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RADFORD BENCHMARK SURVEY

Introduction

The Radford Benchmark Survey is the technology industry's definitive resource of competitive intelligence for director-and-below level positions in the US. Nearly **1,000 participating companies** represent a wide range of tech sub-industries. Survey results for nearly **400 job families** are published monthly from a current database of **1.7 million incumbents**.

Participation in the Benchmark Survey includes:

- > Online Access to Results
- > Overall Practices Report
- > Benchmark Data Generator™
- > Custom Report (Compensation and Practices)
- > Quarterly Summary of Industry Trends (QSIT)
- > Unlimited Radford Network® users
- > Hot topic webcasts
- > Industry-specific white papers
- > In person, online and desktop survey training program
- > Designated Survey Consultant

Key Features

Comprehensive Compensation Data

Covers base salary, incentives, stock (options and restricted stock) and total cash/total direct compensation; access and analyze Survey Totals and Custom Reports via online Data Generator; new Express Report feature on Data Generator delivers presentation-ready report for all requested jobs and Standard Data Elements

Extensive Practices Report

Includes data on base salary programs, variable pay, stock options and restricted stock programs, and more; complimentary Custom Practices Report available for participants in both Radford Benchmark and Executive Surveys

Quarterly Summary of Industry Trends

Stay current on salary increase trends, turnover, hiring practices and HR hot topics with free quarterly report; online quarterly input and results for tech, life sciences and medical device participants

Flexible Custom Reports - *first report is free*

Create, order and receive Custom Reports online using industry, location, revenue, headcount and/or ownership filters; includes a dynamic Data Display Tool for instant insight (*see back page for Data Sample*)

What Clients Say About Radford

*“Oracle’s fast-paced environment requires Radford as a **business partner**: to be available to our staff, provide useful data, or engage in a lively **problem-solving** discussion at a moment’s noticed. Our working relationship with our Radford Survey Consultant consistently **exceeds our expectations.**”*

Sue Charley
VP, Compensation
Oracle

*“Radford has been my **primary survey source** for close to 25 years. After heading compensation for three Fortune 500 companies, I can honestly say I could probably live on **Radford survey data** alone. That coupled with your continued **great customer service** makes it a pleasure to do business with you.”*

Robert Furge
Lead Comp. Consultant
Qwest Communications

Contact Information

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Locations

Austin, Atlanta, Boston, Chicago, Denver, Hong Kong, London, New York, Philadelphia, San Diego, San Francisco, San Jose, Washington, DC.

Data Sample

The data samples below are for illustrative purposes only. Data reporting for the Benchmark Survey includes the 10th, 25th, 50th, 60th, 75th and 90th percentiles for which data is sufficient, in addition to the average.

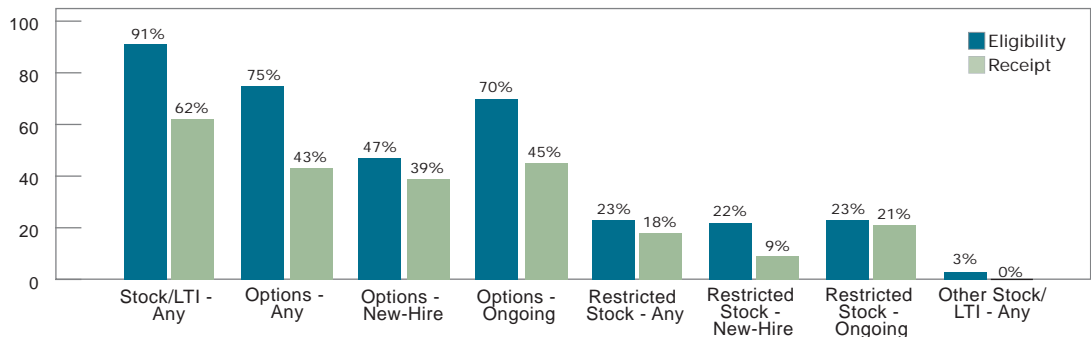
5103R - Software Dev Engrg Roll-Up 3 - SAMPLE DATA

This roll-up job combines data from the following jobs: 5103 (Software Dev Engineer 3), 5143 (Software Engineer (Apps) 3), 5163 (Software Engineer (Sys) 3), 5183 (Software QA Engineer 3), 5093 (DSP Engineer 3), 5213 (Firmware Engineer 3), 5233 (UI/Human Factors Engineer 3), and 5293 (Localization Engineer 3).

		Individual Job Detail					
		Avg.	75th	50th	25th	# Emps	# Cos.
	Base Salary	\$90.8	\$98.2	\$90.5	\$83.2	22,104	29
	Actual Incentive (% of Base, Rptg Emps, All Plans)	10.2%	13.8%	10.4%	3.9%	18,486	23
	Actual Incentive (Rptg Emps, All Plans)	\$9.6	\$12.7	\$9.0	\$3.7	18,486	23
	Actual Total Cash Comp (Rptg Emps)	\$101.8	\$110.0	\$100.5	\$91.8	18,486	23
	Actual Total Cash Comp (All Emps)	\$98.8	\$108.2	\$98.2	\$87.6	22,104	29
	Ongoing Option Shares (Rptg Emps)						
	Actual (Calculated NPV at 12%)	\$13.5	\$25.9	\$11.2	\$7.0	3,557	11
	Actual (Face Value)	\$26.9	\$51.8	\$22.5	\$14.0	3,557	11
	Actual (Number of Shares)	1,537	3,000	800	700	3,557	11
	Ongoing RS Shares (Rptg Emps)						
	Actual (Face Value)	\$10.0	N/A	N/A	N/A	4,455	2
	Actual (Number of Shares)	434	N/A	N/A	N/A	4,455	2
	Ongoing Calc'd Opt+Face Val RS (Rptg Emps)	\$12.5	\$18.1	\$10.9	\$5.4	12,830	19
	Total Direct Comp (Rptg Emps)	\$118.3	\$129.5	\$113.2	\$103.8	12,830	19
	Total Direct Comp (All Emps)	\$106.0	\$117.7	\$103.7	\$90.0	22,104	29

Note: Dollar amounts reported in thousands, all data employee-weighted

Short- and Long-Term Incentive Eligibility and Receipt Rates



Overall Job Family Information - Software Development Engineering

Select Average/Percentile to Compare for All Job Family Levels:

	Base Salary	Target Bonus % of Base	Target Total Cash ¹	Actual Total Cash ²	Actual Total LTI Value ¹	Actual Total Direct Comp ²	# Emps	# Cos.	Distrib. of Incumbents
Roll-up 1	\$61.0	7.8%	\$66.2	\$63.5	\$2.8	\$64.4	1,013	17	2%
Roll-up 2	\$74.8	8.8%	\$81.9	\$79.9	\$5.4	\$82.5	8,763	28	18%
Roll-up 3	\$90.8	9.2%	\$100.1	\$98.8	\$12.5	\$106.0	22,104	29	46%
Roll-up 4	\$106.8	10.6%	\$119.7	\$114.9	\$12.9	\$122.4	11,556	28	24%
Roll-up 5	\$128.0	14.0%	\$147.5	\$139.7	\$25.8	\$156.3	3,606	23	8%
Roll-up 6	\$155.2	21.2%	\$188.1	\$184.0	\$53.2	\$220.8	540	18	1%

¹ Reporting employees only
² All Employees