



## 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 2,000 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<sup>®</sup>
- > 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 five 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](http://www.radford.com/rvs)