011

With variable pay spending increasing, companies are closely analyzing their variable pay plans at global and local levels. Our meaningful data spans industries, geographies, and business models.

**Survey Benefits**

**Global View, Local Focus:**
Aon Hewitt’s Global Variable Compensation Measurement Survey expands the reach of our tenured U.S. and Canadian Variable Compensation Measurement surveys across the globe, focusing on local broad-based variable pay programs, or global programs implemented at the subsidiary level.

**Market Data Leader**
Conducted for nearly 15 years, Aon Hewitt’s Variable Compensation Measurement Survey is the only annual broad-based study capturing unique plan characteristics for cash and special recognition.

Areas evaluated include:

- Plan objectives
- Plan eligibility
- Funding
- Design
- Plan effectiveness

**General Information**

Special Studies
Participants have the option of ordering custom studies based on their own specifications, subject to data volume.

**Type of Data Collected Focus on:**
- Broad-based, short-term incentives
- Special recognition awards

**How Collected Data is Reported**

Analysis of How Plan Design Characteristics Link to Plan Effectiveness
- Design and administrative aspects summarized by type of plan and objective of plan
- Participant demographics and business results
- Plan objectives and degree of accomplishment of plan objectives
- Eligibility criteria
- Funding arrangements and performance criteria
- Targeted awards, actual payouts, and award determination

**Timeline**
Collection Materials Available: February 15
Effective Date of Participant Data: N/A
Participant Data Submission Deadline: April 1
Survey Results Published: July 1

**Summary of Characteristics of Special Recognition Awards**
- Participant demographics and business results
- Plan objectives and degree of accomplishment of plan objectives
- Eligibility criteria
- Type and size of special recognition awards
- Communication issues

**Regional Executive Summaries**
- Country highlights
- Cross-border trends
- Similarities and differences across countries
Aon Hewitt Global Variable Compensation Measurement™ (Global VCM™) Survey

Countries
Country listing is subject to change at any time without notice.

Asia Pacific
Australia
China
Hong Kong
India
Indonesia
Japan
Korea
Malaysia
Philippines
Singapore
Taiwan
Thailand
New Zealand

Europe
Austria
Czech Republic
France
Germany
Netherlands
Poland
Spain
Slovakia
Sweden
Switzerland
United Kingdom

Latin America
Argentina
Brazil
Colombia
Mexico
Puerto Rico

North America
Canada
United States

Results
The report summarizes each major component of the plan or program presented using tables, graphs, charts, or narrative form to illustrate how various participants responded. Where appropriate, 75th percentile, average, median (50th percentile), and 25th percentile responses are provided.

Additional Information
» Click here to access the 2011 Aon Hewitt Global Compensation Surveys Product Guide.

For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at: CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant ordering information.

Results Fee (per country)*
• Participants $300 - $900 USD
• Nonparticipants $1,800 USD

*Multiyear discounts/Total Compensation Measurement™ (TCM™) bundling could apply.

Pricing may vary, dependent upon the country.

Participation
Participant Criterion
All companies are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 Global Variable Compensation Measurement Survey.
Aon Hewitt Variable Compensation Measurement™ (VCM™)
Aon Hewitt Variable Compensation Measurement Survey™ (VCM™) United States 2011

How well do your variable pay plans stack up? This plan design survey captures the information your organization needs to make competitive design choices while providing access to best practices in variable compensation by analyzing the factors that drive the effectiveness of incentive programs.

Survey Benefits

Tenure Advantage
Aon Hewitt’s Variable Compensation Measurement survey is the only broad-based survey covering variable pay plans that has been in existence for 15 years. Our trend reports are the most meaningful in the market.

Market Data Leader
Variable Compensation Measurement is the only annual broad-based survey capturing plan characteristics for cash and special recognition programs.

Areas evaluated include:

- Plan objectives
- Plan eligibility
- Funding
- Design
- Plan effectiveness

Participant Retention
A robust variable compensation plan database that includes information from 275 companies covering 682 plans.

