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## Economic Outlook, Salary, and Employee Turnover January 2012

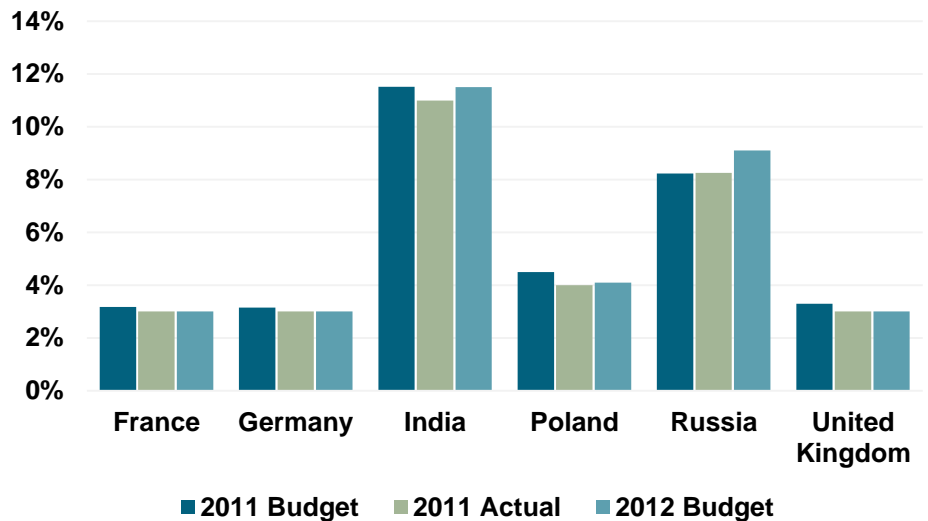
The projection for global output has been revised downwards to 3.25% in 2012 amidst expectations of a mild recession across the euro area. A rise in sovereign yields, effects of bank deleveraging on the real economy, and the impact of additional fiscal consolidation have all served to decrease market confidence in Europe.

The forecast output in the US, however, remained the same at 1.8%, buoyed in part by lower saving rates and strong business fixed investment.

Emerging economies suffered in the latest forecasts, with a sharp fall in capital flows from advanced economies, and slowing domestic demand during the latter part of 2011. Overall, projections for output in 2012 were revised downwards by 0.7%.

Against this backdrop, we present a snapshot of our Q4 2011 trends data.

### Diluted Base Salary Increase



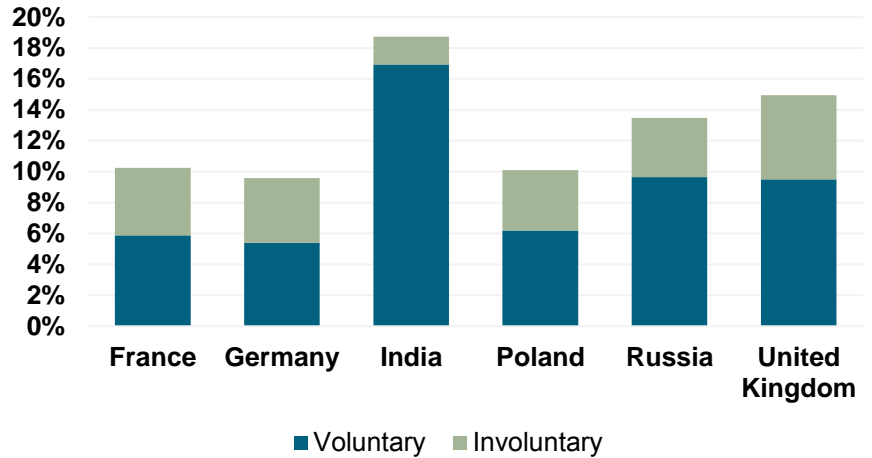
The base salary increases above show that that actual salary increases were below 2011 budgets, corresponding with downward revisions to economic forecasts during the year.

On the following page, employee turnover figures help to give us an indication of market confidence.

**Key Participants**

- Accenture
- Adobe Systems
- Agilent
- Alcatel-Lucent
- Altera
- Amazon.com
- AMD
- Analog Devices
- Apple
- Applied Materials
- ARM
- 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
- Motorola Mobility
- NetApp
- Nokia
- NVIDIA
- Oracle
- QUALCOMM
- Research in Motion
- Sandisk
- SAP
- Schneider Electric
- Seagate Technology
- Siemens AG
- Spirent Communications
- Sprint Nextel
- STMicroelectronics
- SunPower
- Symantec
- Texas Instruments
- Thomson Reuters
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- Wipro
- Xilinx
- Yahoo!

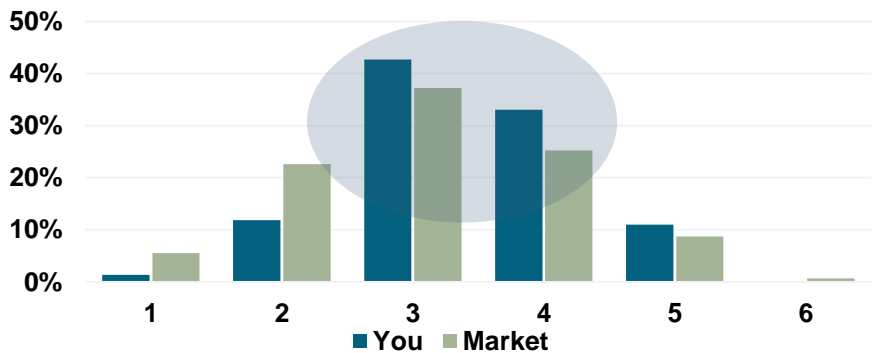
**Q4 2011 Median Employee Turnover**



**Radford Analytical Tools**

Using analytical tools, our participants are able to perform benchmarking and other analyses, such as global levelling and long-term incentive reviews against a custom peer group.

**Professional**



The global levelling analysis example above\* indicates 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 above\* demonstrates that this organization is paying ahead of the market as well as 'over-levelling,' identifying potential cost savings.

Source: Radford Trends Report – Technology Edition – Q4 2011  
\* Indicative data