

**2008/2009 TOTAL COMPENSATION SURVEY  
of  
PENNSYLVANIA LIFE SCIENCES COMPANIES**

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**Participant Summary Report  
October, 2008**

**Sponsored By:**

**PENNSYLVANIA BIOTECHNOLOGY ASSOCIATION**

**Malvern, Pa 19355**

**[www.pennsylvaniabio.org](http://www.pennsylvaniabio.org)**

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## INTRODUCTION

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The results of the **2008/2009 COMPENSATION SURVEY OF PENNSYLVANIA LIFE SCIENCES COMPANIES** are summarized in this Participant Report. A total of 39 companies provided valid data on 29 benchmark jobs representing 397 incumbents. Survey participants employ a total of more than 3,969 people. The survey was conducted by The Jaffe Group and sponsored by the Pennsylvania Biotechnology Association.

Similar surveys were conducted in 2003 and 2006; all surveys were conducted online via a web site.

This report is organized into four sections:

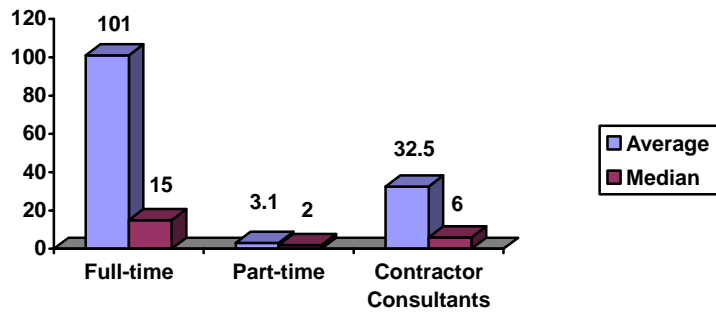
- A *Participant Profile*, including a list of participating organizations;
- A summary of participants' *Compensation and Human Resources Practices*, including data regarding salary increases and innovative human resources programs;
- A summary of participants' *Incentive Plan Practices*; and
- A summary of *Cash Compensation Data for Selected Benchmark Positions*, including base salary and cash incentive data.

**The data are effective August 2008**

## PARTICIPANT PROFILE

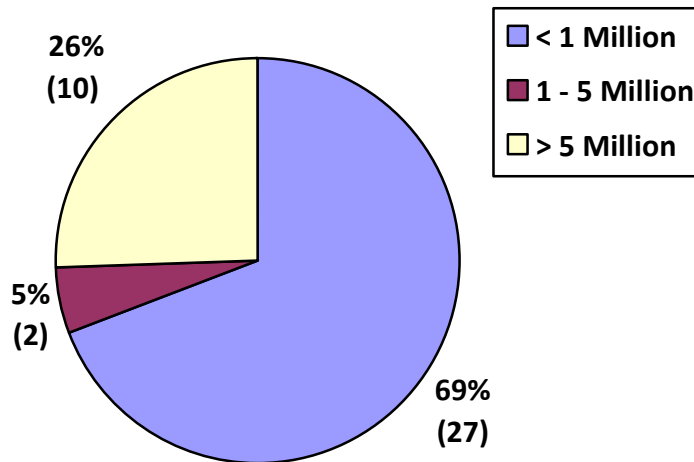
Survey participants have an average of 101 full-time employees, with a median of 15 employees; an average of 3.1 part-time employees, with a median of 2 employees; and an average of 32.5 contractors/consultants, with a median of 6. Seventy-six percent (76%) of the companies are privately held. A large majority or eighty-five percent (85%) identify themselves as parent/stand-alone, with all remaining companies reporting as a subsidiary. Eighty-five percent (85%) of the participants plan to expand their workforce with an average of 10.1 new employees this year.

### Number of Employees



The average revenue of the 39 companies reporting is \$40.5 million; the median revenue is \$0.25 million. The lowest revenue reported is \$50,000; the highest is over \$1 billion. Sixty-nine percent (69%) of the companies responding indicated that their annual revenue was less than \$1 million, with another five percent (5%) of participants indicating that their annual revenue is between \$1 and \$5 million. Twenty-six percent (26%) of those responding had an annual revenue of \$5 million or more.

### Annual Revenue



## LIST OF PARTICIPANTS

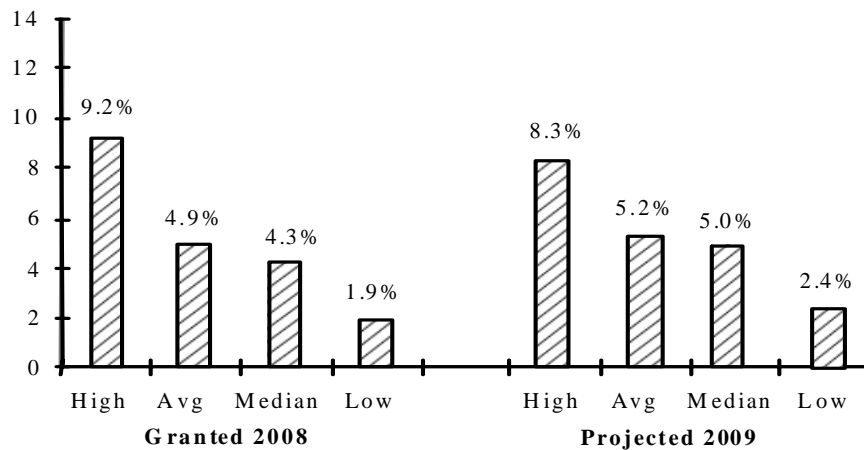
Name	Location
Acureon Pharmaceuticals	Berwyn,PA 19312
Apreece Pharmaceuticals	Langhorne,PA 19047
Ascenta Therapeutics, Inc.	Malvern,PA 19355
Auxilium Pharmaceuticals	Malvern,PA 19355
BioLeap, LLC	New Hope,PA 18938
BMP Sunstone Corporation	Plymouth Meeting,PA 19462
CardiacAssist, Inc.	Pittsburgh,PA 15238
Cardiokine, Inc.	Philadelphia,PA 19102
ClearCount Medical Solutions	Pittsburgh,PA 15229
Crystalplex Corporation	Pittsburgh,PA 15302
Cytokine PharmaSciences, Inc.	King of Prussia,PA 19406
DiagnoCure Oncology Laboratories	West Chester,PA 19380
Diamyd, Inc.	Pittsburgh,PA 15219
Endo Pharmaceuticals	Chadds Ford,PA 19317
Fujirebio Diagnostics, Inc.	Malvern,PA 19355
Gemin X Pharmaceuticals US, Inc.	Malvern,PA 19355
Gentis Inc	Wayne,PA 19087
GlucoLight Corp	Bethlehem,PA 18020
Immune Control	West Conshohocken,PA 19428
Indigo Biosciences, Inc.	State College,PA 16801
Integral Molecular	Philadelphia,PA 19104
Keystone Nano, Inc.	State College,PA 16801
Knopp Neurosciences, Inc	Pittsburgh,PA 15203
MacroArray Technologies, LLC	Villanova,PA 19085
Melior Discovery, Inc.	Exton,PA 19341
Morphotek, Inc.	Exton,PA 19341
NuPathe, Inc.	Conshohocken,PA 19008
Onconova Therapeutics	Newtown,PA 18940
Orthovita, Inc.	Malvern,PA 19355
Pharmaxis	Exton,PA 19341
Prescient Medical	Doylestown,PA 18901
Promedior, Inc.	Malvern,PA 19355
Protalex, Inc.	New Hope,PA 18938
Puresyn, Inc.	Malvern,PA 19355
Renal Solutions, Inc.	Warrendale,PA 15086
Thar Pharmaceuticals	Pittsburgh,PA 15238
Topaz Pharmaceutical	Fort Washington,PA 19046
ViroPharma, Inc.	Exton,PA 19341
Yaupon Therapeutics	Radnor,PA 19087