Extensive Segmentation Option
Custom reporting is available including options for specific comparator groups, industry, and multiyear evaluations.

General Information

Special Studies
Participants have the option of ordering custom studies based on their own specifications.

Type of Data Collected
All types of variable pay including:

- Cash variable pay awards
- Special recognition awards

How Collected Data is Reported
- Analysis of how plan design characteristics link to plan effectiveness
- Design and administrative aspects summarized by type of plan and objective of plan
- Participant demographics and business results
- Plan objectives and degree of accomplishment of plan objectives
- Eligibility criteria
- Funding arrangements and performance criteria
- Targeted awards, actual payouts, and award determination

Timeline
Collection Materials Available: February 23
Effective Date of Participant Data: Calendar Year 2010
Participant Data Submission Deadline: May 15
Survey Results Published: August 31
Aon Hewitt Variable Compensation Measurement Survey™ (VCM™) United States 2011

General Information

Summary of Characteristics of Special Recognition Awards
- Participant demographics and business results
- Plan objectives and degree of accomplishment of plan objectives
- Eligibility criteria
- Type and size of special recognition awards
- Communication issues

Additional Information

For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

Results

The report summarizes each major aspect of the plan or program in question in tables, graphs, charts, or narrative form to illustrate how various participants responded. Where appropriate, 75th percentile, average, median (50th percentile), and 25th percentile responses are provided.

How to Purchase
The participant order form is included as part of the data collection materials.

Results Fee
- Participants $1,000*
- Nonparticipants N/A

On-Time Submission Discount:* Submit your data prior to the May 15, 2011 due date* and receive a $150 discount off the $1,000 participant price.

*All submissions must be received by Aon Hewitt by May 15 to receive this discount—no exceptions.

Participation

Past Participants
Over 130 organizations participated in the 2010 Aon Hewitt Variable Compensation Measurement Survey.

» Click here to view a list of past participants.

Participant Criterion
All companies are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 Variable Compensation Measurement Survey.

Results Teleconference

A Variable Compensation Measurement results teleconference is planned for Thursday, September 29.

» Learn more here.

Variable Pay Index™ (VPI™)

Introduced in 2010, Aon Hewitt’s Variable Pay Index™ allows you to effectively measure your variable pay plans. Gain the Variable Pay Index Advantage today!
Aon Hewitt Salary Increase Survey (SIS)
United States 2011–2012

Variable pay plans remain at historically high levels. Find out how organizations are managing fixed compensation costs with this leading survey that provides salary increase information for executive, salaried exempt, salaried nonexempt, nonunion hourly, and union U.S. employees.

Survey Benefits

Tenure Advantage
- An invaluable resource for HR professionals, CFOs, and CEOs alike, originally launched in the U.S. almost 35 years ago.
- The survey today spans more than 40 markets and represents pay practices for over 1,000 U.S. organizations.

Pulse Updates
Benefit from variable updates of the survey, where appropriate, in regard to changing economic conditions.

Preliminary Results
Participation in this questionnaire allows you complimentary access to the preliminary results (July 1), as well as a full detailed report at the end of August.

Participant Retention
With over 1,400 participants in 2010, this survey brings the latest data from the U.S. economy.

Timeline
Collection Materials Available: June 1
Effective Date of Participant Data: NA
Participant Data Submission Deadline: July 1
Preliminary Results (Participants Only): July 1
Survey Results Published: August 31

General Information

Items Reported
Budget Increases
- Overall salary increase budget
- Merit increase budget
- General salary increase budget
- Actual merit increases granted
- Salary structure increase

Variable Pay Plans
(Annual Incentive Awards)—Prevalence
- Individual performance awards
- Team awards
- Gain sharing/productivity awards
- Cash profit sharing awards
- Business incentives
- Special recognition awards
- Nonexecutive stock options/ownership

