



Radford
Global Intelligence for the
Technology and Life Sciences Industries



Survey Data Elements and Reporting

Radford offers comprehensive reporting in both our domestic and global surveys. Stock valuation/reporting options include face value, Net Present Value (NPV), Black-Scholes, and number of shares.

Global Data Reporting

Base salary
Fixed compensation
Regular allowances
Bonus/incentives
Total cash compensation
Total direct compensation
Stock options and restricted stock

Domestic Data Reporting

Base salary
Car/car allowance
Other allowances
Target/actual incentives
Stock/LTI guidelines and actual grants for:
-Stock options/SARs
-Restricted stock
-Cash LTI

RADFORD

Introduction

For more than 35 years, Radford has been the leading provider of compensation market intelligence to the technology and life sciences industries. Our emphasis on data integrity and online access to data, tools and resources, as well as client service, has made the Radford name synonymous with trust and quality. Radford is an Aon Hewitt company, offering distinctive value to clients of all sizes and stages of growth.

- > More than 2,600 participating companies globally
- > Survey coverage spanning 100 countries
- > Full suite of compensation consulting services
- > Reliable, current data analysis and reporting
- > Customized data for competitive insight
- > Web access to data via Radford Network[®]
- > Online Data Generator tools for survey results
- > Free value-add client services, including seminars, webcasts and white papers from our consultants
- > Superior global customer service
- > Experienced management team and staff

Market-Leading Compensation Surveys

Radford's suite of surveys provide individual incumbent data for base salary, incentives and equity for 6.3 million employees, with rigorous data validation standards for reporting.

- > Radford Global Technology Survey
- > Radford Global Sales Survey
- > Radford Global Life Sciences Survey
- > Radford US Benefits Survey
- > Radford Pre-IPO/Venture-Backed Report

Data Confidentiality

We treat each company's data submissions in the strictest confidence. Company-identifiable survey data is not to be released. Customised compensation reports require data from at least 10 companies (and some types of reports require data from 20 companies) to ensure data sufficiency and confidentiality. We check that at least five companies reported data to a specific job prior to reporting it. Within each job, we require data from at least three companies before specific calculated values can be reported. These sufficiency rules ensure that Radford provides the highest level of data confidentiality to our participants.

Current Radford Clients

Technology

Accenture, Adobe, Agilent, Alcatel-Lucent, Amazon.com, AMD, Analog Devices, Apple, Applied Materials, A&T, CA, Cisco Systems, Dell, EA, eBay, EMC, Ericsson, Facebook, Flextronics, Hewlett-Packard, IBM, Infosys, Intel, Juniper Networks, KLA-Tencor, Life Technologies, McAfee, Medtronic, Mentor Graphics, Microsoft, Motorola Mobility, Net App, Oracle, QUALCOMM, SAP America, Seagate Technology, Sprint Nextel, St. Jude Medical, SunPower, Symantec, Synopsys, Texas Instruments, Varian Medical Systems, Xerox, Xilinx, Yahoo!

Life Sciences

Abbott Labs, Actelion, Affymetrix, Amgen, Amylin Pharma, AstraZeneca, Baxter, Beckman Coulter, Becton Dickinson, BiogenIdec, Bristol-Meyers Squibb, Celera, Celgene, Cephalon, Covance, Elan, EMD Serono, Genencor, Genentech, Genzyme, Gilead, Ingenix, Johnson & Johnson, Merck, Monstanto, Novartis, OSI Pharma, Pal, Pfizer, Quintiles, Roche, Sepracor, Shire Pharma, Thoratec, Watson Pharma

Radford Consulting

Leveraging Radford survey data, our team takes a business-based, collaborative approach to our consulting, applying financial analysis and thought leadership to develop strategies that can be translated into action for companies of all sizes and stages of development.

- > Guidance in **global compensation philosophy** setting and strategy; 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, modeling, and guidelines
- > **Executive compensation work** focusing on total rewards programme development and alignment with business objectives, including design alternatives, expense/shareholder impact, and implementation support
- > **Incentive programme development/evaluation**, assistance with strategy development, competitive assessment, design considerations, metrics, economic impact and implementation support
- > **Board of Directors compensation development**, including competitive assessments, program design (cash and equity), and related advice and assistance; and provide independent, third-party Board and Compensation Committee advisory services and governance support
- > **Global sales compensation plan design** focusing on aligning sales incentives with business initiatives and go-to-market strategy

We also offer consulting expertise in employee and sales compensation, as well as organization transition support.