## COMPENSATION AND HUMAN RESOURCE PRACTICES

Survey respondents indicated how salary increases are usually granted in their organizations and identified the 2008 and 2009 merit increase budgets. Also, they described innovative human resource programs implemented in their firms.

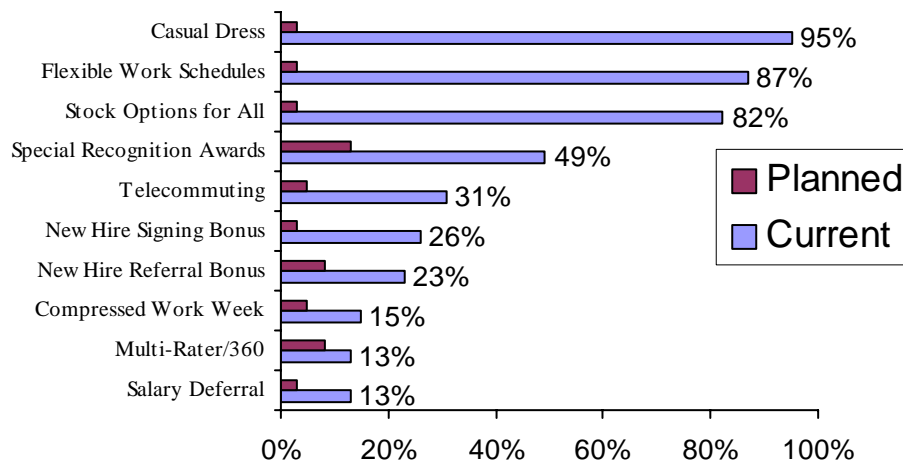
Fifty-four percent (54%) provide salary increases based on merit alone and forty-four percent (44%) provide increases based on a combination of merit and other factors. The average merit increase granted among participants for 2008 is 4.9% and the median is 4.3%; the average "lowest merit increase" (excluding 0%) is 1.9%, and the average "highest merit increase" is 9.2%. Comparable percentages for projected 2009 increases are 5.2% (average), 5.0% (median), 2.4% (low), and 8.3% (high).

**Figure 1: Average Salary Increase Percentage**



Ninety-five percent (95%) of companies reporting indicated that casual dress is a current practice. Eighty-seven percent (87%) of companies reporting provide employees with flexible work schedules. Eighty-two percent (82%) of the companies provide stock options for all employees. Almost half (49%) of the firms currently offer special recognition awards and thirteen percent (13%) of the firms plan to implement special recognition awards in the next year.

**Figure 2: Current and Planned Human Resources  
(Percent of Companies)**



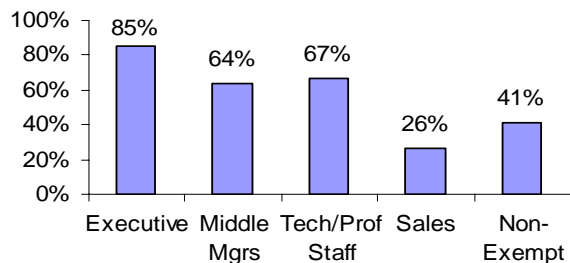
## INCENTIVE PLAN PRACTICES

Nearly all companies report having at least one of the following types of short-term incentive plans: annual cash incentive, cash profit sharing, cash awards, and team incentives. Long-term incentive plans utilized include primarily stock options and performance-based cash.

### Short-Term Incentive Plans

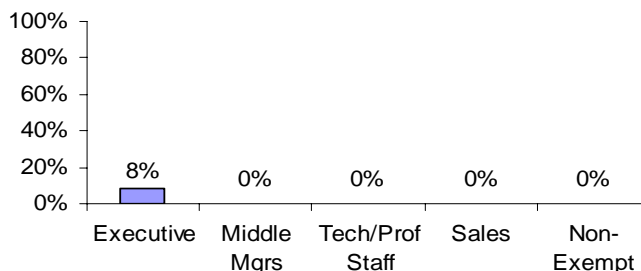
#### Annual Cash Incentives:

- Eighty-five percent (85%) of executives
- Sixty-four percent (64%) of middle managers
- Sixty-seven percent (67%) of technical/prof staff
- Twenty-six percent (26%) of sales staff
- Forty-one percent (41%) of non-exempt employees