Scope Measurements
Total number of full-time employees (U.S.)
- Under 500
- 501–1,000
- 1,001–2,000
- 2,001–5,000
- 5,001–10,000
- 10,001–20,000
- 20,001–50,000
- Over 50,000
Aon Hewitt Salary Increase Survey (SIS)
United States 2011—2012

General Information

Annual Revenue
- Under $50 million
- $50 million–$150 million
- $151 million–$500 million
- $501 million–$1 billion
- $1 billion–$5 billion
- $5 billion–$10 billion
- $10 billion–$20 billion
- Over $20 billion

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

Results

How to Purchase
Nonparticipant order information may be accessed here.

Results Fee
- Participants: No charge
- Nonparticipants: $600

The full report, delivered at the end of August, provides data for each employee group by:

- All companies
- By industry
- U.S. region (east, midwest, south, west)

A special section of the results component will be devoted to insights on pay delivery and cost reduction approaches.

Participation

Past Participants
The 2010 and 2011 U.S. Salary Increase Survey hosted over 1,400 participants.

Participant Criterion
All companies are welcome to participate.

Salary Increase Surveys are also conducted in non–U.S. markets.

» Click here for a complete list of countries.

How to Participate
Participant materials will be sent via email early June.

» Click here to register your participation interest in the 2011-2012 U.S. Salary Increase Survey or visit www.TotalCompensationCenter.com.
Aon Hewitt Sales Compensation Survey (SC) United States 2011

Combinations of critical sales responsibilities such as territory type, product complexity, and sales cycle can influence nearly 50% of compensation costs for many sales positions. The Sales Compensation Survey differentiates these attributes, providing the data necessary for a well-tailored sales compensation program.

Survey Benefits

One Size Does Not Fit All
Traditional benchmarking requires matching your roles to a generic job description, resulting in force-fitting your roles based on titles. Critical elements such as sales focus, customer segment, product versus service, and territory type can influence compensation for sales professionals.

With the Sales Compensation Survey, there is no emphasis on finding a “match” to your specific “job.” We know that sales forces are unique based on the complex interaction of sales strategy, industry dynamics, and unique talent markets. Instead, you have the ability to describe your roles, while the survey identifies similar roles from other survey participants.

Participants build unique roles using a predetermined series of key attributes related to their sales roles.

» Click here to view a selection of attributes by role.

Incumbent-Based Data
Incumbent-based data is collected, not average company data. The result—you find out what a 75th percentile performer is paid rather than the 75th percentile of the company averages. 2010 Sales Compensation Survey results represented over 55,000 sales incumbents.

Targeted Benchmarking
View similar jobs within your industry and in others, based on your custom-defined attributes. This survey provides the unique ability to take different views of the talent market, giving a broader perspective of how similar sales talent is rewarded.

Past Participant Advantage
Participants of the 2010 Sales Compensation Survey will benefit from the prepopulation of their questionnaire for 2011 data collection.

Report Builder
Usage of the new and improved Report Builder allows you access to results specific to your sales force.

» Click here to view an example.

General Information

Type of Data Collected

Data collected by position:

• Matching title
• Reports to
• Base salary
• Actual sales incentive
• Target sales incentive
• Actual company-wide bonus
• Target company-wide bonus

Pay practices:

• Turnover
• Sales incentive design
• Compensation governance and administration
• Sales recognition practices
• Prevalance of long-term incentives
• Automobile policy

Timeline
Collection Materials Available: February 16
Effective Date of Participant Data: March 1
Participant Data Submission Deadline: April 14
Survey Results Published: August 25
Aon Hewitt Sales Compensation Survey (SC) United States 2011

General Information
Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit: www.TotalCompensationCenter.com.

Results
How to Purchase
The participant order form is included as part of the data collection materials.

Results Fee
• Participant Results $1,800
• Nonparticipant N/A

Survey results are available to participating companies only.

Sales Compensation Survey On-Time Submission Discount:
Submit your data prior to the April 14, 2011 due date* and receive a $200 discount off the $1,800 participant price.

