DEFINITION OF TERMS

Industry Definitions

Aerospace/Defense Electronics
> Manufacturers of aerospace, defense, or microwave technology products and related components
> Providers of aerospace or defense services
> Primary customer is the government
> NOT technical research institutions – use Institutions and Foundations

Alternative Energy/Technologies
> Manufacturers or developers of new approaches/techniques used to improve existing technology and/or generate cleaner energy. May include biology-based applications, e.g. biofuels

Bio/Pharma - Commercial
> Researchers, developers, or producers of biological, pharmaceutical or chemical products in commercial use
> Companies with at least one drug/product with regulatory approval and in commercial use
> Not instrumentation - medical device companies should use Medical Devices; companies with applications related to scientific instrumentation - use Other High Technology

Bio/Pharma - Pre-Commercial
> Researcher or developers of biological or pharmaceutical product(s) in pre-clinical through Phase III trial stage; product not in commercial use
> Companies with no drug/product with regulatory approval or in commercial use
> Not instrumentation - medical device companies should use Medical Devices; companies with applications related to scientific instrumentation - use Other High Technology

Capital Equipment
> Manufacturers of semiconductor manufacturing/testing equipment
> Manufacturers of equipment used for manufacturing products; equipment typically viewed as an investment/fixed asset of the acquiring business

Clinical Research Organizations (CRO's)/Clinical Manufacturing
> Outsourced providers of research, manufacturing, and/or laboratory services mainly to pharmaceutical/biotechnology companies
> Services include, but not limited to support of product development/formulation, clinical trial management, or assistance in moving a new drug/device from conception to regulatory approval

Other Life Sciences
> Life Sciences companies not found in: Bio/Pharma - Commercial, Bio/Pharma - Pre-Commercial, Diagnostics, Clinical Research Organizations/Clinical Manufacturing Organizations industry or Alternative Energy/Technologies

Communications Products/Services
> Providers of telephone, voice, data, satellite and wireless communications devices, products, services and integrators
> Service providers and manufacturers of products used for communications
> NOT companies providing consulting, rather than products – use Professional/Technical Services/Consulting

Computer/Peripherals
> Manufacturers of computers, computer components, and/or computer peripherals including motherboards, data storage devices/components, such as disk drives/flash memory, audio/video cards, keyboard, mouse, monitors and printers
> NOT manufacturers of office equipment (e.g., photocopiers) – use Other Technology
> NOT manufacturers of cell phones/wireless devices – use Communications Products/Services

Diagnostics
> Manufacturer or developers of substances, products and/or instruments used to detect/diagnose diseases or collect data

Entertainment/Games/Animation
> Developers and producers of entertainment/games software
> Developers, producers, and creators of animation and related services, including motion pictures

Financial and Insurance Services
> Providers of banking/investment/financial and related services that are not e-commerce units
> Providers of life/health/property and casualty insurance as well as brokers and reinsurance service companies

Institutions and Foundations
> Research hospitals/institutions
> Foundations
> Educational institutions/schools
> Not-for-profit agencies/labs affiliated with government

Internet/e-Commerce/Online Community
> Internet Service Providers (ISPs) and providers of service specific to Internet activities
> Developers and providers of Internet search engines/web portals and/or security/data hosting/outsourcing services
> Providers of e-Commerce/electronic retail (e-tailers who operate as a business or distinct organizational unit)
> NOT hardware for Internet applications – use Computer/Peripherals
> NOT brick and mortar retailers who also have a website – use Other Non Technology

Medical Devices/Scientific Instruments
> Manufacturers or developers of medical products, devices, instruments and/or therapeutic devices used in the medical profession or by consumers

Network Equipment/Products
> Manufacturers of computer networking equipment and products such as servers/routers/switches
> Manufacturers and installers of local area, wide area, and wireless network equipment
> NOT software makers whose products can be networked – use Software Products/Services

Other Non Technology
> Providers of products or services not bound by technology
> Providers of utility services
> Manufacturers or providers of non-technology consumer products or services not already listed
> Typically a company competing with technology companies for talent but not making technology products

Other Technology
> Providers of technology products or services to businesses or consumers, not in another group
> Manufacturers of specialized materials used in semiconductor manufacturing
> Providers of raw materials or specialty chemical/gases
> Contract manufacturers
> Software development division of Non Technology product/service providers
> Distributors
> Manufacturers of laboratory/research apparatus and equipment, precise measurement tools, control devices, robotics or other scientific analytical or measuring devices

