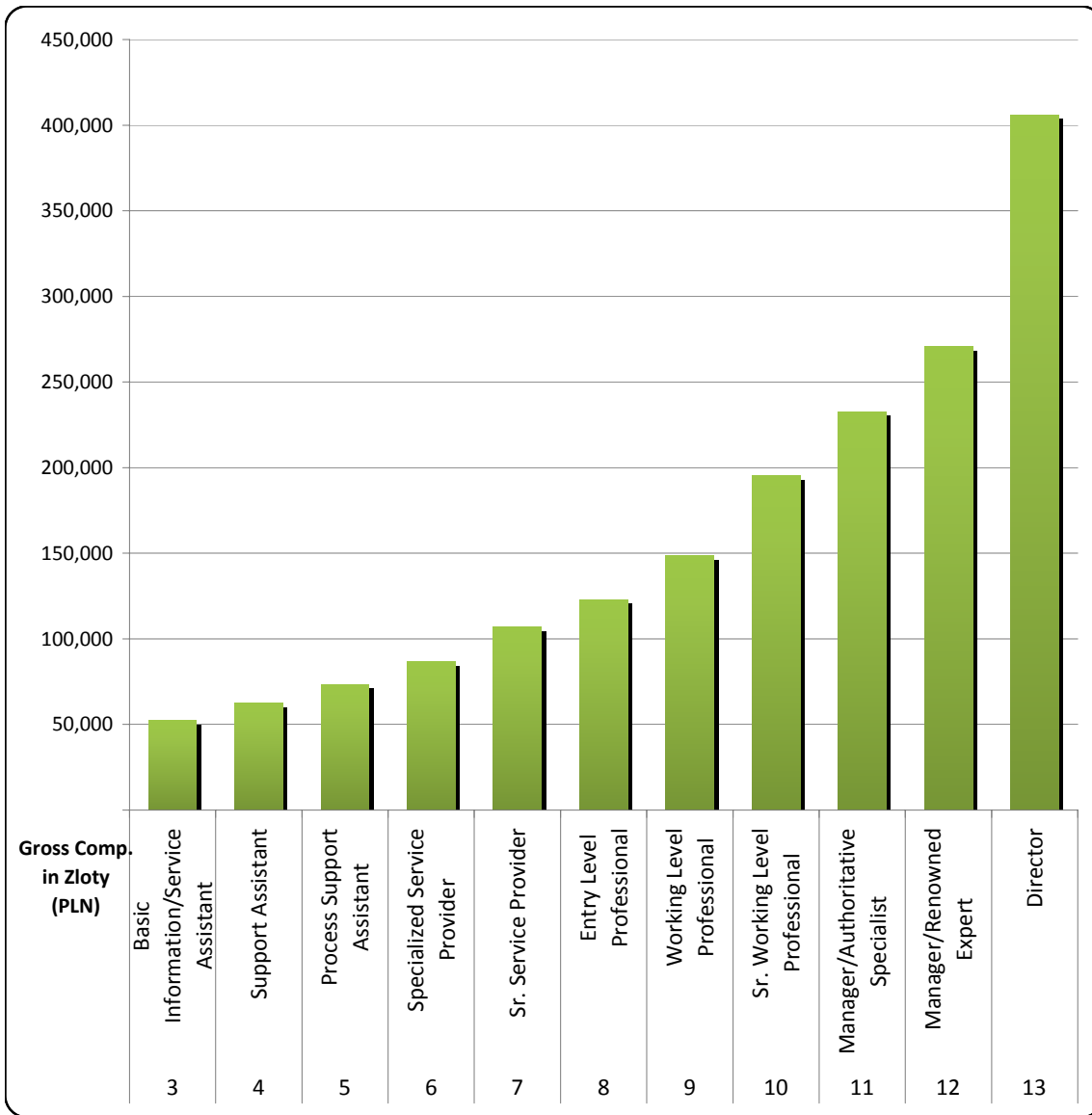


I. Average gross midpoint compensation by Birches Group Grade

Warsaw, Poland, December, 2007



The above chart is designed to provide a summary overview of the survey results. Birches Group survey benchmark jobs are classified into 14 distinct levels or grades. This chart shows the average gross midpoint compensation for all the grades matched in this survey. The gross compensation values displayed in this chart include base salary, fixed cash allowances, variable cash and in-kind benefits, but exclude a valuation of pension and medical plans. All salary-related data in this report has been proportionately adjusted for a workweek of 40 hours.

This summary report has been made available free of charge exclusively for AmCham members. More detailed reports are available to survey participants and data subscribers. To learn more, contact Birches Group at amchamsurveys@birchesgroup.com.