*All submissions must be received by Aon Hewitt by April 14 to receive this discount—no exceptions.

Participation
Past Participants
Over 100 organizations participated in the 2010 Sales Compensation Survey. This rapidly growing survey saw a 30% increase from 2009.

» Click here to view a list of 2010 participants.

Participant Criterion
All companies are welcome to participate.

If sufficient data is collected, industry breakouts by role are included in results.

How to Participate
» Click here to register your participation interest in the 2011 Sales Compensation Survey.
Aon Hewitt General Industry Compensation Surveys
The Distribution and Fulfillment Center Compensation Survey delivers high-quality data specific to distribution and fulfillment center operations and related functions.

**Survey Benefits**

**Extensive Segmentation Options**
Results include compensation data broken out by revenues, industry, and state. Additional pay information includes details on:

- Compensation planning
- Benefits and rewards programs
- Employee turnover
- On-call pay
- Overtime pay
- Shift differentials

**Individual Incumbent Data**
This survey collects data for 50 positions, both hourly and salaried, for job families involved in multiple phases of the supply chain process.

**General Information**

**Industries Represented**
- General

**Jobs/Skills**
- Click here for additional information regarding jobs included in the 2010 Distribution and Fulfillment Center Compensation Survey.

**Additional Information**
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com

**Results**

**How to Purchase**
The participant order form is included as part of the data collection materials.

- Click here for nonparticipant order information.

**Timeline**
- Collection Materials Available: March 14
- Effective Date of Participant Data: April 1
- Participant Data Submission Deadline: April 20
- Survey Results Published: July 29

**Results Fee**
- Participants $1,500
- Nonparticipants $4,500

**Participation**

**Past Participants**
Fifty organizations participated in the Aon Hewitt 2010 Distribution and Fulfillment Center Compensation Survey.

- Click here to view a list of past participants.

**Participant Criterion**
All companies are welcome to participate.

**How to Participate**
- Click here to register your participation interest in the 2011 Distribution and Fulfillment Center Compensation Survey.
Aon Hewitt Retail Nonexempt Compensation Survey (RENEX) United States 2011

This annual survey collects data on over 1.2 million incumbents from leading retailers representing a variety of retail industries such as mass merchandisers, department stores, and supermarkets.

Survey Benefits

Individual Incumbent Data
When it comes to evaluating pay structure, retailers face a double challenge: controlling costs in a low-margin industry, while retaining workers in a high-turnover environment. Federally mandated minimum wage legislation poses additional considerations.

This survey helps balance spending limitations while retaining a stable talent pool. In turn, your organization will remain competitive in an increasingly mobile talent market.

Participant Retention
With a company participant retention rate of 70%, our results include data segmented by geographic region industry, state, and metro areas. Custom segmentation by ZIP codes are also available.

A detailed pay practices summary is also included, featuring information on compensation planning, benefits, and paid time off.

General Information

Type of Data Collected
Data collected includes base pay, salary range, variable pay, and union status.

Results will include data on hourly base pay, hourly bonus, hourly total cash, average start rate, and average duration of service to assist you in your compensation decisions.

Industries Represented
Retail Industries

Jobs/Skills
» Click here for additional information regarding jobs included in the 2010 Retail Nonexempt Compensation Survey.

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

Results

How to Purchase
The participant order form is included as part of the data collection materials. Nonparticipant order information may be accessed here.

Timeline
Collection Materials Available: March 15
Effective Date of Participant Data: April 1
Participant Data Submission Deadline: April 20
Survey Results Published: July 22

Results Fee
• Participants $1,500
• Nonparticipants $4,500

Retail Nonexempt Compensation Survey On-Time Submission Discount:
Submit your data prior to the April 20, 2011 due date* and receive a $200 discount off the $1,500 participant price.

*All submissions must be received by Aon Hewitt by April 20 to receive this discount—no exceptions.

