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Locations

Bangalore, Beijing, Boston,
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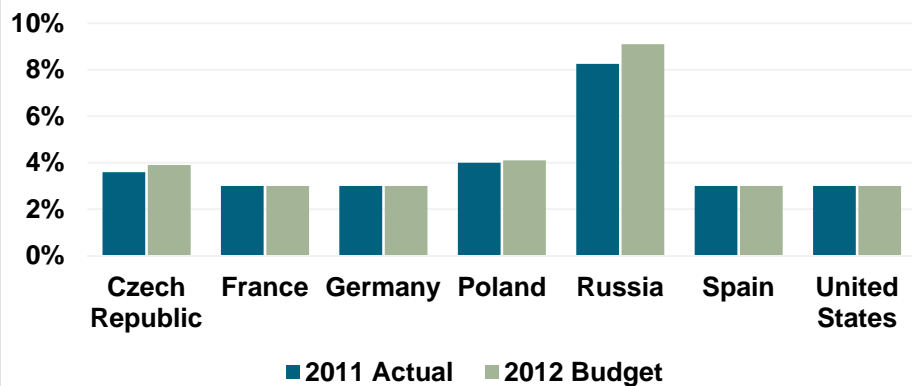
**EMEA Technology Sector Reward Data
January 2012**

2012 promises to be a demanding year. Forecasts for growth within the technology sector were generally revised downwards during Q4. That said, there are many companies that are weathering the storm very well.

In these difficult times, cost-efficient and accurate reward data is essential. In addition, companies require a stable global platform for reporting jobs and pay elements so that year-on-year changes can be assessed

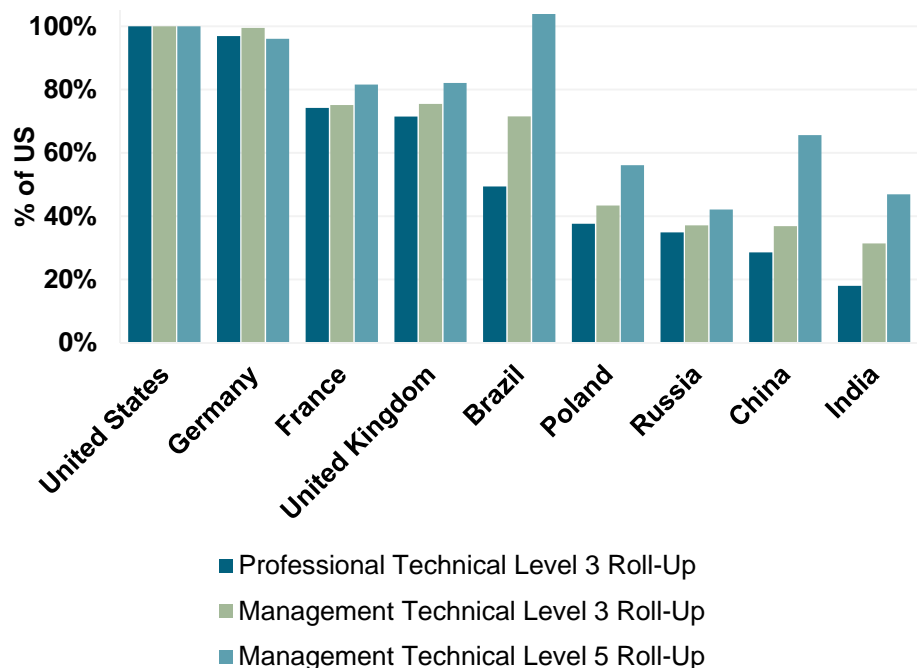
The charts below demonstrate the robust Radford Global Technology Survey database.

Q1 2012 Diluted Base Salary Increase



Our global platform enables quick analysis of remuneration data in different locations.

Median Base Salary All-Technical Roll-Up as a Percentage of the US



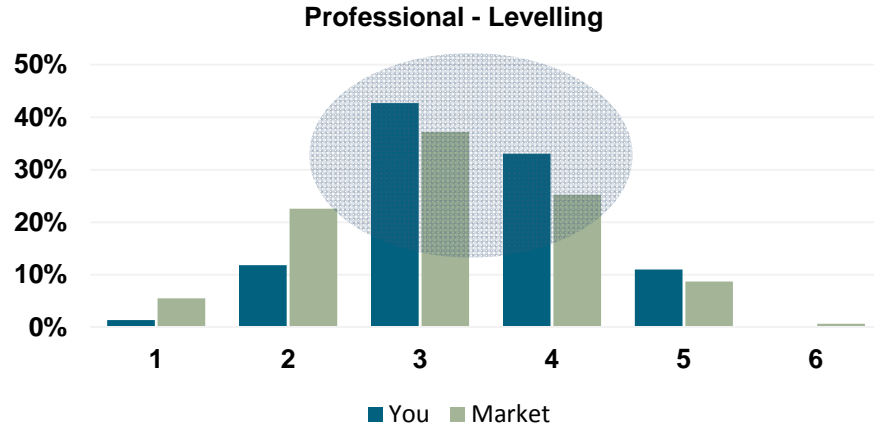
Sources: Radford Global Technology Survey - November 2011 and Radford Trends Report - Q4 2011

Key Participants

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

Identifying Cost Savings

Using our analytic tools, our participants are able to perform benchmarking and other analyses such as global levels and long-term incentive arrangements.



