RADFORD GLOBAL SALES SURVEY
For Life Sciences Companies

As the life sciences industry matures commercially, your sales force plays an increasingly critical role in the company’s growth and market position. To support the effectiveness of your sales compensation programs, your compensation survey must offer extensive pay elements, the right jobs and product categories, instant data access and superior customer service on a global basis.

The Global Sales Survey is your solution for sales pay insight. Survey results include more than 1,100 participants, 561,000 incumbents for 84 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.

- **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 program

**Job List**

<table>
<thead>
<tr>
<th>Field Sales Management</th>
<th>Clinical/Surgical Consulting</th>
<th>Apps/Systems Engineering Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Direct</td>
<td>- Management</td>
<td>- Pre-Sales - Sales Plan</td>
</tr>
<tr>
<td>- Distribution/Retail</td>
<td>- Consultant</td>
<td>- Post-Sales - Sales Plan</td>
</tr>
<tr>
<td>- Named/Strategic Accts</td>
<td></td>
<td>- Pre &amp; Post Sales - Sales Plan</td>
</tr>
<tr>
<td>- Multi-Channel</td>
<td></td>
<td>- Pre-Sales - Non-Sales Plan</td>
</tr>
<tr>
<td>- Services</td>
<td></td>
<td>- Post-Sales - Non-Sales Plan</td>
</tr>
<tr>
<td>Sales Account Manager</td>
<td>Medical Science Liaison</td>
<td>- Pre &amp; Post-Sales - Non-Sales Plan</td>
</tr>
<tr>
<td>- Hospital</td>
<td>- Management</td>
<td></td>
</tr>
<tr>
<td>- Oncology</td>
<td>- Liaison</td>
<td></td>
</tr>
<tr>
<td>- Diagnostics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Bio/Pharma Specialty</td>
<td>Managed Care</td>
<td></td>
</tr>
<tr>
<td>- Bio/Pharma Non-Specialty</td>
<td>- Management</td>
<td></td>
</tr>
<tr>
<td>- Life Sciences Products</td>
<td>- Account Rep</td>
<td></td>
</tr>
<tr>
<td>Country Strategic Acct Manager</td>
<td>Managed Care</td>
<td></td>
</tr>
<tr>
<td>- Direct</td>
<td>- Sales Management</td>
<td></td>
</tr>
<tr>
<td>- Channel</td>
<td>- Sales Acct Manager</td>
<td></td>
</tr>
<tr>
<td>Global Strategic Acct Manager</td>
<td>Leasing/Finance</td>
<td></td>
</tr>
<tr>
<td>- Direct</td>
<td>- Sales Management</td>
<td></td>
</tr>
<tr>
<td>- Channel</td>
<td>- Sales Acct Manager</td>
<td></td>
</tr>
<tr>
<td>Clinical/Surgical Consulting</td>
<td>Inside/Telesales</td>
<td></td>
</tr>
<tr>
<td>- Management</td>
<td>- Management</td>
<td></td>
</tr>
<tr>
<td>- Consultant</td>
<td>- Rep - Overlay - Inbound</td>
<td></td>
</tr>
<tr>
<td>Medical Science Liaison</td>
<td>- Rep - Overlay - Outbound</td>
<td></td>
</tr>
<tr>
<td>- Management</td>
<td>- Rep - Own Quota</td>
<td></td>
</tr>
<tr>
<td>- Liaison</td>
<td>- Rep - Lead Development</td>
<td></td>
</tr>
</tbody>
</table>

**Industry-Specific Product Categories**

- Cardiology
- Endocrinology
- Gastroenterology
- Immunology
- Neurology
- Oncology
- Pulmonary
- Biologics
- Diagnostic kits
- Microfluidics
- Products and services
- Other

Radford is an Aon Hewitt Company
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
Mozambique
Morocco
Nigeria
Oman
Qatar
Saudi Arabia
Senegal
South Africa
Tanzania
Tunisia
United Arab Emirates

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 in Pounds 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
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.

Actual Incentive Target or Actual: CFY Target
New-Hire or Ongoing Long-Term Incentives: Ongoing
Guideline or Actual Long-Term Incentives: Actual (SO+RS+PS+Cash LTI)

<table>
<thead>
<tr>
<th>CFY Base Salary</th>
<th>Total Allowances</th>
<th>Fixed Compensation</th>
<th>CFY Target Incentive Amount</th>
<th>CFY Target Incentive % of Base</th>
<th>Base Salary + CFY Target Incentives</th>
<th>Fixed Comp + CFY Target Incentives</th>
<th>Actual OG SO + RS + PS + Cash LTI</th>
<th>CFY Target Total Direct Compensation**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg.</td>
<td>75th</td>
<td>50th</td>
<td>25th</td>
<td># Emps</td>
<td># Cos</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>98,787</td>
<td>110,000</td>
<td>95,247</td>
<td>82,650</td>
<td>342</td>
<td>105</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8,042</td>
<td>9,100</td>
<td>7,992</td>
<td>6,588</td>
<td>202</td>
<td>67</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>103,537</td>
<td>115,790</td>
<td>100,960</td>
<td>87,257</td>
<td>342</td>
<td>105</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>68,069</td>
<td>87,069</td>
<td>67,000</td>
<td>49,043</td>
<td>323</td>
<td>96</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>71.4%</td>
<td>99.0%</td>
<td>77.8%</td>
<td>43.4%</td>
<td>323</td>
<td>96</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>165,412</td>
<td>189,900</td>
<td>163,477</td>
<td>137,128</td>
<td>326</td>
<td>97</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>170,256</td>
<td>194,126</td>
<td>169,038</td>
<td>141,596</td>
<td>326</td>
<td>97</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50,056</td>
<td>40,379</td>
<td>21,604</td>
<td>16,025</td>
<td>115</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>188,419</td>
<td>210,000</td>
<td>177,407</td>
<td>145,460</td>
<td>270</td>
<td>84</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: All data in local currency and employee-weighted

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

**Target Total Direct Compensation = Base + Total Allowance + Target Incentives + Actual Ongoing Equity
Proprietary Radford Survey Platform

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 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. For more information on Radford’s sales 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