Participation

Past Participants
Fifty-four organizations participated in the 2010 Retail Nonexempt Compensation Survey.

» Click here to view a list of past participants.

Participant Criterion
All companies engaged in the retail industry are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 Retail Nonexempt Compensation Survey.
Aon Hewitt Health Care Executive Compensation Survey (HCEX) United States 2011

This annual survey is the only industry survey that provides information on base salary, variable pay, long-term incentives, including the valuation of benefits and perquisites.

Survey Benefits

Complete Picture
This survey provides a complete picture of all components of pay—cash, benefits, long-term incentives, and perquisites. It is the only available health care survey that values supplemental benefits and perquisites rather than costing them out. This provides the full picture of the cost for your executives.

Customization
Participants will find that the survey tool, process, and results reporting are specifically tailored to the health care industry, based on inputs provided by participants.

General Information

Type of Data Collected
Data collected includes base pay, variable pay, supplemental benefits, perquisites, and long-term incentives.

Industries Represented
Health Care/Medical Services
Hospitals
Long-Term Care Facilities
Medical

Jobs/Skills
» Click here for additional information regarding jobs included in the 2010 Health Care Executive Compensation Survey.

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

Results

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant order information.

Results Fee
• Participants $1,300*
• Nonparticipants $3,900

*$200 discount to participants that provide all detailed benefit information.

Participation

Past Participants
Thirty organizations participated in the 2010 Health Care Executive Compensation Survey.

» Click here to view a list of past participants.

Participation Criterion
All companies engaged in the health care industry are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 Health Care Executive Compensation Survey.
Aon Hewitt High-Demand Clinical Skills Compensation Survey (HDCS) United States 2011

This survey provides organizations with valuable cash compensation data and pay practice details for critical clinical skills in hospitals and health systems.

Survey Benefits

Data by Location
Companies will now be able to obtain high-demand location-specific data at both a national and regional focus for “hot” clinical jobs in the health care industry. Regional areas include: Atlanta, Chicago, Dallas, and New York City.

Pay Practices
This survey provides current pay practices information including details on:

• Position
• Special recognition and pay programs
• Premium pay
• Evening/night/weekend differentials
• Bilingual differentials
• On-call pay
• Call-back pay
• Per-diem pay
• Higher-education pay
• Certification pay

General Information

Results Fee
• Participants $1,300
• Nonparticipants $3,900

Type of Data Collected
Data collected includes base pay, variable pay, and pay practices information.

Industries Represented
Health Care/Medical Services
Hospitals
Long-Term Care Facilities
Medical

Jobs/Skills
» Click here for additional information regarding jobs included in the survey.

Participation

Past Participants
Twenty-two organizations participated in the 2010 High-Demand Clinical Skills Survey.

» Click here to view a list of past participants.

How to Participate
» Click on the respective region name to register your participation interest in these surveys:

• National
• Atlanta Area
• Chicago Area
• Dallas Area
• New York City Area

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant order information.

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.
Aon Hewitt Project and Program Management Compensation Survey (PPM) United States 2011

The Project and Program Management Compensation Survey is the only source of accurate pay data for a complete career ladder of project management and select program management roles.

Survey Benefits

Customization
This survey has been customized to cater to roles specific to project and program management. Job descriptions and scope measures have been identified to ensure easy and accurate matching.

Relevant scope measures include:

- Size of project/program
- Number of projects/programs managed
- Financial scope
- Project/program complexity
- Technical requirements

Participants will find that the survey tool, process, and results reporting are specifically tailored to roles in project and program management.

General Information

Type of Data Collected
Data collected includes base pay, variable pay, and prevalence of long-term incentives.

Industries Represented
All Industries

Jobs/Skills
» Click here for additional information regarding jobs included in the 2010 Project and Program Management Compensation Survey.

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

Participation

Who Can Participate
All organizations that have a Project Management Office (PMO) or incumbents operating in project or program management roles are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 Project and Program Management Compensation Survey.