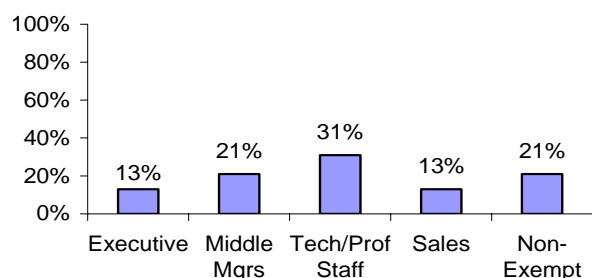
#### Cash profit-sharing:

- Eight percent (8%) of executives
- Zero percent (0%) of middle managers
- Zero percent (0%) of technical/professional staff
- Zero percent (0%) of sales staff
- Zero percent (0%) of non-exempt employees



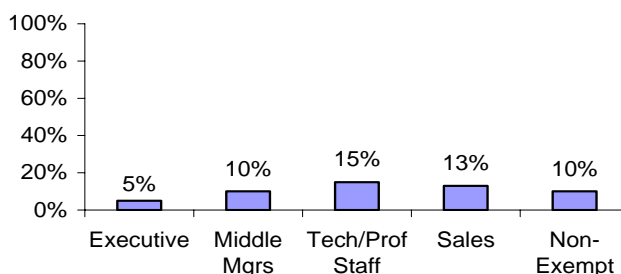
#### Cash "Spot" Achievement Awards:

- Thirteen percent (13%) of executives
- Twenty-one percent (21%) of middle managers
- Thirty-one percent (31%) of technical/prof staff
- Thirteen percent (13%) of sales staff
- Twenty-one percent (21%) of non-exempt employees



#### Team/Small Group Incentives:

- Five percent (5%) of executives
- Ten percent (10%) of middle managers
- Fifteen percent (15%) of technical/professional staff
- Thirteen percent (13%) of sales staff
- Ten percent (10%) of non-exempt employees

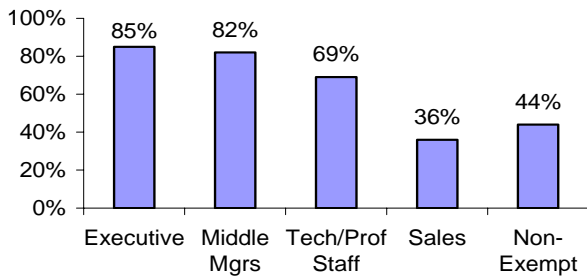


# INCENTIVE PLAN PRACTICES

## Long-Term Incentive Plans

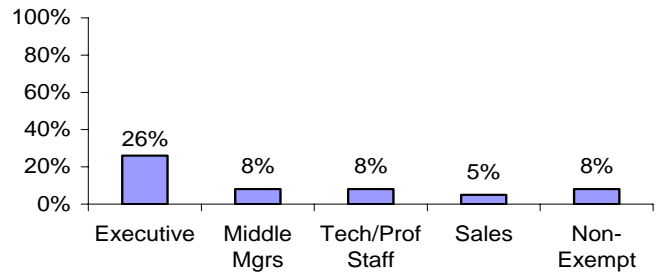
### Stock Options:

- Eighty-five percent (85%) of executives
- Eighty-two percent (82%) of middle managers
- Sixty-nine percent (69%) of technical/prof staff
- Thirty-six percent (36%) of sales staff
- Forty-four percent (44%) of non-exempt employees



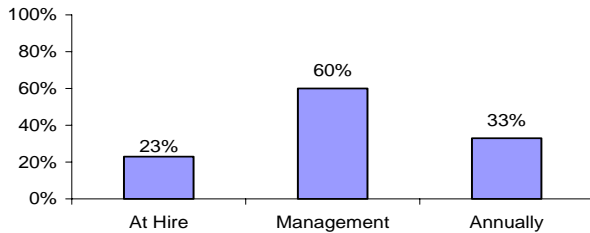
### Performance-based Cash:

- Twenty-six percent (26%) of executives
- Eight percent (8%) of middle managers
- Eight percent (8%) of technical/professional staff
- Five percent (5%) of sales staff
- Eight percent (8%) of non-exempt employees



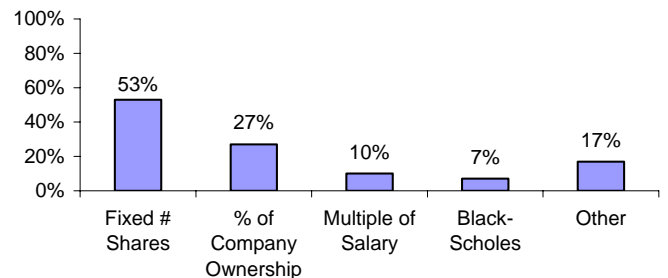
### Equity Grants:

- Twenty-three percent (23%) at hire
- Sixty percent (60%) for management
- Thirty-three percent (33%) annually



### Grant Levels:

- Fifty-three percent (53%) fixed
- Twenty-seven percent (27%) percentage of company ownership
- Ten percent (10%) multiple of salary
- Seven percent (7%) Black-Scholes value
- Seventeen percent (17%) other



## EMPLOYEE BENEFIT PLAN PRACTICES

More than eight out of 10 companies provide dental care and health care benefits to full-time employees. On average, companies pay 89% and 82% of the cost, respectively for single and for family health care coverage. The chart below indicates the percent of companies offering health care and other employee benefits to full- and part-time employees.