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



Key Participants

Accenture
 Adobe Systems
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 AMD
 Analog Devices
 Apple
 Applied Materials
 ARM
 AT&T
 CA
 Betfair
 BT
 Cisco Systems
 CSR
 Dassault Systemes
 Dell
 eBay
 Electronic Arts
 EMC
 Ericsson
 Experian
 Facebook
 Fairchild Semi
 Flextronics
 Freescale Semi
 Hewlett-Packard
 Hitachi
 IBM
 Infosys
 Intel
 Infineon Technologies
 Invensys
 Juniper Networks
 Lenovo
 Logitech
 Melexis
 Mentor Graphics
 Microsoft
 NetApp
 Nokia
 NVIDIA
 Oracle
 QUALCOMM
 Sandisk
 SAP
 Schneider Electric
 Seagate Technology
 Siemens AG
 Spirent Communications
 Sprint Nextel
 STMicroelectronics
 SunPower
 Symantec
 Texas Instruments
 Thomson Reuters
 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 more than 5.3 million incumbents; 1,700 companies; and 2,500+ 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	Asia/Pacific	Europe	Europe (cont'd)	Middle East/Africa
Argentina	Australia	Armenia	Latvia	Algeria
Barbados	Bangladesh	Austria	Lithuania	Bahrain
Bermuda	China	Belgium	Luxembourg	Cameroon
Bolivia	Hong Kong	Bosnia & Herzegovina	Netherlands	Egypt
Brazil	India	Bulgaria	Norway	Ghana
Canada	Indonesia	Croatia	Poland	Israel
Chile	Japan	Cyprus	Portugal	Jordan
Colombia	Kazakhstan	Czech Republic	Romania	Kenya
Costa Rica	Macau	Denmark	Russia	Kuwait
Dominican Republic	Malaysia	Estonia	Serbia	Lebanon
Ecuador	New Zealand	Finland	Slovakia	Mauritius
El Salvador	Pakistan	France	Slovenia	Morocco
Guatemala	Philippines	Germany	Spain	Mozambique
Honduras	Singapore	Greece	Sweden	Nigeria
Mexico	South Korea	Hungary	Switzerland	Oman
Panama	Sri Lanka	Iceland	Turkey	Qatar
Paraguay	Taiwan	Ireland	Ukraine	Saudi Arabia
Peru	Thailand	Italy	United Kingdom	Senegal
Puerto Rico	Vietnam			South Africa
Trinidad & Tobago				Tanzania
United States				Tunisia
Uruguay				United Arab Emirates
Venezuela				

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 United Kingdom 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.

United Kingdom - Pounds

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

Target Ongoing Actual (SO+RS+PS+Cash LTI)

	Avg.	75th	50th	25th	# Emps	# Cos
Base Salary	61,637	67,653	61,525	52,296	332	50
Total Allowances	5,166	6,240	4,512	4,188	93	18
Fixed Compensation	63,084	69,843	62,048	54,422	332	50
Target Incentive Amount	7,303	9,734	6,213	3,650	308	44
Target Incentive % of Base	11.3%	15.0%	10.0%	6.0%	308	44
Base + Target Incentives	69,009	77,149	67,896	57,765	315	47
Fixed Comp + Target Incentives	70,534	77,748	69,366	58,745	315	47
Actual OG SO + RS + PS + Cash LTI	14,867	19,296	16,414	9,041	48	18
Target Total Direct Compensation**	72,850	82,476	70,484	61,076	280	42

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	61,637	63,084	332	50
R02033 - Product Dev - Software Dev Mgmt Roll-Up 3	Sub Functional	Yes	60,965	62,465	542	95
R02013 - Product Dev - Dev Engrg Mgmt Roll-Up 3	Sub Functional	Yes	59,954	61,767	841	134
RM0103 - Management - All Technical Roll-Up 3	Super (Multi-Func)	Yes	56,056	57,655	2,146	227
RM0003 - Management - All Functions Roll-Up 3	Super (Multi-Func)	Yes	56,863	58,339	5,804	322