Results

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant order information.

Results Fee
- Participants $1,500
- Nonparticipants $4,500

Timeline
Collection Materials Available: April 8
Effective Date of Participant Data: April 1
Participant Data Submission Deadline: May 20
Survey Results Published: August 26
Aon Hewitt HOT Technologies Survey (HOT) United States 2011

In its 15th year, the HOT Technologies Survey provides a unique skills-based approach to industrial technology positions, leveraging technical skills that employees contribute to your organization.

Survey Benefits

Industry-Specific Skill Focus
The HOT Technologies Survey focuses on leading-edge information technology skills as opposed to benchmark positions. This survey includes over 50 skills, with four levels for each skill. The skills are updated annually to represent what is “hot” in the technology field.

Broad Overview
Data in these results include information on base pay, total cash compensation, stock options, and HR practices for attracting, retaining, motivating, and aligning “hot” skilled professionals. The report also includes results broken out by geographic region across the U.S.

General Information

Type of Data Collected
- Base pay
- Variable pay
- Long-term incentives
- Pay practices for benefits and perquisites

For each skill set and level combination, tabular data pages display the number of companies reporting the position, the number of incumbents reported, the average, 10th, 25th, 50th, 75th, and 90th percentiles. Pay broken out by type of operating platforms is included in standard results. General organizational, benefits, and salary administration information are also included in the results.

Industries Represented
General Industry

Jobs/Skills
» Click here for additional information regarding jobs included in the 2010 HOT Technologies Survey.

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at compensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

Results

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant order information.

Results Fees
- Participants $1,400
- Nonparticipants $4,200

Aon Hewitt HOT Technologies Survey On-Time Submission Discount:
Submit your data prior to the April 15, 2011 due date* and receive a $200 discount off the $1,400 participant price.

*All submissions must be received by Aon Hewitt by April 15 to receive this discount—no exceptions.

Participation

Past Participants
Seventy-six organizations participated in the 2010 HOT Technologies Survey.

» Click here to view a list of past participants.

Participant Criterion
All companies interested are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 HOT Technologies Survey.
Aon Hewitt SAP Skill Compensation Survey (SAP) United States 2011

An extension of Aon Hewitt’s HOT Technologies Survey, the SAP survey is a direct response to client demand for timely and deeply segmented SAP data than is currently available in the market.

Survey Benefits

Timely Data for a Dynamic Talent Market
As more organizations begin to implement SAP, the need to stay abreast of current salary trends is imperative. Participants will have the latest data in an ever-changing, aggressive talent market.

Includes Key Business Analyst Positions
This survey offers the ability to submit a wide array of SAP job positions, from positions involved in programming through functional business analysts and project leads.

General Information

Type of Data Collected
• Base pay
• Variable pay
• Long-term incentives

Industries Represented
General Industry

Jobs/Skills
» Click here for additional information regarding jobs included in the 2010 SAP Skill Compensation Survey.

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

Results

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant order information

Results Fees
• Participants $1,600
• Nonparticipants $4,800

Participation

Past Participants
Forty-four organizations participated in the 2010 SAP Skill Compensation Survey.

» Click here to visit the participant list.

Participant Criterion
All companies are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 SAP Skill Compensation Surveys.

Timeline
Collection Materials Available: February 17
Effective Date of Participant Data: March 1
Participant Data Submission Deadline: April 15
Survey Results Published: July 8
Aon Hewitt Midstream Oil and Gas Industry Executive Compensation Survey (MOG) United States 2011

As a thriving industry, compensation data for industry-specific jobs is scarce. This survey is a direct response to client demand for key executive positions.

Survey Benefits

As a commitment to the midstream oil and gas industry, Aon Hewitt is pleased to launch the 2011 Midstream Oil and Gas Industry Executive Compensation Survey. Benefits of the survey include:

• Advisory board involvement: Survey capabilities guided by an advisory board of industry partners.
• Industry insights: Survey participation includes an invitation to Aon Hewitt’s 2011 Energy Forum, an environment devoted to timely discussions surrounding energy industry technical and business issues.