Professional/Technical Services/Consulting
> Providers of information technology services such as consulting, application/systems integration, or support
> Services provided in the technology field are typically on a fee-for-service basis
> Providers of management consulting or business process outsource services

Semiconductor Components
> Manufacturers and designers of semiconductors, integrated circuits, and/or related products
> NOT manufacturers of semiconductor capital equipment - use Capital Equipment
> NOT manufacturers of silicon wafers, photomasks or gases/chemicals - use Other Technology

Software Products/Services
> Developers and producers of software products such as application software (pre-packaged software products for the business or consumer market), middleware, firmware and systems software
> NOT developers/producers of entertainment/gaming software – use Entertainment/Games/Animation

Base Salary Review System

> **Anniversary System:** A pay administration system in which each employee's salary review is based on the anniversary of the employee's date of hire or last salary action (see contrast in "Focal Review"). The review date is usually coordinated with an evaluation of the employee's performance and is generally accompanied by a salary increase.

> **Focal System:** A pay administration system in which all (or a large group of) employees are reviewed and receive pay increases on the same date (also known as "common review date"). For example, a company may implement increases for all employees on April 1; employees hired off-cycle usually receive prorated increases on the focal review date.

Organization Type Definitions

> **Independent Corporation:** An independent, stand-alone corporate entity, which has its own Board of Directors and stock (if applicable).

> **Division:** A sub-unit of an independent corporation or subsidiary. A division has a distinct product line and a full complement of functions, including finance (typically at the Controller level) and HR. Senior management is accountable for P&L and the attainment of current and long-range objectives and has a lesser degree of independence in establishing the objectives, plans and budgets. The development of guidelines typically happens at the corporate level. Management of the division's products or services sales and support functions are typically also at the corporate level.

> **Subsidiary:** A self-contained profit and loss (P&L) organization that designs, manufactures, prices and sells its own products, which are often different from or separately identified from those of the parent organization. The subsidiary may have been a stand-alone independent corporation prior to acquisition by the parent company, and may operate under a name different from that of the parent. The subsidiary has a full complement of functions in the areas of product design, manufacturing, marketing, sales, finance (which is typically headed by a VP Finance level or higher incumbent), HR and facilities. Senior management of the subsidiary has a high degree of independence and freedom in setting objectives and developing and

implementing current and long-range business plans and strategies. Unlike a Division (see above), a subsidiary may have a long-term incentive plan (e.g., stock substitute plan, long-term bonus plan) that is based upon the long-term performance of the subsidiary rather than the parent organization.

Radford Network Access Role Definitions

The Radford Network provides online access to input materials, job descriptions, survey results and other helpful resources. Access is provided to company-employed staff, with management approval to receive survey-specific access. Each contact is assigned a confidential, username and password which is not to be shared with other individuals. Continuous online access requires complete and on-time data submission(s), interaction with Survey Consultant(s) to resolve input questions and payment of participation fees.

> **Renewal Contact** *(one contact per company):* Contact is responsible for committing the company to Radford survey participation, ensures data is submitted in a timely manner, and authorizes payment of all fees associated with survey participation. Authorizes Network access for contacts for all survey(s) in which the company participates.

> **Network Primary** *(one contact per company)***:** Contact authorizes and oversees contacts with Network Access for all survey(s) in which the company participates.

> **Survey Primary Contact(s)** *(one contact per survey participation):* Contact is responsible for complete, timely input, and clarification of survey information. Survey input materials and survey notifications will be sent to this individual. This contact may authorize Network access for contacts in survey(s) which they are designated as Survey Primary contact.

> **Regional Contact(s):** Contact may assist in collection of regional data and/or clarification of survey information for one or more regions. Access is granted to the Input/Output Guide and general areas of the Network. Contact(s) with this role may or may not have access to survey results.

> **Network Access (survey-specific data):** Contact(s) with this role are authorized by the Renewal, Network, or Survey Primary Contact(s) to receive survey-specific Radford data via the Network.

> **General Access:** Access is limited to the Input/Output Guides and general areas of the Network. Contact(s) with this role, will not have access to survey results.