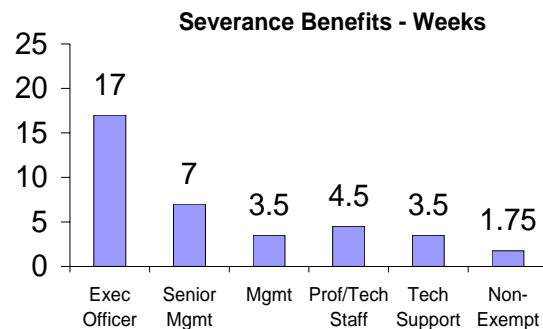
Employee Benefit	% of Companies Providing		Cost Sharing	
	Full-Time Employees	Part-Time Employees	Company	Employee
Health Care-Single Coverage	69%	10%	89%	11%
Health Care-Family Coverage	82%	8%	82%	18%
Health Care-Employee & Spouse	72%	8%	83%	17%
PPO	82%	10%	NA	NA
Indemnity	0%	0%	NA	NA
Point of Service	23%	0%	NA	NA
HMO	5%	0%	NA	NA
Provide "Opt Out"	10%	3%	NA	NA
Make Cash Payment	0%	0%	NA	NA
\$\$ Amount	NA	NA	NA	NA
Dental Care	82%	8%	90%	10%
Vision Care	75%	5%	92%	8%
Employee Assistance/EAP	33%	5%	100%	0%
Group Term Life Insurance	54%	8%	100%	0%
Avg. Multiple of Salary	2.1	2.2		
Supplemental Life Insurance	18%	5%	0%	100%
Dependent Life Insurance	21%	8%	20%	80%
Accidental Death Insurance	44%	5%	89%	11%
Paid Time-Off Pool	21%	8%	NA	NA
Avg. Number of Days	21	20	NA	NA
Paid Sick Leave/STD	49%	8%	100%	0%
Short Term Disability	59%	10%	100%	0%
Long Term Disability	62%	10%	94%	6%
Pension	5%	0%	100%	NA
401(K)	72%	15%	NA	NA
Company Contribution Made + Avg. Contribution	44%	8%	NA	NA
Company Percentage Match	4.2%	NA	NA	NA

## EMPLOYEE BENEFIT PLAN PRACTICES

Employee Benefit	% of Companies Providing		Cost Sharing	
	Full-Time Employees	Part-Time Employees	Company	Employee
Profit Sharing	3%	0%	NA	NA
IRA/SEP	3%	0%	0%	0%
Flexible Spending/ Reim Account - Health Care	46%	5%	NA	NA
Flexible Spending/ Reim Account - Dep Care	31%	5%	NA	NA
Physical Fitness Program	18%	3%	88%	12%
Maternity Leave	28%	8%	NA	NA
Weeks	10	7	NA	NA
Paid Leave	23%	7%	NA	NA
On-Site Daycare	0%	0%	NA	NA
Tuition Reimbursement	33%	10%	NA	NA
Avg. Amount	\$5100	\$4760	NA	NA
Retiree Benefits	0%	0%	0%	0%
Medical Insurance	0%	0%	0%	0%
Dental Insurance	0%	0%	0%	0%
Life Insurance	0%	0%	0%	0%
Prescription Drug	49%	10%	95%	5%
Generic Avg. Dollar Cost			\$10	\$12.50
Brand Name Avg. Dollar Cost			\$23	\$18
Non-Formulary Avg. Dollar Cost			\$30	\$20

### Average number of weeks for each year of service as a severance benefit:

- Seventeen (17) weeks for Executive/Officer
- Seven (7) weeks for Senior Management
- Three and a half (3.5) weeks for Management
- Four and a half (4.5) weeks for Professional/Technical
- Three and a half (3.5) weeks for Tech Support
- One and three quarters (1.75) for Non-Exempt Employees

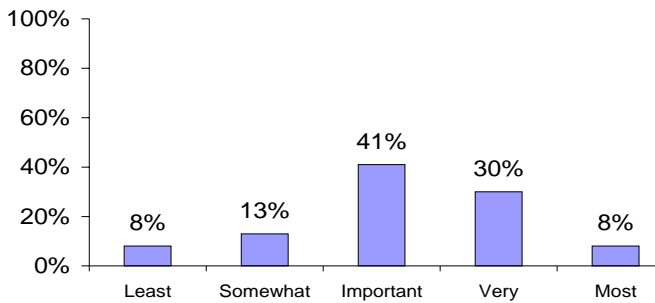


## TRAINING AND DEVELOPMENT

Training and development is an important aspect in forty-one percent (41%) of survey participants, who spent an average of \$1,490 on such efforts.

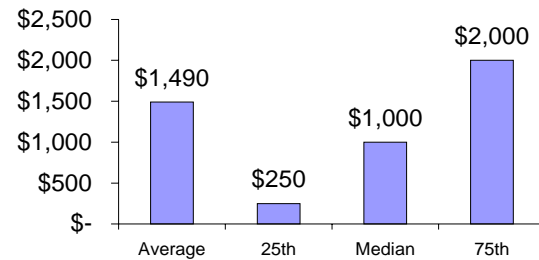
### Training and Professional Development Importance:

- Eight percent (8%) least important
- Thirteen percent (13%) somewhat important
- Forty-one percent (41%) important
- Thirty percent (30%) very important
- Eight percent (8%) most important



### Training and Development Spending:

- Average of \$1,490
- 25<sup>th</sup> Percentile of \$250
- Median of \$1,000
- 75<sup>th</sup> Percentile of \$2,000



### Are you aware of State funding for Training and Professional Development?

- Forty-nine percent (49%) are aware of State funding.

### Are you a Member of Pennsylvania Bio?

- Ninety-two percent (92%) are Pennsylvania Bio Members.

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

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Cash compensation data for 28 of the 29 benchmark positions are presented on the following pages. To retain statistical reliability and validity, the summary report contains only data for jobs reported by at least 3 organizations.

### Definitions:

- **Weighted Average:** This statistic "weights" each company's average salary or incentive by the number of incumbents in the position, so the response of a company with many incumbents in a particular position has greater weight than those with fewer incumbents. The weighted average is calculated as follows: the average for each company is multiplied by the number of incumbents for that company; the sum of these is then divided by the total number of incumbents reported by all companies for the position.
- **25<sup>th</sup> Percentile:** The 25<sup>th</sup> percentile or the 1st quartile is the quarter point value among all those reported, i.e., the rate at which one-quarter of the responses are lower and three-quarters are higher. The 1st quartile is useful to consider when the weighted average may be too heavily affected by the responses of one or two companies.
- **Median:** The median is the middle value among all those reported, i.e., the rate at which one-half of the responses are higher and one-half are lower. The median is useful to consider when the weighted average may be too heavily affected by the responses of one or two companies.
- **75<sup>th</sup> Percentile:** The 75<sup>th</sup> percentile or the 3rd quartile is the three-quarter point value among all those reported, i.e., the rate at which three-quarters of the responses are lower and one-quarter are higher. The 3rd quartile is useful to consider when the weighted average may be too heavily affected by the responses of one or two companies.