General Information

Type of Data Collected
Data collected for each position includes:

• Base pay
• Total cash compensation
• Job matching information
• Variable pay
• Long-term incentives
• Short-term incentives
• Company/job scopes
• Geographic pay
• Overtime practices

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

Results

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant order information.

Results Fee
• Participants $2,000
• Nonparticipants N/A

Participation

Who Can Participate
All organizations engaged in the midstream oil and gas industry are invited to participate.

How to Participate
» Click here to register your participation interest in the 2011 Midstream Oil and Gas Industry Executive Compensation Survey.

Timeline
Collection Materials Available: April 18
Effective Date of Participant Data: April 1
Participant Data Submission Deadline: May 15
Survey Results Published: June 27
Aon Hewitt Energy Marketing and Trading Compensation Survey (EMT)
United States 2011

The objective of this 16th annual Energy Marketing and Trading Compensation Survey is to provide a useful tool for analyzing pay levels and practices for 91 positions in this industry.

Survey Benefits

Individual Incumbent Data
This survey collects individual incumbent data rather than averages, capturing an accurate statistical representation for 91 energy marketing and trading roles. For 36 roles, data is collected by four levels of experience (Entry, Qualified, Senior, and a Combination of Levels), totaling over 190 unique roles.

Participant Retention
The survey participant base has maintained consistency during the survey’s 16-year tenure with over 4,400 incumbents, and an average of 60–70 companies participating per year. 2010 survey results contain data from 70 companies.

Extensive Segmentation Options
Data is segmented by:
• Company type (Utility vs. Nonregulated)
• Energy type (Natural Gas, Electricity, Crude Oil)
• Experience level (Entry, Qualified, and Senior)
• Geographic region (NE, SE, MW, TX, West)
• Markets - NEW (Retail, Wholesale)
• Long-term incentive eligibility

General Information

Type of Data Collected
Data collected for each position is:
• Matching title
• Reports to
• Experience level (where appropriate)
• Location of incumbent
• Base salary
• Target variable pay
• Actual variable pay
• Long-term incentive information

Industries Represented
Energy (Power/Gas)

Jobs/Skills
» Click here for additional information regarding jobs included in the 2010 Energy Marketing and Trading Compensation Survey.

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Results

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant order information.

Custom comparator reports are also available upon request. Fee may vary depending upon request.

Results Fee
• Participants $1,800
• Nonparticipants $5,400

Participation

Past Participants
Seventy organizations participated in the 2010 Energy Marketing and Trading Compensation Survey.

» Click here to view the participant list.

Participant Criterion
All companies engaged in energy marketing and trading are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 Energy Marketing and Trading Compensation Survey.

The survey is conducted annually by Aon Hewitt and guided by the Independent Energy Human Resources Association (IEHRA).

Survey Benefits

Annual Conference
Gain exposure to industry compensation trends and more presented at the IEHRA Annual Conference.

» Click here to view the agenda and information about the 2011 Annual Conference.

Industry-Specific Focus
Participants benefit from an industry-specific focus on compensation for over 175 unique jobs—from executive to plant hourly positions. Participants will find jobs and comparators that are relevant to their organization.

Results Breakouts
Breakouts segment the survey results based on the following attributes:

• Company/plant size (revenues/megawatts/number of employees)
• Region (plant positions)
• Plant type (plant positions)
• Union status

General Information

Type of Data Collected
Data collected for each position is:

• Base pay
• Total cash compensation
• Total cash and long-term incentives
• Job matching information
• Union status
• Variable pay
• Long-term incentives
• Company/job scopes
• FLSA status

Pay Practices Reported
• Company information (size, revenue)
• Variable pay plan design and payout data
• Experience level (where appropriate)
• Salary increase information

Industries Represented
Energy Services

Jobs/Skills
» Click here for additional information regarding jobs included in the 2010 IEHRA Energy Industry Compensation Survey.

