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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 four million incumbents; 1,600 companies; and 2,400-plus executive through support non-sales positions for 81 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 programme 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
- > **Targeted Custom Reports** provide insight into stock granting practices and equity programmes; combined technology and life sciences capabilities will allow clients to leverage both database for analysis
- > **Dedicated client support** includes a designated Survey Consultant and comprehensive training programme

Surveyed Countries

Data collection for 100 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
Global Comp
Program Manager
Microsoft Corp.

Radford Locations

Bangalore
Beijing
Boston
Brussels
Chicago
Frankfurt
Hong Kong
London
New York
Philadelphia
San Francisco
San Jose
Shanghai
Singapore

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 New-Hire or Ongoing Long-Term Incentives Guideline or Actual Long-Term Incentive

	Avg.	75th	50th	25th	# Emps	# Cos
Base Salary	309,874	362,460	299,537	244,413	740	55
Total Allowances	11,706	12,000	9,600	9,330	374	15
Fixed Compensation	315,790	369,700	304,644	251,685	740	55
Target Incentive Amount	39,626	47,647	34,956	22,092	615	41
Target Incentive % of Base	12.3%	15.0%	12.0%	9.1%	615	41
Base + Target Incentives	350,687	406,282	334,476	275,719	650	49
Fixed Comp + Target Incentives	357,353	412,467	342,283	282,973	650	49
Actual OG SO + RS + PS + Cash LTI	57,862	84,818	26,769	17,429	328	27
Target Total Direct Compensation**	408,360	477,763	381,780	311,579	472	41

Note: All data in local currency and employee-weighted

ROLL-UP ALTERNATIVES

Job Code and Title	Roll-up type	Available in This Report?	Average Base	Average Fixed Comp.	# Emps	# Cos
2123 - Software Development Mgmt 3	Exact Match	Yes	309,874	315,790	740	55
R02033 - Product Dev - Software Dev Mgmt Roll-Up 3	Sub Functional	Yes	283,963	296,682	1,784	137
R02013 - Product Dev - Dev Engrg Mgmt Roll-Up 3	Sub Functional	Yes	278,745	297,260	2,901	227
RM0103 - Management - All Technical Roll-Up 3	Super (Multi-Func)	Yes	275,374	290,075	5,097	326
RM0003 - Management - All Functions Roll-Up 3	Super (Multi-Func)	Yes	278,959	285,863	10,153	394

*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

The Radford Network

The Radford Network provides more than 8,500 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 authorised users** from any location.

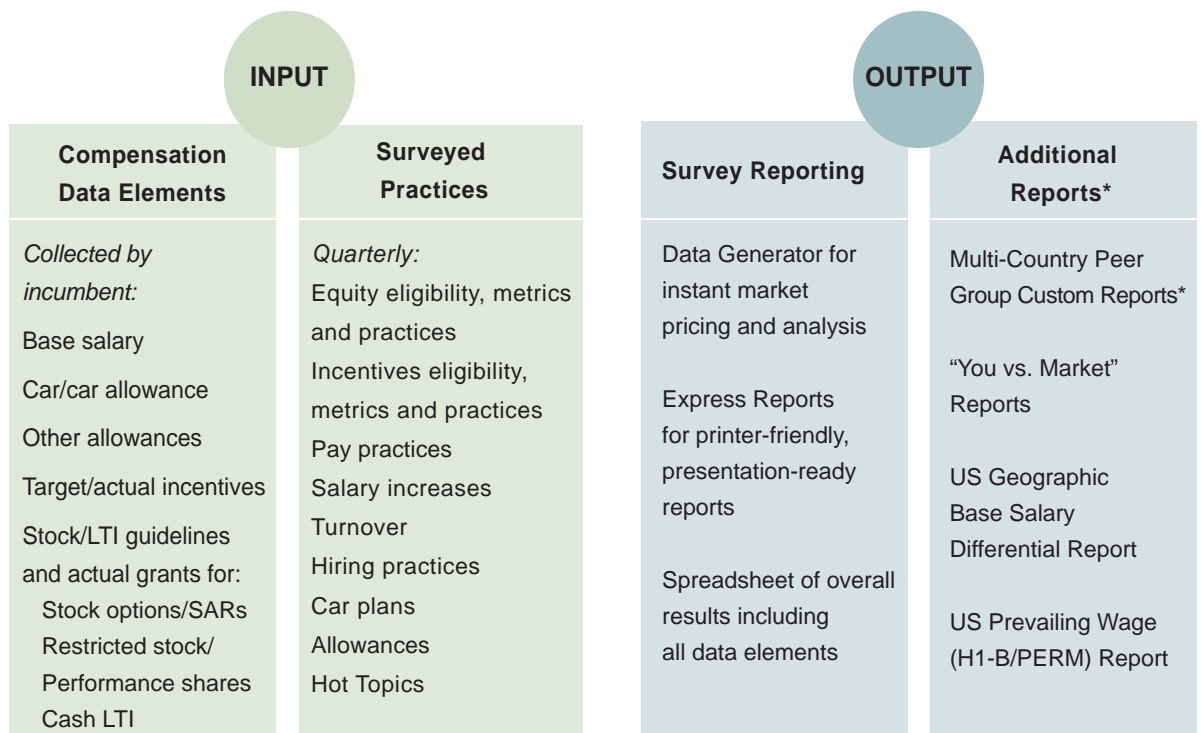
Contact Information

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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

Radford Consulting

For companies seeking to evaluate, adjust or create global compensation programmes 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 programme's feasibility. For more information on Radford's consulting practice, please contact consulting@radford.com.

Radford Valuation Services

Our team of actuarial experts provides a best-in-class approach to equity compensation in compliance with ASC Topic 718 (formerly FAS123(R)), including the development of required assumptions for option pricing models; alternative modeling approaches that better approximates compensation expense; and accounting and tax treatments under Topic 718. Our core continuum of services includes:

- > **Equity Plan Design** – tailored strategies that balance talent and retention demands while mitigating costs
- > **Valuation Services** – creative and sustainable valuation solutions at competitive rates that are fully compliant and fully auditable
- > **Financial Reporting** – customized reporting solutions for Topic 718 and IFRS2 that save time and provide the necessary expertise to your team
- > **Equity Plan Management** – holistic approach that spans the navigation of governance issues through the certification of performance results

For more information about Radford valuation services, please visit www.radford.com/rvs