*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

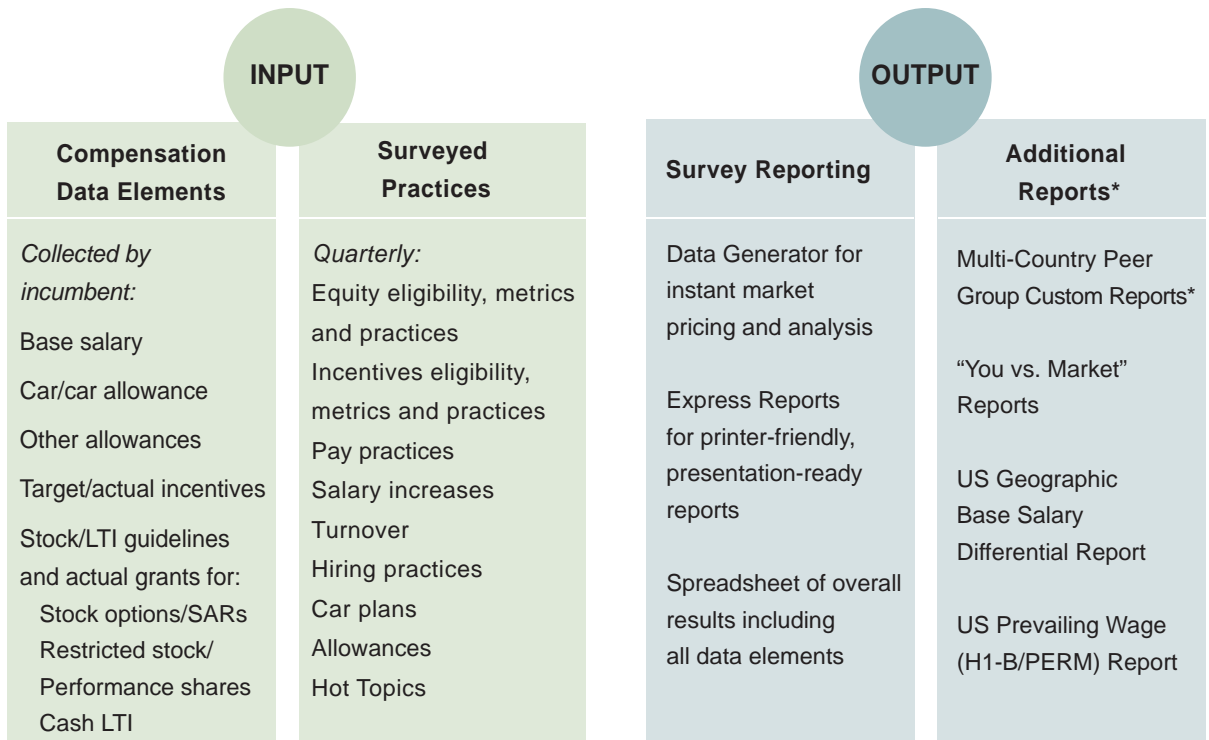
The Radford Network

The Radford Network provides more than 9,000 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 authorised users** from any location.

Proprietary Radford Survey Platform



*A \$500 credit will be applied to your first Custom Report order after data submission requirement is met.

When More Help Is Needed

Radford Consulting: Your Global Total Rewards Partner

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.

Contact Information

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

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Key Participants

Accenture
 Adobe Systems
 AMD
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 Analog Devices
 Apple
 Applied Materials
 ARM
 Booking.com
 BT
 CA
 Cap Gemini
 Cisco Systems
 CSR
 Dell
 Dassault Systemes
 eBay
 EMC
 Ericsson
 Experian
 Facebook
 Fairchild Semi
 Flextronics
 Freescale Semi
 Hewlett-Packard
 Hitachi
 IBM
 Intel
 Infineon Technologies
 Invensys
 Juniper Networks
 Logitech
 McAfee
 Melexis
 Mentor Graphics
 Microsoft
 Motorola Mobility
 National Semi
 NetApp
 Nortel
 NVIDIA
 NXP
 Oracle
 QUALCOMM
 Sandisk
 SAP
 Schneider Electric
 Seagate Technology
 Siemens AG
 Spirent Communications
 Sprint Nextel
 STMicroelectronics
 SunPower
 Symantec
 Synopsys
 Texas Instruments
 Thomson Reuters
 VMware
 Xilinx
 Yahoo!