**The data are effective August 2008.**

**Salary and incentives figures represent annual amounts, in thousands.**

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

1. **Chief Executive Officer/President/Business Owner:** This position is the most senior position in the organization, and is responsible for overseeing all corporate functions and directing the organization to ensure the attainment of corporate profit, return on investments, and other business goals, subject to the approval of the Board of Directors or business owner. May serve as presiding officer of the Board. In a Life Sciences company, this individual is frequently the driving force behind a new compound(s), technology or process.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	33	23
<b># of Incumbents</b>	33	23
<b>Survey Weight Average (\$000)</b>	\$301.2	\$140.0
<b>25<sup>th</sup> Percentile (\$000)</b>	\$210.0	\$62.0
<b>Median (\$000)</b>	\$300.0	\$100.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$360.0	\$207.5

2. **Chief Financial Officer:** This position is responsible for the organization's overall financial management, including treasury, accounting, budgeting, auditing, taxation, and the conduct of its business with lending institutions, shareholders and the financial community. Normally has a key role interfacing with SEC, "Wall Street" and investors. Requires CPA and a minimum of 10-15 years experience. Typically reports to CEO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	15	12
<b># of Incumbents</b>	15	12
<b>Survey Weight Average (\$000)</b>	\$223.7	\$75.8
<b>25<sup>th</sup> Percentile (\$000)</b>	\$188.0	\$38.8
<b>Median (\$000)</b>	\$220.0	\$60.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$249.5	\$87.5

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

3. **Chief Scientific Officer:** This position is responsible for initiating, directing and executing scientific research and development activities, often through other research staff. Investigates the feasibility of potential inventions, new products, and problem resolution, plans and executes laboratory research. Maintains broad knowledge of state-of-the-art principles and theories, makes major contributions to scientific literature and conferences, takes a lead role in the development of patent applications, and serves as senior internal consultant in area's of expertise. Recognized externally as a thought leader in field of work. Interfaces with external parties in a way that creates value for the company. Requires MD/PhD or PhD with extensive scientific/medical knowledge and experience. Typically reports to CEO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	22	16
<b># of Incumbents</b>	22	16
<b>Survey Weight Average (\$000)</b>	\$212.6	\$86.5
<b>25<sup>th</sup> Percentile (\$000)</b>	\$165.4	\$28.8
<b>Median (\$000)</b>	\$200.0	\$50.5
<b>75<sup>th</sup> Percentile (\$000)</b>	\$246.3	\$108.8

4. **General Counsel:** This position is responsible for providing legal counsel and guidance to protect the corporation from legal action and to maintain its operations within the limits prescribed by the law. Responsibilities will include providing legal advice on FDA and other federal and state regulations, privacy, and other issues related to clinical studies, and drafting and negotiating agreements related to clinical development and other matters. Directs the organization's defense and the prosecution of the organization's claims, and oversees the interpretation and preparation of legal documents. Often has patent law expertise. Requires a J.D. degree and a minimum of 10-15 years experience. Typically reports to CEO or COO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	6	6
<b># of Incumbents</b>	6	6
<b>Survey Weight Average (\$000)</b>	\$260.8	\$90.9
<b>25<sup>th</sup> Percentile (\$000)</b>	\$197.0	\$58.5
<b>Median (\$000)</b>	\$260.0	\$72.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$314.0	\$115.5

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

5. **Clinical Research Executive:** Responsible for all aspects of clinical research programs including planning, implementation, coordination and completion of research project according to FDA regulations, internal policies and procedures and within the bounds of good scientific and ethical conduct; assures that all pre-clinical and clinical studies are conducted according to protocol and that data reported is accurate and acceptable to both internal and external audits; assures that proper statistical analyses are performed; responsible for medical writing; supports medical reports, registration dossiers and manuscripts. MD or MD/PhD and 10-15 years' experience in a specific therapeutic area or across multiple therapeutic areas; board certification in one area of medical specialty. Typically reports to CEO or CSO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	<b>18</b>	<b>15</b>
<b># of Incumbents</b>	<b>18</b>	<b>15</b>
<b>Survey Weight Average (\$000)</b>	<b>\$222.7</b>	<b>\$66.0</b>
<b>25<sup>th</sup> Percentile (\$000)</b>	<b>\$167.5</b>	<b>\$33.0</b>
<b>Median (\$000)</b>	<b>\$195.4</b>	<b>\$72.0</b>
<b>75<sup>th</sup> Percentile (\$000)</b>	<b>\$284.0</b>	<b>\$83.8</b>

6. **Business Development Executive:** This position is responsible for directing the research and analysis of potential business opportunities and advises on new commercial development projects. Identifies new markets, negotiates relationships with leading researchers in the field as consultants. Identifies new market, joint ventures and collaborative in licensing opportunities. Performs market analysis and determines the feasibility of product development; may also develop and/or plan a marketing strategy. Develops licensing objectives, policies and programs, initiating proposals, negotiations and presentations for the acquisition of licensing opportunities and technologies. Often requires an advanced degree, i.e. MBA/PhD and 5-7 years experience. Typically reports to CEO or CSO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	<b>15</b>	<b>10</b>
<b># of Incumbents</b>	<b>15</b>	<b>10</b>
<b>Survey Weight Average (\$000)</b>	<b>\$209.9</b>	<b>\$59.2</b>
<b>25<sup>th</sup> Percentile (\$000)</b>	<b>\$160.0</b>	<b>\$30.0</b>
<b>Median (\$000)</b>	<b>\$200.0</b>	<b>\$48.9</b>
<b>75<sup>th</sup> Percentile (\$000)</b>	<b>\$256.0</b>	<b>\$71.3</b>