II. Market Positions for Benchmark Jobs

Grade	Title	% Job Matches	Min/Max	50th Percentile	75th Percentile	Market Mean
13	Director	36%	Min Max	246,511 387,643	408,099 690,965	320,070 551,730
12	Manager/Renowned Expert	32%	Min Max	218,627 322,097	254,386 399,062	197,852 317,201
11	Manager/Authoritative Specialist	59%	Min Max	119,937 185,818	292,426 350,118	180,463 279,146
10	Sr. Working Level Professional	86%	Min Max	173,315 232,211	222,312 266,646	156,935 245,698
9	Working Level Professional	95%	Min Max	105,144 155,769	165,502 227,659	120,641 184,592
8	Entry Level Professional	100%	Min Max	101,410 152,949	132,661 187,951	100,496 152,458
7	Sr. Service Provider	68%	Min Max	99,755 150,483	116,804 159,351	87,511 135,122
6	Specialized Service Provider	59%	Min Max	72,954 119,352	79,648 129,485	68,295 110,479
5	Process Support Assistant	59%	Min Max	59,541 91,912	71,383 112,752	58,668 93,588
4	Support Assistant	55%	Min Max	53,783 80,441	60,637 92,836	51,131 79,008
3	Basic Information/Service Assistant	50%	Min Max	42,894 60,311	53,459 71,992	43,578 61,199

The minimum and maximum values displayed above represent total compensation including the minimum or hiring rate salary and maximum attainable salary per job respectively.

III. Thumbnail Job Descriptions for Benchmark Jobs

Grade	Title	
13	Director	<p>Programme leadership; integrates substantive specializations into coordinated service platform, devises ground-breaking initiatives which advance the organizations reputation, develops and manages institutional relationships. Advocacy to advance broad programme/organizational objectives, building consensus and inspiring others to form alliances for concerted actions. Organizational structure is flat with high degree of operational and policy delegation for substantive areas. Decision making on programme priorities and policy initiatives is shared. Effective resource management, innovative policy development/service delivery. Results affect delivery of multiple, integrated, or diverse but crucial programmes or functional areas, or the effectiveness of a wide range of organization activities and commitments to constituents. Actions establish corporate standards.</p>
12	Manager/Renowned Expert	<p>Integrates substantive specializations into coordinated service platform, innovates new approaches, advocate/champion of service/programme. Scope broad and depth considerable. Substantial intricacy, high pace and variety, with competitive and conflicting demands. Managerial focus is primarily concentrated on facilitation and coordination. Advocacy and promotion requiring empathy and the capacity to assimilate diverse</p>

III. Thumbnail Job Descriptions for Benchmark Jobs (cont.)

12	Manager/Renowned Expert (cont.)	Collaborators, counterparts and service providers in functional area both in and outside of the organization. Results affect overall execution of programmes or functional areas and the reputation and success of teams. Actions build corporate standards.
11	Manager/Authoritative Specialist	Supervise project teams and ensure effective integration of project activities with overall business/programme objectives; secure cooperation and support from external partners and clients; advise senior management on business/programme objectives; recommend new business/programme modalities and concepts.
10	Sr. Working Level Professional	Guide business/programme development across related project areas; assess project effectiveness and recommend new initiatives; advise management on systems and procedures.
9	Working Level Professional	Develop proposals and manage independently; provide professional advice within a defined subject or business/programme area; recommend business/programme initiatives and priorities; assess effectiveness of business/programme, systems and procedures.
8	Entry Level Professional	Basic analytical tasks in support of project management; compile and research background information; summarize data and assess trends; work closely with senior level executive.
7	Sr. Service Provider	Oversees provision of integrated platform across a range of services, assesses of service delivery quality against needs, anticipates delivery challenges to ensure service continuity.
6	Specialized Service Provider	Provides multiple services that support comprehensive platform. Monitors and reports on overall provision of services to target population.
5	Process Support Assistant	Subject specialized support requiring comparative evaluation of specific service needs against established rules and procedures.
4	Support Assistant	Provides support in a specific area of service requiring understanding of subject specific rules and procedures which guide service delivery.
3	Basic Information/Service Assistant	Organizes information in support of basic information storage and retrieval systems.

IV. Survey Participants

- | | |
|---|--|
| 1 AIG | 12 Firestone Industrial |
| 2 Bose | 13 GSK Services |
| 3 Calyon | 14 McDonalds |
| 4 Embassy of Australia | 15 NCR Polska |
| 5 Embassy of Canada | 16 Ove Arup & Partners International Limited Sp. zo.o. |
| 6 Embassy of Netherlands | 17 Shell |
| 7 Embassy of United Kingdom | 18 Silverscreen |
| 8 Embassy of United States | 19 Stryker |
| 9 Euromedic International | 20 Telekomunikacja |
| 10 Euronet Worldwide | 21 United Nations |
| 11 European Bank for Reconstruction & Development | 22 World Bank |