RADFORD GLOBAL SALES SURVEY

Sales compensation professionals face increasing demands for effective global sales pay programmes that support business initiatives across borders. To meet these needs, your surveys must offer extensive pay elements, instant data access and superior customer service - with global coverage.

The Global Sales Survey is your solution for sales pay insight. Survey results include more than 1,200 participants, nearly 600,000 incumbents for 85 countries, and 350 sales positions in a broad range of industries and sales channels.

The survey encompasses technology, life sciences and medical device companies, allowing clients to leverage specific positions and industry-specific reports via one survey database. Key benefits of survey participation 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 sales jobs and market analysis
- > **Sales Incentive Plan Practices and Practices coverage** offer key market and plan design metrics
- > **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 programme

Surveyed Countries

Data collection for 100 surveyed countries

Americas	Asia/Pacific	Europe	Europe (cont'd)	Middle East/Africa
Argentina	Australia	Armenia	Latvia	Algeria
Barbados	Bangladesh	Austria	Lithuania	Bahrain
Bermuda	China	Belgium	Luxembourg	Cameroon
Bolivia	Hong Kong	Bosnia & Herzegovina	Netherlands	Egypt
Brazil	India	Bulgaria	Norway	Ghana
Canada	Indonesia	Croatia	Poland	Israel
Chile	Japan	Cyprus	Portugal	Jordan
Colombia	Kazakhstan	Czech Republic	Romania	Kenya
Costa Rica	Macau	Denmark	Russia	Kuwait
Dominican Republic	Malaysia	Estonia	Serbia	Lebanon
Ecuador	New Zealand	Finland	Slovakia	Mauritius
El Salvador	Pakistan	France	Slovenia	Mozambique
Guatemala	Philippines	Germany	Spain	Morocco
Honduras	Singapore	Greece	Sweden	Nigeria
Mexico	South Korea	Hungary	Switzerland	Oman
Paraguay	Sri Lanka	Iceland	Turkey	Qatar
Peru	Taiwan	Ireland	Ukraine	Saudi Arabia
Puerto Rico	Thailand	Italy	United Kingdom	Senegal
Trinidad & Tobago	Vietnam			South Africa
United States				Tanzania
Uruguay				Tunisia
Venezuela				United Arab Emirates

What Clients Say About Radford

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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
Chicago
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 Field Sales Management 5 - Direct in the United Kingdom via an **Express Report**. These workbooks include a Data Display Tool allowing you to instantly customise overall or peer group results, and provide a **presentation-ready report for any job in a country** for which you have access, utilising Standard Data Elements.

INDIVIDUAL JOB DETAILS

FIELD SALES MANAGEMENT 5 - DIRECT

Manages sales directly to end-users of the organization’s products or services in a large specified geographic area, or is responsible for a specific industry or product segment on a national or geographic basis. Incumbents at the Director and Senior Director level typically manage other sales managers. Incumbents at the Manager level may manage only individual contributor sales account managers and may carry their own sales quota. The incumbent’s level may be determined by the size of the geographic area of responsibility (e.g., region vs. district vs. branch), the size or significance of the industry or product segment for which the incumbent is responsible, or other factors.

United Kingdom - Pound

Actual Incentive Target or Actual:

New-Hire or Ongoing Long-Term Incentives:

Guideline or Actual Long-Term Incentives:

	Avg.	75th	50th	25th	# Emps	# Cos
CFY Base Salary	98,248	110,000	95,000	82,708	405	130
Total Allowances	8,208	9,210	8,280	6,780	250	81
Fixed Compensation	103,314	117,300	99,600	86,700	405	130
CFY Target Incentive Amount	67,284	86,100	67,052	48,259	381	119
CFY Target Incentive % of Base	70.0%	88.9%	73.8%	43.4%	381	119
Base + CFY Target Incentive	164,642	189,600	162,500	135,552	385	120
Fixed Comp + CFY Target Incentive	169,810	194,101	169,798	141,500	385	120
Actual OG SO + RS + PS + Cash LTI Value	23,012	28,212	17,521	10,104	126	51
CFY Target Total Direct Compensation**	177,396	205,814	174,232	147,129	341	102

ROLL-UP JOB ALTERNATIVES

Job Code and Title	Available in This Report?	Average Base	Average Fixed Comp.	# Emps	# Cos
S315 - Field Sales Management 5 - Direct	Yes	103,314	164,642	405	130
R2303 - Field Sales Management - Director - Roll-Up	Yes	105,114	163,208	650	194