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

7. **Regulatory Affairs Executive:** This position is responsible for providing insight and overall direction to the Regulatory function. Plans and directs the long term regulatory strategy as well as short term regulatory activities. Responsible for submission of documents to regulatory agencies e.g. FDA/EMEA/CE Mark and implements strategies for regulatory approval of new products. Requires advanced degree, e.g. PhD and extensive experience (10+ years) in regulatory affairs. Typically reports to CEO or CSO

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	<b>11</b>	<b>9</b>
<b># of Incumbents</b>	<b>11</b>	<b>9</b>
<b>Survey Weight Average (\$000)</b>	<b>\$182.6</b>	<b>\$63.0</b>
<b>25<sup>th</sup> Percentile (\$000)</b>	<b>\$150.0</b>	<b>\$24.0</b>
<b>Median (\$000)</b>	<b>\$160.0</b>	<b>\$28.0</b>
<b>75<sup>th</sup> Percentile (\$000)</b>	<b>\$209.4</b>	<b>\$65.0</b>

8. **Quality Assurance Director:** Responsible for compliance with FDA regulations related to GLP, GMP, and GCP. This position develops and manages the audit policies, conducts audits of contract laboratories, manufacturing sites, suppliers and clinical sites, as well as an internal audit schedule. Duties may include writing detailed internal audit reports, develop, implement, and manage a quality audit system, and perform or conduct training as required, as well as developing relevant SOP's. Provides leadership for the development and improvement of GMP processes. MS or PhD with 10 years relevant industry experience; expert knowledge of GMPs and related regulations; experience with regulatory inspections and auditing. Typically reports to CEO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	<b>14</b>	<b>10</b>
<b># of Incumbents</b>	<b>14</b>	<b>10</b>
<b>Survey Weight Average (\$000)</b>	<b>\$134.3</b>	<b>\$28.4</b>
<b>25<sup>th</sup> Percentile (\$000)</b>	<b>\$108.2</b>	<b>\$18.0</b>
<b>Median (\$000)</b>	<b>\$130.5</b>	<b>\$29.5</b>
<b>75<sup>th</sup> Percentile (\$000)</b>	<b>\$154.5</b>	<b>\$36.8</b>

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

9. **Human Resources Executive:** This position is responsible for the development, implementation and management of all policies and programs pertaining to the employment, employee/labor relations, compensation, training, placement, safety and health, benefits, and employees' services for the corporation. BS/MBA required with 7-10 years of experience. Typically reports to CFO or COO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	8	7
<b># of Incumbents</b>	8	7
<b>Survey Weight Average (\$000)</b>	\$149.1	\$42.2
<b>25<sup>th</sup> Percentile (\$000)</b>	\$106.0	\$15.0
<b>Median (\$000)</b>	\$126.5	\$39.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$143.8	\$41.5

10. **Corporate Communications Officer:** This position is responsible for the strategic planning and tactical implementation of corporate public relations programs. Manages the development and implementation of the corporate communication plan, PR programs and integrates corporate communications into PR activities. Provides guidance on positioning and messaging for corporate news and announcements. Responsible for media content consistent with brand and message strategy. In addition, will coordinate with Investor and Analyst Relations. Prepares, schedules, and organizes Board/senior management interviews as appropriate. Coordinates distribution of PR materials to regions and monitor competitive media coverage and prepare regular analyses of strengths, weaknesses, gaps and opportunities. BA/BS required with 5-7 years of experience in Public Relations/Communication. Typically reports to CEO or CFO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	7	5
<b># of Incumbents</b>	7	5
<b>Survey Weight Average (\$000)</b>	\$166.0	\$51.0
<b>25<sup>th</sup> Percentile (\$000)</b>	\$141.5	\$50.2
<b>Median (\$000)</b>	\$170.0	\$51.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$205.5	\$63.0

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

11. **Information Systems Management:** This position is responsible for directing all management information systems for the corporation, including systems analysis, programming, and computer operations. Identifies long-term information system requirements and develops/implements hardware procurement, systems development and integration strategies, including mainframe, mini, micro, telecommunications, and network applications. BS/MBA Degree with 5-7 years related experience. Typically reports to CFO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	8	7
<b># of Incumbents</b>	8	7
<b>Survey Weight Average (\$000)</b>	\$122.5	\$25.8
<b>25<sup>th</sup> Percentile (\$000)</b>	\$80.0	\$7.5
<b>Median (\$000)</b>	\$107.0	\$20.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$147.0	\$38.8

12. **Office Manager:** This position supervises office activities to achieve optimum expense control and productivity. Develops procedures and policies for office activities, such as filing, records maintenance, word processing, faxing and mail distribution. May also be responsible for the maintenance of office equipment and supplies. Relies on experience and judgment to plan and accomplish goals. Requires Bachelor's degree and 5+ years of relevant experience. Typically reports to a senior executive.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	15	9
<b># of Incumbents</b>	15	9
<b>Survey Weight Average (\$000)</b>	\$58.5	\$7.7
<b>25<sup>th</sup> Percentile (\$000)</b>	\$43.5	\$5.0
<b>Median (\$000)</b>	\$52.0	\$5.5
<b>75<sup>th</sup> Percentile (\$000)</b>	\$62.4	\$6.0

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

13. **Executive Assistant:** This position prepares/maintains confidential correspondence, meeting notes, classified files, Committee Binders, and daily schedules for management team. Schedules travel and meetings. Types and distributes agendas and meeting minutes as well as other administrative responsibilities. Requires 2 years of relevant executive administrative support experience. Typically reports to CEO or President.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	14	12
<b># of Incumbents</b>	18	16
<b>Survey Weight Average (\$000)</b>	\$60.8	\$4.9
<b>25<sup>th</sup> Percentile (\$000)</b>	\$52.9	\$3.2
<b>Median (\$000)</b>	\$59.0	\$4.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$66.6	\$7.0

14. **Metrology Technician/Mgmt:** This position is responsible for all laboratory equipment and validation. Responsible for the ensured sustained compliance with GMP, ISO, regulatory and company requirements. Assists, as well as implements, developing corporate guidelines, policy and procedures on validation. Ensure project related validation activities are performed effectively. BS in either Engineering or Science field and 2 years calibration and validation experience in a pharmaceutical/biotech industry. Typically reports to Head of QA.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	3	2
<b># of Incumbents</b>	3	2
<b>Survey Weight Average (\$000)</b>	\$123.0	NA
<b>25<sup>th</sup> Percentile (\$000)</b>	\$102.5	NA
<b>Median (\$000)</b>	\$115.0	NA
<b>75<sup>th</sup> Percentile (\$000)</b>	\$139.5	NA