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com

Results

How to Purchase
The participant order form is included as part of the data collection materials.

Results Fee
• Participants $2,100
• Nonparticipants $5,200

Participation

Past Participants

» Click here to view the participant list.

Participation Criterion
All companies engaged in energy services are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 IEHRA Energy Industry Compensation Survey.

As an emerging industry, compensation data for wind-specific jobs is scarce and job matches to general energy products are often difficult. This survey takes the guesswork out of benchmarking by providing valuable data to help develop the best compensation practices.

**Survey Benefits**

Rapidly Growing Comparator Group
Demand for wind energy compensation data continues to increase as new companies enter the industry and more established players reach the end of their support contracts with turbine manufacturers.

Participant Involvement
Aon Hewitt has worked in-depth with companies during ongoing survey development since 2006. This collaboration has resulted in a significant growth and amount of data in this space.

**General Information**

Type of Data Collected
Data collected for each position is:
- Base pay
- Short-term incentives (including sign-on bonuses)
- Geographic pay
- Overtime practices

Industries Represented
Energy (Wind)

Additional Information
For more information, please contact the Aon Hewitt Compensation Surveys Sales Team at 800-441-3078, or via email at CompensationSurveys@aonhewitt.com.

Please also visit www.TotalCompensationCenter.com.

**Results**

How to Purchase
The participant order form is included as part of the data collection materials.

» Click here for nonparticipant order information.

Results Fee
- Participants $1,500
- Nonparticipants $4,500

**Participation**

Past Participants

» Click here to view the participant listing.

Participation Criterion
All companies engaged in wind energy are welcome to participate.

How to Participate
» Click here to register your participation interest in the 2011 Wind and Renewable Energy Compensation Survey.
# 2011 Aon Hewitt Compensation Surveys Listing

Dates and prices on all surveys are subject to change or discontinuation at any time without prior notice. Please click on the respective survey name for additional information.

Questions? Please send us an email at CompensationSurveys@aonhewitt.com, or call 800-441-3078.

<table>
<thead>
<tr>
<th>Survey Description</th>
<th>Data Effective Date</th>
<th>Data Collection Materials Available</th>
<th>Data Due to Aon Hewitt</th>
<th>Results Released</th>
<th>Participant Price</th>
<th>Nonparticipant Price</th>
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<tbody>
<tr>
<td>Total Compensation Measurement™ (TCM™)*</td>
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<td>U.S. Variable Compensation Measurement™ Survey (VCM™)****</td>
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<td>5/15/2011</td>
<td>8/31/2011</td>
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<td>4/1/2011</td>
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**General Industry Compensation Surveys**

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2011 Aon Hewitt Compensation Surveys Listing

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* U.S. TCM includes separate data collection materials for General Industry, Retail, and Financial Services.
** Please click here to reference the 2011 U.S. TCM Product Guide to view specific pricing information.
*** Global TCM and Global Salary Increase Surveys are available on a country-by-country basis in over 35 markets globally. Click here to reference the 2011 Global Compensation Surveys Product Guide. Check local market for specific schedule information. The month spans for data collection materials available, data due, results released identifying that different markets release materials on different schedules. Global VCM pricing is $900 in most markets, click here to review the Global Compensation Surveys Order Form for specific price per market.
**** On-time submission discount applies. See individual survey description for details.
About Aon Hewitt

Aon Hewitt is the global leader in human capital consulting and outsourcing solutions. The company partners with organizations to solve their most complex benefits, talent and related financial challenges, and improve business performance. Aon Hewitt designs, implements, communicates and administers a wide range of human capital, retirement, investment management, health care, compensation and talent management strategies. With more than 29,000 professionals in 90 countries, Aon Hewitt makes the world a better place to work for clients and their employees.

For more information on Aon Hewitt, please visit www.aonhewitt.com.