Note: All data in local currency and employee-weighted

*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

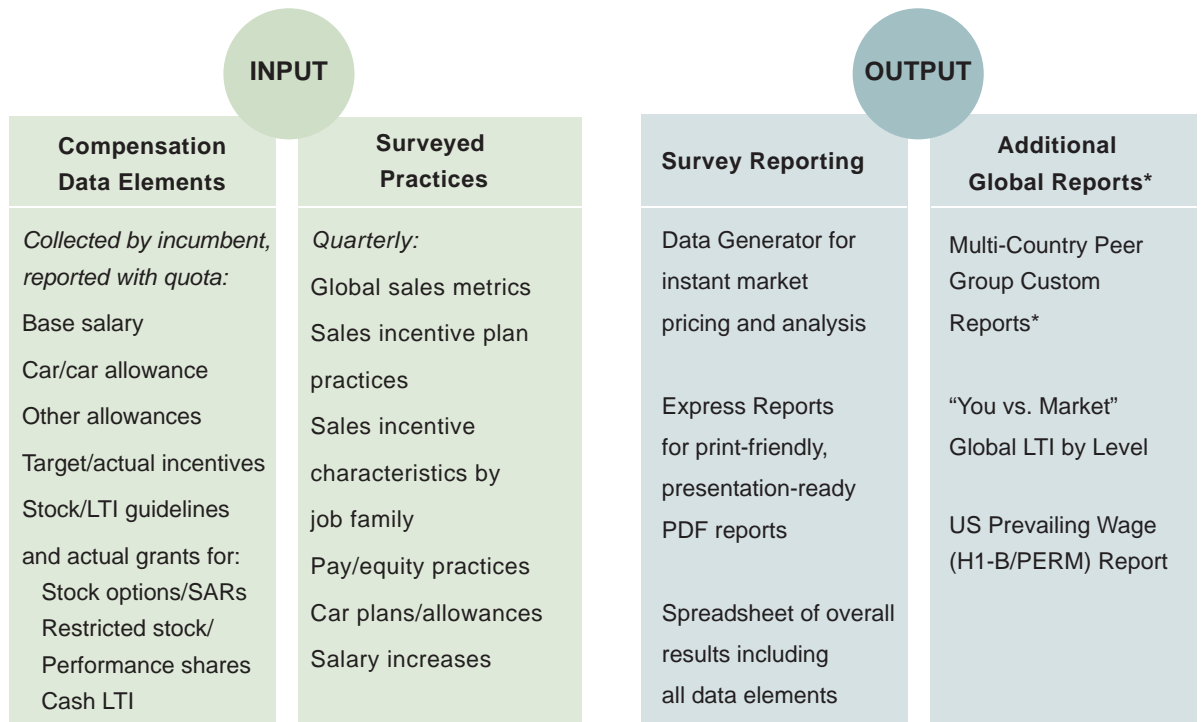
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You can also view our **Training Calendar** to register for upcoming training, popular **Hot Topic webcasts** led by Radford's thought leaders, regional meetings and more.

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

Proprietary Radford Survey Platform



*A \$500 credit will be applied to your first Custom Report order after data submission requirement is met.

When More Help Is Needed

Radford Consulting

We offer global incentive plan design to align your sales incentives with business initiatives and go-to-market strategy. Our approach includes reviewing your current plans in the context of business drivers; performing a competitive market assessment of the existing plans including commission structures, targets, accelerators, allowances and special incentives; designing, modeling and costing a redesigned sales incentive plans to determine the business and employee impact; implementing the new plans, including plan documentation and communication strategy; and evaluating, advising on and implementing commission systems.