The global levelling analysis example above shows that this company has a large proportion of their staff at Radford levels 3 and 4 compared to their peer group.

Level	Company Count	Market Count	Average Company Total Direct Comp.	Market Total Direct Comp. 50th	You vs. Market
1	5	795	40,863	35,530	115%
2	43	3,250	46,749	40,248	116%
3	155	5,355	60,062	50,331	119%
4	120	3,634	73,850	66,076	112%
5	40	1,255	95,120	85,278	112%
6	-	99		132,135	0%

Radford's You vs. Market (YvM) analysis example above demonstrates that this organisation is paying ahead of the market as well as 'over-levelling', identifying potential cost savings.

Surveyed Countries

Algeria
Argentina
Australia
Austria
Bahrain
Bangladesh
Belgium
Brazil
Bulgaria
Canada
Chile
Colombia
Costa Rica
Croatia
Cyprus
Czech Republic
Denmark
Ecuador
Egypt
Estonia
Finland
France
Greece
Guatemala
Hungary
Ireland
Israel
Italy
Jordan
Kazakhstan
Kenya
Kuwait
Latvia
Lebanon
Lithuania
Luxembourg
Mexico
Morocco
Netherlands
New Zealand
Nigeria
Norway
Pakistan
Peru
Philippines
Poland
Portugal
Puerto Rico
Romania
Russia
Saudi Arabia
Serbia
Slovakia
Slovenia
South Africa
Spain
Sri Lanka
Sweden
Tunisia
Turkey
Ukraine
United Arab Emirates
United Kingdom
United States
Venezuela

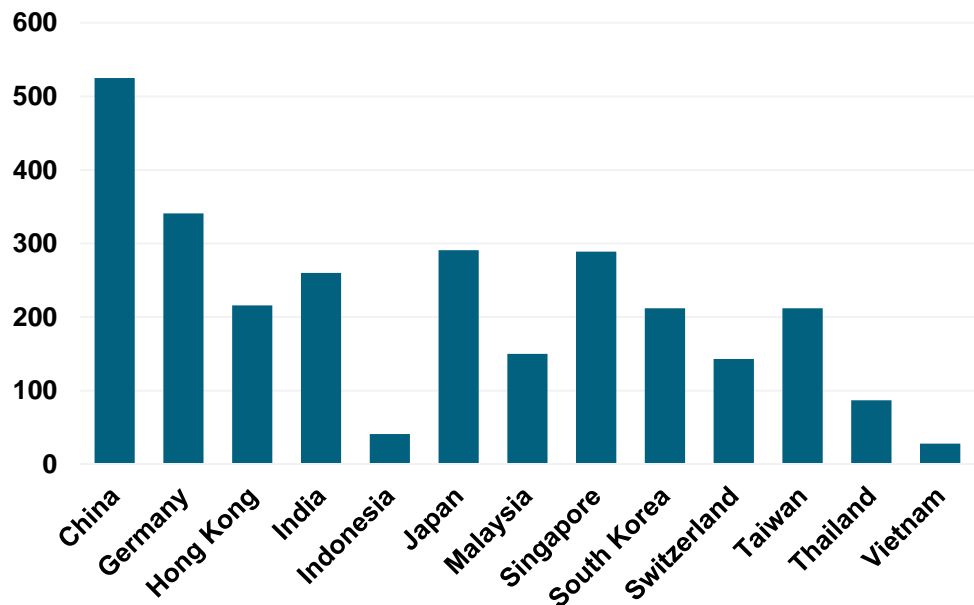
About the Radford Global Technology Survey

Surveying 100 countries, the Radford Global Technology Survey encompasses 1,350 multinational companies and more than 3.7 million incumbents. Key features:

- > **Globally consistent** benchmark positions with data for base salary, incentives, equity, allowances, practices and total compensation.
- > **Radford Network®**, an exclusive client-only extranet, provides users with access to survey data, tools and resources on demand to more than 8,000 registered users.
- > **Harmonised job codes** create consistent global job levels; Radford job descriptions and levels are considered the industry standard.
- > **Global Data Generators** allows users to create custom queries on demand.

Below you will find a selection of countries where we are experiencing rising interest among our Global Technology Survey clients.

Number of Companies Participating in Key Countries*
2011 Radford Global Technology Survey



*Note: Company(s) counted in each country of operation that it submitted data for.

Source: Radford Global Technology Survey – October 2011

For more information on Radford, please contact emea@radford.com.