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

15. **Documentation Coordinator/Documentation Specialist:** This position is responsible for compliance documentation (audit reports, procedures, SOP's, protocols, etc.) maintains databases, and performs technical/administrative duties to support the Quality Assurance Group. Responsible for following up on audit commitments with responsible departments for managing internal audit corrective action database and for trending observations from audits and inspections. Is also responsible for filing and archiving documents. BS/BA degree with appropriate experience in Quality Assurance or Quality Control and experience in GMP documentation. Typically reports to Head of QA.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	11	8
<b># of Incumbents</b>	15	11
<b>Survey Weight Average (\$000)</b>	\$59.4	\$5.2
<b>25<sup>th</sup> Percentile (\$000)</b>	\$47.0	\$2.1
<b>Median (\$000)</b>	\$57.6	\$5.4
<b>75<sup>th</sup> Percentile (\$000)</b>	\$69.8	\$7.7

16. **Bioinformatics Management:** This position directs and guides the computational sequence analysis methods for database searches and the analysis of resulting data. Implements users' needs in database searching and integration which includes interpretation of similarity of sequence searches, multiple sequence alignments and gene expression patterns, and the quality control of sequence data. Maintains the computational infrastructure and controls the flow of samples and information for large scale studies. Develops and applies computational tools. Often requires an advanced degree with 8 - 10 years of relevant experience. Typically report to CSO or CMO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	4	3
<b># of Incumbents</b>	4	3
<b>Survey Weight Average (\$000)</b>	\$163.0	\$40.3
<b>25<sup>th</sup> Percentile (\$000)</b>	\$134.5	\$31.4
<b>Median (\$000)</b>	\$165.0	\$54.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$193.5	\$56.0

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

17. **Project Management:** This position directs the scientific collaboration for research and development of an organization's products. Responsible for overseeing project and maximizing project resources. Leads efforts to analyze current project operations and makes recommendations for improvement and coordinates the decision-making process. Facilitates information flow between team members, the project leader, senior management and the corporate client. At the higher levels, may be responsible for establishing and developing cross-functional teams to support research and development process and may identify optimal opportunities for product. Organizes interdepartmental activities ensuring completion of the project on schedule and within budget constraints. Often requires a Masters/PhD in a scientific discipline with 5-8 years of related experience. Typically report to CSO or CMO.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	<b>19</b>	<b>14</b>
<b># of Incumbents</b>	<b>22</b>	<b>15</b>
<b>Survey Weight Average (\$000)</b>	<b>\$113.2</b>	<b>\$30.9</b>
<b>25<sup>th</sup> Percentile (\$000)</b>	<b>\$92.0</b>	<b>\$10.1</b>
<b>Median (\$000)</b>	<b>\$105.0</b>	<b>\$18.3</b>
<b>75<sup>th</sup> Percentile (\$000)</b>	<b>\$126.5</b>	<b>\$26.5</b>

18. **Scientist II:** This position collaborates with others to initiate, design, develop and execute scientific research projects critical to corporate strategies and image; serves as in-house and outside consultant; contributes to scientific literature and conferences. Typically requires PhD in scientific discipline and 10 years' experience or MS and 10-15 years' experience in a research environment.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	<b>13</b>	<b>7</b>
<b># of Incumbents</b>	<b>19</b>	<b>13</b>
<b>Survey Weight Average (\$000)</b>	<b>\$95.6</b>	<b>\$11.0</b>
<b>25<sup>th</sup> Percentile (\$000)</b>	<b>\$69.0</b>	<b>\$9.0</b>
<b>Median (\$000)</b>	<b>\$93.0</b>	<b>\$10.0</b>
<b>75<sup>th</sup> Percentile (\$000)</b>	<b>\$110.0</b>	<b>\$10.5</b>

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

19. **Scientist I:** This position works within a team to initiate, design, develop and execute scientific research projects; possesses potential for technical proficiency, scientific creativity, collaborative work and independent thought. Typically requires PhD in scientific discipline and 5 years' experience or MS and 8-10 years' experience in a research environment.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	11	7
<b># of Incumbents</b>	25	19
<b>Survey Weight Average (\$000)</b>	\$84.1	\$10.5
<b>25<sup>th</sup> Percentile (\$000)</b>	\$60.0	\$5.0
<b>Median (\$000)</b>	\$63.5	\$5.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$109.0	\$9.5

20. **Senior Research Associate:** This position performs research and develops experiments for projects in collaboration with others; uses professional concepts in accordance with company objectives to solve complex problems in creative ways; exercises technical discretion in design, execution and interpretation of experiments contributing to project goals; contributes to project progress through innovative research; prepares technical reports. Requires BS in related scientific discipline and 5-8 years' related laboratory experience or MS and 2-5 years' experience.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	12	8
<b># of Incumbents</b>	22	15
<b>Survey Weight Average (\$000)</b>	\$79.9	\$9.2
<b>25<sup>th</sup> Percentile (\$000)</b>	\$58.3	\$3.9
<b>Median (\$000)</b>	\$75.0	\$10.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$85.3	\$11.0

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

21. **Research Associate:** This position collaborates with co-workers on research and development; makes detailed observations, analyzes data, interprets results; prepares technical reports, summaries, protocols, and quantitative analyses; maintains familiarity with current scientific literature; investigates and creates new methods and technologies for project advancement; may act as principle investigator; contributes to journals, or participate in conferences. Typically requires a BS degree and 5 years' related experience or MS and 5-8 years' experience.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	12	6
<b># of Incumbents</b>	25	19
<b>Survey Weight Average (\$000)</b>	\$65.9	\$4.2
<b>25<sup>th</sup> Percentile (\$000)</b>	\$52.4	\$2.6
<b>Median (\$000)</b>	\$59.5	\$4.9
<b>75<sup>th</sup> Percentile (\$000)</b>	\$72.8	\$7.8