Contact Information

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

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emea@radford.com
www.radford.com/emea



Key Participants

Actelion
 Affymetrix
 Alexion
 Amgen
 Amylin
 Astellas
 Baxter
 Beckman Coulter
 Becton Dickinson
 Bio-Rad
 Biogen Idec
 BioMarin
 Boehringer-Ingelheim
 Bristol-Myers Squibb
 Celgene
 Cephalon
 Covance
 Covidien
 Daiichi Sankyo
 Elan
 EMD Millipore
 Exelixis
 F. Hoffman Roche
 Genencor-Danisco
 Genzyme
 Gilead
 INC Research
 Ingenix
 Intuitive Surgical
 Johnson & Johnson
 Lonza
 Medtronic
 Merck Serono
 Monsanto
 MSD
 Novartis
 Novo Nordisk
 Pfizer
 PPD
 PRA International
 Quintiles
 Sanofi Aventis
 Shire
 Thoratec
 UCB
 Vertex
 Watson

RADFORD GLOBAL LIFE SCIENCES SURVEY

Introduction

The Radford Global Life Sciences Survey provides total compensation and practices data for **nearly 650** multinational life sciences companies and **355,000** incumbents. Reliable global market data is available for **49** countries and positions at the executive, management, professional and support levels, as well as overall practices. Target industries include biotechnology, pharmaceutical, medical device, diagnostic and clinical research organisations (CROs). Participants have the option of participating in one country or in multiple countries.

Participation in the Global Life Sciences Survey includes:

- > Online access to results
- > Multi-country Data Generator
- > Practices and Country Practices Reports
- > Radford Trends Report
- > Unlimited Radford Network® users
- > Year-round updates for Data Generator
- > Hot topic webcasts
- > Industry-specific white papers
- > In person, online and desktop survey training programme
- > Designated Survey Consultant

Key Features

Comprehensive Compensation Database

Includes nearly 650 participating companies; results delivered online via the Radford Network

Extensive Job Coding and Leveling Structure

Uses a harmonised global job structure to facilitate input and consistency in data submission, job matching and market comparisons for global operations

Global Data Reporting

Covers base salary, regular allowances, fixed compensation, bonus/incentives, total cash compensation, stock options and restricted stock; data collection for 48 countries

Global Life Sciences Data Generators

Create queries for one or more countries in a multi-country Generator; includes a currency converter and the ability to share results among team members; Express Reports feature on Generator delivers presentation-ready, country-specific data for all standard elements

Extensive Country Practices Reports

Includes pay increase budgets/actuals, incentives eligibility/practices, stock eligibility/practices, car plans and more

Surveyed Countries

- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Bulgaria
- Canada
- China
- Croatia
- Czech Republic
- Denmark
- Estonia
- France
- Finland
- Germany
- Greece
- Hong Kong
- Hungary
- India
- Ireland
- Israel
- Italy
- Japan
- Latvia
- Lithuania
- Malaysia
- Mexico
- Netherlands
- Norway
- Poland
- Portugal
- Puerto Rico
- Romania
- Russia
- Serbia
- Singapore
- South Korea
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- Taiwan
- Thailand
- Turkey
- Ukraine
- United Kingdom
- United States

Key Features continued

Industry Trends Report

Stay current on salary increase trends, turnover, hiring practices and HR hot topics

Targeted Custom Reports

Provide insight into stock granting practices, equity programmes and Board of Directors pay through a variety of special reports; combined life sciences and technology Custom Report capabilities will allow clients to leverage both databases for analysis (*additional fee*)

Radford Training Programmes

Complimentary programme includes on-site, local meetings with consulting experts, as well as online survey training courses and “hot topic” webcasts

Data Sample

For illustrative purposes only, the sample data below displays a subset of results* for Management All Functions - Roll-Up - Career for the United Kingdom via an **Express Report**. These workbooks include a Data Display Tool allowing you to instantly customise overall or peer group results, and provide a **presentation-ready report for any job in a country** for which you have access, utilising Standard Data Elements.

INDIVIDUAL JOB DETAILS

Management - All Functions - Roll-Up - Career United Kingdom - Pound

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	62,782	72,000	60,777	53,005	687	55
Total Allowances	6,660	7,800	6,240	6,000	345	26
Fixed Compensation	66,126	75,334	64,050	56,190	687	55
Target Incentive Amount	9,415	11,466	8,264	5,851	600	48
Target Incentive % of Base	14.2%	15.0%	15.0%	10.0%	600	48
Base + Target Incentives	72,131	82,421	69,164	59,366	644	50
Fixed Comp + Target Incentives	75,652	87,308	73,335	62,848	644	50
Actual OG SO + RS Cash LTI	12,632	16,461	8,288	5,180	284	29
Target Total Direct Compensation**	81,114	93,837	77,070	63,604	643	50

Note: All data in local currency and employee-weighted

*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

Contact Information

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

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www.radford.com/emea

