



Key Participants

Accenture
 Adobe Systems
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 AMD
 Analog Devices
 Apple
 Applied Materials
 CA
 Cadence Design Sys
 Cisco Systems
 Dell
 eBay
 Electronic Arts
 Ericsson
 EMC
 Facebook
 Fairchild Semi
 Flextronics
 Freescale Semi
 Hewlett-Packard
 Hitachi
 Infosys
 IBM
 Intel
 Juniper Networks
 KLA-Tencor
 Lam Research
 Lenovo
 LSI
 McAfee
 Mentor Graphics
 Microsoft
 Motorola
 National Semi
 NetApp
 Nokia
 Nortel
 NVIDIA
 NXP
 Oracle
 QUALCOMM
 Research in Motion
 SAP
 Seagate Technology
 Sprint Nextel
 STMicroelectronics
 Sunpower
 Symantec
 Texas Instruments
 VMware
 Wipro
 Xilinx
 Yahoo!

RADFORD GLOBAL TECHNOLOGY SURVEY

The landscape for compensation professionals is shifting rapidly in a truly global economy. To meet the needs of your changing workforce, your pay surveys must offer a robust and reliable database, global coverage, instant data access and superior customer service in a single global source.

The Global Technology Survey provides a single-source solution. Survey results encompass three million incumbents; 1,000+ companies; and 18,000 executive through support non-sales positions for 73 countries. Benefits of participating in the Global Technology Survey include:

- > **Global job structure** facilitates input and creates consistency in job matching/analysis across countries
- > **Extensive data elements** ensure accurate total pay insight for pricing jobs and market analysis
- > **Practices coverage** offer key metrics and quarterly market trends to gauge program competitiveness
- > **Online survey results, resources and tools** accessed from any location via the Radford Network[®]
- > **Sophisticated global analytics** support competitive assessments, including “You vs. Market” reports
- > **Dedicated client support** includes a designated Survey Consultant and comprehensive training program

Surveyed Countries

Americas

Argentina
 Barbados
 Bermuda
 Bolivia
 Brazil
 Canada
 Chile
 Colombia
 Costa Rica
 Dominican Republic
 Ecuador
 El Salvador
 Guatemala
 Honduras
 Mexico
 Panama
 Paraguay
 Peru
 Puerto Rico
 Trinidad & Tobago
 United States
 Uruguay
 Venezuela

Asia/Pacific

Australia
 Bangladesh
 China
 Hong Kong
 India
 Indonesia
 Japan
 Kazakhstan
 Macau
 Malaysia
 New Zealand
 Pakistan
 Philippines
 Singapore
 South Korea
 Sri Lanka
 Taiwan
 Thailand
 Vietnam

Europe

Armenia
 Austria
 Belgium
 Bosnia & Herzegovina
 Bulgaria
 Croatia
 Cyprus
 Czech Republic
 Denmark
 Estonia
 Finland
 France
 Germany
 Greece
 Hungary
 Iceland
 Ireland
 Italy

Europe (cont'd)

Latvia
 Lithuania
 Luxembourg
 Netherlands
 Norway
 Poland
 Portugal
 Romania
 Russia
 Serbia
 Slovakia
 Slovenia
 Spain
 Sweden
 Switzerland
 Turkey
 Ukraine
 United Kingdom

Middle East/Africa

Algeria
 Bahrain
 Cameroon
 Egypt
 Ghana
 Israel
 Jordan
 Kenya
 Kuwait
 Lebanon
 Mauritius
 Morocco
 Mozambique
 Nigeria
 Oman
 Qatar
 Saudi Arabia
 Senegal
 South Africa
 Tanzania
 Tunisia
 United Arab Emirates

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 notice. Our working relationship with our Radford Survey Consultant consistently **exceeds our expectations.**”*

Sue Charley
VP, Compensation
Oracle

*“Radford’s surveys are **comprehensive and easy to use.** In addition to the pay and stock data, the leveling system and Radford’s global approach **help us solve key problems for the business** by refining our thinking about how careers should work at Microsoft.”*

Ed Kearns
Compensation
Consultant
Microsoft Corp.

Data Sample

For illustrative purposes only, the sample data below displays a subset of results* for Software Development Management - 3 for China via an **Express Report**. These workbooks include a Data Display Tool allowing you to instantly customize overall or peer group results, and provide a **presentation-ready report for any job in a country** for which you have access, utilizing Standard Data Elements.

INDIVIDUAL JOB DETAILS

SOFTWARE DEVELOPMENT MANAGEMENT 3

Directs the activities of a software systems development function, software applications development function, and a software quality assurance function for software enhancements and new products.

China - Yuan

Annual Incentive Target or Actual

Select New-Hire or Ongoing Long-Term Incentives

Guideline or Actual Long-Term Incentive

	Avg.	75th	50th	25th	# Emps	# Cos
Base Salary	282,740	330,504	266,636	223,158	463	43
Total Allowances	22,740	-	19,824	-	89	10
Fixed Compensation	287,111	332,288	270,000	228,000	463	43
Target Incentive Amount	45,553	59,576	36,391	28,879	335	29
Target Incentive % of Base	14.7%	15.0%	12.0%	12.0%	335	29
Base + Target Incentives	325,243	377,751	300,514	256,106	399	39
Fixed Comp + Target Incentives	330,316	381,639	303,295	257,058	399	39
Actual OG SO + RS Cash LTI	74,320	115,133	37,758	14,793	239	19
Target Total Direct Compensation**	365,813	435,938	339,600	269,032	393	38

Note: All data in local currency and employee-weighted

POTENTIAL ROLL-UP ALTERNATIVES

Job Code and Title	Roll-up type	Available in This Report?	Average Base	Average Fixed Comp.	# Emps	# Cos
R02033 - Product Dev - Software Dev Mgmt Roll-Up 3	Sub Functional	Yes	283,963	287,577	1,121	76
R02013 - Product Dev - Dev Engrg Mgmt Roll-Up 3	Sub Functional	Yes	278,745	282,453	1,677	108
RM0103 - Management - All Technical Roll-Up 3	Super (Multi-Func)	Yes	275,374	280,273	2,609	161
RM0003 - Management - All Functions Roll-Up 3	Super (Multi-Func)	Yes	278,959	284,439	4,952	197

*Actual results provide data for six percentiles; you can also select actual incentives, new-hire stock, and equity guidelines for data presentation.