22. **Research Assistant:** This position performs research laboratory tasks, experiments, makes and records detailed observations, analyzes data, interprets results. Typically requires a BS degree or equivalent.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	8	3
<b># of Incumbents</b>	23	12
<b>Survey Weight Average (\$000)</b>	\$44.6	\$2.9
<b>25<sup>th</sup> Percentile (\$000)</b>	\$43.8	\$2.5
<b>Median (\$000)</b>	\$48.5	\$2.5
<b>75<sup>th</sup> Percentile (\$000)</b>	\$49.8	\$3.8

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

23. **Lab Assistant:** This position is responsible for a wide variety of research and/or development laboratory tasks and experiments. May make detailed observations, analyze data and interpret results. Maintains laboratory equipment and inventory levels for laboratory supplies. May write experimental reports, summaries and protocols. May also be responsible for media preparation in the Research and Development area, including experiments as required and outlined. May also develop and maintain record keeping for experiments performed. Performs limited troubleshooting and calibration of instruments. Requires a BS degree. Typically reports to the Senior Scientist.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	7	3
<b># of Incumbents</b>	14	9
<b>Survey Weight Average (\$000)</b>	\$43.6	\$2.8
<b>25<sup>th</sup> Percentile (\$000)</b>	\$37.5	\$2.8
<b>Median (\$000)</b>	\$42.0	\$3.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$50.0	\$3.5

24. **Glassware Technician:** This position is responsible for washing and drying glassware and distributing to appropriate locations within the laboratories. May sterilize glassware and other items using an autoclave. Performs other related duties as required. Requires HS Diploma, preferably biotechnology certificate or AS 1-2 years' related lab experience. Typically reports to the Senior Scientist.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	2	1
<b># of Incumbents</b>	2	1
<b>Survey Weight Average (\$000)</b>	NA	NA
<b>25<sup>th</sup> Percentile (\$000)</b>	NA	NA
<b>Median (\$000)</b>	NA	NA
<b>75<sup>th</sup> Percentile (\$000)</b>	NA	NA

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

25. **Facilities Manager:** This position is responsible for the day-to-day preventative maintenance and repair of biopharmaceutical production process systems. Responsible for interfacing with safety, production, and quality groups to ensure facility operations and systems comply with required GMP standards and plant objectives. Typically requires BS or equivalent 5 years' experience in maintenance, knowledge of building codes. Typically reports to CFO or Head of QA.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	8	7
<b># of Incumbents</b>	8	7
<b>Survey Weight Average (\$000)</b>	\$90.2	\$13.4
<b>25<sup>th</sup> Percentile (\$000)</b>	\$76.0	\$8.0
<b>Median (\$000)</b>	\$88.3	\$9.7
<b>75<sup>th</sup> Percentile (\$000)</b>	\$103.3	\$18.0

26. **Facilities Management Technician:** This position is responsible for the day-to-day preventative maintenance and repair of biopharmaceutical production process systems. Responsible for interfacing with safety, production, and quality groups to ensure facility operations and systems comply with required GMP standards and plant objectives. Requires a high school diploma, AA degree or equivalent in specialized training, with a minimum of 6 plus years experience. Typically reports to Facilities Manager.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	4	4
<b># of Incumbents</b>	7	7
<b>Survey Weight Average (\$000)</b>	\$48.5	\$2.1
<b>25<sup>th</sup> Percentile (\$000)</b>	\$46.7	\$1.0
<b>Median (\$000)</b>	\$49.9	\$1.8
<b>75<sup>th</sup> Percentile (\$000)</b>	\$51.7	\$2.7

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

27. **Senior Engineer:** The position requires prior experience working in an FDA regulated environment including familiarity with GMP and ISO regulations. This is an individual contributor position. As such, the candidate will be expected to be self motivated and able to work with minimal direction in a closely knit, small team environment. Entrepreneurial spirit and a willingness to tackle assignments that are not directly a part of the job description is necessary for success. BS or Master of Science in Engineering is typical with MS preferred. Minimum of 5 years experience in the medical device field.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	5	3
<b># of Incumbents</b>	6	4
<b>Survey Weight Average (\$000)</b>	\$96.0	\$14.8
<b>25<sup>th</sup> Percentile (\$000)</b>	\$81.0	\$7.5
<b>Median (\$000)</b>	\$95.0	\$8.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$100.0	\$22.5

28. **Biomedical Engineer:** The Biomedical Engineer is responsible for applying engineering principles and technology to the design and development of opto/mechanical sensors, patient interfacing, and other system components. Interface with prototype fabrication facilities to build prototype and early production samples. Refine prototype designs to facilitate manufacture and to support clinical testing including documentation. MS in Biomedical Engineering with 3-5 years of experience in the medical device industry is typical.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	5	3
<b># of Incumbents</b>	7	3
<b>Survey Weight Average (\$000)</b>	\$93.8	\$11.9
<b>25<sup>th</sup> Percentile (\$000)</b>	\$88.3	\$8.4
<b>Median (\$000)</b>	\$100.0	\$8.8
<b>75<sup>th</sup> Percentile (\$000)</b>	\$125.0	\$13.9

## CASH COMPENSATION DATA FOR SELECTED BENCHMARK POSITIONS

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29. **Software Engineer:** Develop, test and document software for embedded systems, and algorithm implementation. BS in Computer Science or Engineering plus 3-5 years minimum experience is typical, MS preferred. Should be familiar with embedded systems, and proficient in C/C++, MS Operating System, SQL/MS Server, .NET SDK (C# & VB). Familiarity with Linux and DSP is also possible, and possess strong mathematics skills required.

	BASE SALARY	CASH INCENTIVE
<b># of Companies</b>	4	2
<b># of Incumbents</b>	5	4
<b>Survey Weight Average (\$000)</b>	\$77.8	\$3.4
<b>25<sup>th</sup> Percentile (\$000)</b>	\$78.8	\$2.3
<b>Median (\$000)</b>	\$87.5	\$3.0
<b>75<sup>th</sup> Percentile (\$000)</b>	\$91.5	\$4.5