**Target Total Direct Compensation = Base + Total Allowance + Target Incentives + Actual Ongoing Equity

Radford Locations

Atlanta
Austin
Boston
Chicago
DC Metro
Denver
Hong Kong
London
New York
Philadelphia
San Diego
San Francisco
San Jose
Singapore

The Radford Network

The Radford Network provides more than 8,000 registered users **instant access to data, tools and resources**, including our **Input/Output Guides** for survey submission and **Data Generators** for working with survey results.

You can also view our **Training Calendar** to register for upcoming training, popular **Hot Topic webcasts** led by Radford's thought leaders, regional meetings and more.

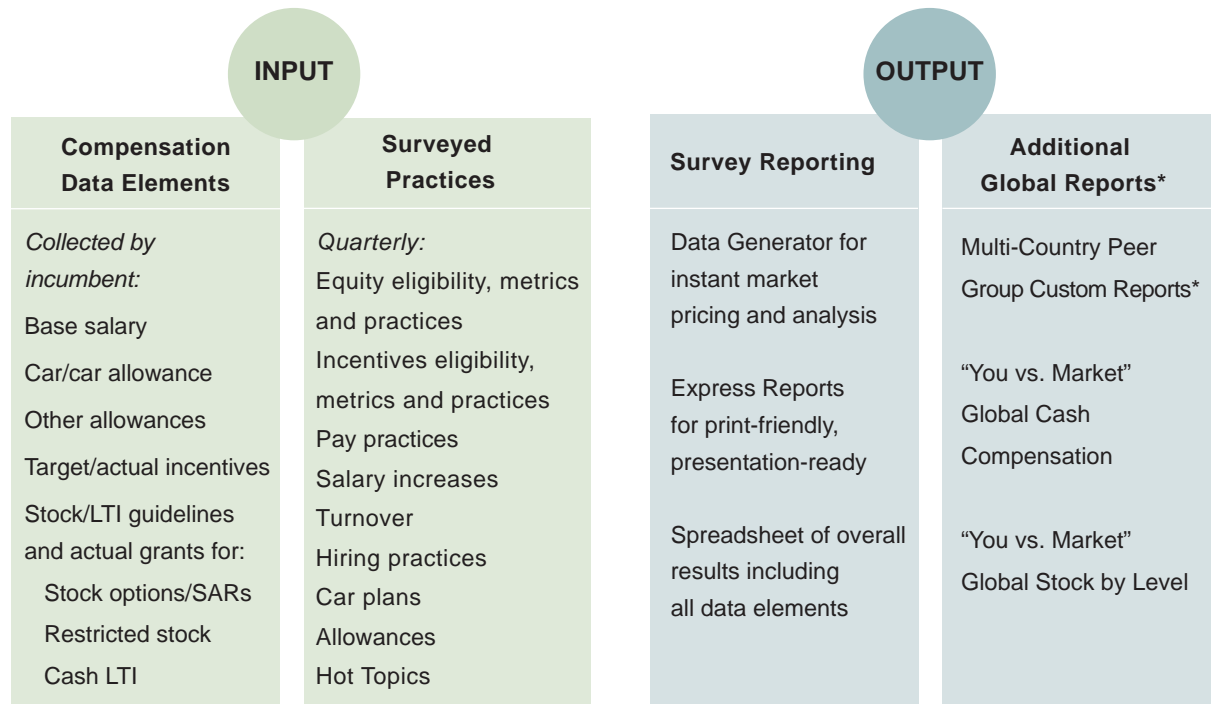
Your company's survey participation includes **an unlimited number of authorized users** from any location.

Contact Information

For more information on the Radford Global Technology Survey, please contact us at:

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Proprietary Radford Survey Platform



*A \$400 credit will be applied to your first Custom Report order after data submission requirement is met.

When More Help Is Needed: Global Analytics and Consulting

Radford Analytic Services: Cost-Effective Solutions

Bridging Radford's deep survey databases with consulting expertise, Radford Analytic Services (RAS) offers tailored, cost-effective solutions for your global compensation needs. RAS' customized market analyses and survey services help clients reduce internal/external resources for survey participation and market assessments, and facilitate better-informed compensation decisions. Current global analytic offerings include:

- > Survey Services: includes the spectrum of global input assistance, from survey job matching and leveling to completing the total survey submission on-site
- > Leveling Audit: reviews your company's global job matching for comparison against a group of selected companies, this analysis indicates how your company's job matching practices compare to peers
- > "You vs. Market" Reports: isolates your company's global total cash compensation practices for comparison to a group of selected companies and identifies where your practices are aligned or differ from the market

For more information on Radford Analytic Services, please contact Brett Harsen at bharsen@radford.com.

Radford Consulting: Your Global Total Rewards Partner

For companies seeking to evaluate, adjust or create global compensation programs in new or existing markets, our consultants provide guidance in global compensation strategy development; global job leveling and grade structures; pay elements and local pay practices; competitive market analyses for local nationals; salary ranges; incentive compensation; and global equity strategy, guidelines and modeling to assess a program's feasibility. For more information on Radford's consulting practice, please contact Marie Brinkman at mbrinkman@radford.com.